EQC/EQR Investigation Process – Fraudulent Allegations

To ensure a consistent process, approach and outcome of investigation into allegations of fraudulent behaviour a single process is required between EQC and EQR. There are currently two parallel processes within EQC and EQR for the investigation of allegations regarding fraudulent behaviour.

A single process will assist in providing transparency and consistency in the investigation process while also ensuring efficiency of resources and consistency in performance reporting. The purpose of the joint approach is therefore to ensure:

- Consistent investigation processes and resolution;
- Transparency of process to all involved;
- Efficiency in resource allocation;
- Accurate and timely performance reporting.

This investigation protocol is not intended to cover HR issues relating to EQR and EQC staff which will be dealt with by the respective managers or HR departments.

Matters of a minor nature will be dealt with at Hub level. This includes responding to issues and complaints regarding quality of workmanship or complaints about staff and their behaviour.

If after an initial investigation into an issue or complaint it is determined that the incident is more serious that initially anticipated the matter will be passed directly to EQC, the Claim Review Team (CRT), the party responsible for conducting and overseeing fraud investigations. It is essential that both EQC and EQR maintain visibility of all fraud allegations at the earliest possible opportunity.

Factors that should be considered when assessing allegations include (but not exclusive):

- If there have been any deliberate actions to deceive or obtain a financial benefit that the person is not entitled to, e.g. forged documents, claiming for work that has not been done
- If there has been more than a single event, e.g. contractor has altered repair methodology with no variation order across multiple repairs
- The amount of money involved
- Previous issues with the contactor/organisation, e.g. they have two previous strikes
- Conflict of Interest

Key aspects will be the establishment of a joint database to monitor allegations of alleged fraudulent behaviour and joint agreement on the action plan before an investigation is commenced. The database will be managed by CRT and regular updates provided to the EQR Risk Manager.

EQC is responsible for leading the investigation however EQR will be advised of all relevant investigations and will be informed of the investigation plan. It is expected that from time to time joint investigations may be undertaken.
Regular meetings (fortnightly to start with) will be held between EQR and EQC + selected reps from EQC to review and discuss investigations.

The process for investigation of allegations is as follows:

1. **Step 1 - Allegation Identified**

   Information received that is identified as needing further investigation due to some form of fraudulent or exploitative behaviour or poor performance on the part of the customer, contractor, supplier or staff member (EQC/EQR). Examples include, invoicing for work not completed or alternative repair methodologies used without negative variation, collusion between EQC/EQR staff and contractors.

   This does not include complaints about quality of repairs or employee behaviour, e.g. complaints of rudeness. Issues/complaints regarding the quality of repairs are to be resolved at hub level and complaints are dealt with by the respective complaints investigators. Where there is doubt as to whether an issue should be escalated for an investigation staff should contact CRT to discuss.

2. **Step 2 - Information is collated in a common database.**

   All allegations will be directed to CRT for investigation and stored in the CRT master database. Details to be captured include (but not restricted to): claim number; customer name; contractor name; date received; date allocated; source of allegation; investigator; category of complaints (contents, dwelling, contractor); referred from; outcome; status; date returned from investigator; date resolved; claimed amount; amount paid; savings; amount to be recovered; amount recovered.

   Details of strikes issued by EQR will also be recorded in the database. This ensures that monitoring of contractors and decisions made as part of an investigation includes all available information.

3. **Step 3 - Allegation is assessed and prioritised.**

   Grade 1 - assign as priority file. There will be a number of reasons why an allegation may fall into this category. Examples include, but are not limited to:
   
   i. Difficult customers and/or their representatives e.g. abusive and threatening
   ii. Likelihood of high media interest
   iii. Vulnerable customers or Sensitive Claims
   iv. Reputational risk to the EQC or EQR/FCC
   v. Likelihood of lengthy and/or highly complex investigations
   vi. As directed by the EQC/EQR Manager
Grade 2 – assign for investigation when resources available
Grade 3 – assign but further information required
Grade 4 – to be filed (No further action unless further information received)
Where the Information provided or concern raised is not an allegation of fraud and/or dishonesty, or the information relates to another organisation the file will be referred to the appropriate business unit.

4. Step 4 - Desktop Assessment.
An initial desktop assessment is undertaken to collate relevant information related to the investigation. The work plan for the investigation is drafted and agreed at this stage.

Allocation of the file is based upon skill set of investigator, nature of allegation and current workloads. Investigations will be undertaken by the CRT team in conjunction with a nominated representative from EQR. The EQR representative will vary according to the nature of the allegation.

Investigators are to advise the Hub Managers prior to commencing an investigation at the relevant hub. Where this is not appropriate (i.e. an allegation may involve the Hub Manager) then the nominated EQR fraud representative will be advised. An initial meeting shall be held with the Hub Manager and EQR Risk Manager to outline the allegations and advise the work plan for the investigation. The agreed work plan may require additional EQR hub resources to be made available to assist in the investigation. EQR will use reasonable endeavours to make this resource available to allow investigations to be completed in a timely manner.

Once an investigation is completed a recommendation as to the outcome is recommended based upon the evidence available. Consultation between EQC and EQR will occur where the recommended outcome is a ‘strike’, de-accreditation or referral to police.
EQC Fraud Risk Policy

POLICY STATEMENT

1. EQC does not tolerate fraud, impropriety or dishonesty by EQC staff or external parties, and is committed to preventing, detecting, investigating and resolving fraud, and cooperating with other organisations to reduce the opportunities for fraud.

2. EQC manages the fraud risk by:
   a. implementing and maintaining effective procedures to prevent and detect fraud;
   b. reviewing all incidences of actual, attempted or suspected fraud;
   c. training staff in the detection of fraud and raising fraud-awareness at all levels;
   d. adhering to the Protected Disclosures Act (2000);
   e. ensuring compliance with fraud procedures across EQC;
   f. taking action against individuals and organisations perpetrating fraud against EQC;
   g. recovering any payments fraudulently obtained; and
   h. co-operating with the police and other appropriate authorities in the investigation and prosecution of those suspected of fraud.

PURPOSE

3. To clearly document EQC’s attitude to fraud.

4. To demonstrate to internal and external stakeholders that EQC proactively deals with fraud in a manner that is appropriate for the efficient management of the Natural Disaster Fund and EQC’s role in the recovery of individuals and communities following a natural disaster.

SCOPE

5. The policy applies to internal and external fraud, including fraud by collusion between internal and external parties.

6. The operational aspects of the fraud policy will primarily apply to Line Managers, the Claims Management Teams (CMTs), the Claims Review Team (CRT), the Risk and Assurance (RA) team, Finance and Human Resources (HR).

7. This policy applies to all natural disaster events in which EQC is involved and the resultant functioning of EQC.
FRAUD

8. EQC can experience external fraud (by claimants, building contractors), internal fraud (by regular staff, contract staff) and fraud by collusion between internal and external parties.

9. Fraud occurs where a person knowingly provides incorrect information or performs an action with the intention of obtaining a benefit, to which they, or related persons, would not otherwise be entitled.

10. Examples of external fraud include:
   - a claim that is put forward where the claimant knows there has been no loss from causes for which there is EQC cover;
   - the claim/invoice is supported by false evidence;
   - adding non-existent items/damage to a claim;
   - an invoice for works/services not undertaken;
   - exaggeration of loss item value/cost of works undertaken; and
   - failing to advise EQC if information provided in support of a claim/invoice later becomes materially incorrect.

11. Examples of internal fraud include:
   - theft of EQC property;
   - falsified expense claims, invoices and suppliers;
   - use of privileged information for private gain (e.g. sensitive claims);
   - payment for disclosure of claimant information; and
   - undeclared conflicts of interest resulting in private benefit.

12. Examples of fraud by collusion include:
   - bribery; and
   - cooperation to deceive EQC by approving payment for excessive claims or invoices, or for works or services not undertaken.

EQC UNDERLYING PHILOSOPHY

13. EQC is committed to providing the entitlements for which claimants are eligible under the Earthquake Commission Act (1993).

14. Fraud risk can best be managed through deterrence, prevention and detection; EQC is committed to the continuous improvement of fraud deterrence, prevention and detection techniques.

15. EQC maintains consistent, documented procedures for the deterrence, prevention, detection, investigation and resolution of fraud.

16. Relevant business units within EQC have clearly defined roles and authority in the deterrence, prevention, detection, investigation and resolution of fraud.

17. Relevant business units within EQC regularly liaise with each other regarding fraud procedures, cases and learnings; all instances of fraud are reported to the Risk and Assurance Team.
18. EQC maintains a protected disclosure policy to ensure employees, contractors and members of the public can confidentially report suspicions of fraudulent activity.

19. Claimants/tradespeople/providers of goods and services whose claims/invoices are under review can expect regular updates from EQC and a transparent and timely resolution.

20. EQC gives claimants the benefit of the doubt, providing ample opportunity to accept claim adjustments and alerting claimants to the potential consequences of defrauding the agency.

21. The rights of individuals will be respected at all times.

22. Adequate anti-fraud measures and controls are present in all systems.

23. All alleged or suspected incidences of fraud are thoroughly and impartially assessed/reviewed.

24. EQC follows due process and requires clear evidence beyond a reasonable doubt before deciding whether to escalate suspected or alleged fraud to prosecution.

25. Cases escalated to prosecution will be subject to judicial review.

26. EQC staff must have, and be seen to have, the highest standards of honesty, propriety and integrity in the exercise of their duties.

27. EQC staff must not defraud the EQC, its staff, claimants or contractors, in any way.

28. EQC takes action against any member of staff defrauding (or attempting to defraud) it, other staff, EQC claimants or contractors.

**EQC CORPORATE OBJECTIVES**

29. To develop an effective process for the deterrence, prevention, detection, investigation and resolution of suspected fraud and define responsibilities in this area.

30. To reduce the opportunity for fraud by introducing measures into systems and processes to deter and detect fraud.

31. To ensure that anti-fraud controls are considered and built into new systems and processes at the design stage.

32. To increase the vigilance of management and staff through raising fraud risk awareness.

33. To ensure that EQC meets its statutory responsibilities towards fraud as per the Earthquake Commission Act.

34. To learn from previous incidents and recycle lessons and experiences in fraud prevention and detection throughout EQC.

35. To review impartially and thoroughly all suspected cases of fraud; to appropriately sanction offenders; and, where suitable, seek to recover monies and costs through legal means.

36. To co-operate with other organisations, such as private insurers and the police, in the industry-wide detection and prevention of fraud.
Fraud Risk Escalation Procedures - All Claims and Invoices

It must be recognised that most claims and invoices are genuine; however, some customers and/or contractors may act dishonestly to benefit financially from an insurance claim. It is important to thoroughly investigate the circumstances of each claim and the integrity of the information provided.

There are various levels of suspicious behaviour by customers and/or suppliers, which can include any of the following:

- 6(c)

**NOTE:** If there are concerns about a claim or invoice, NO partial payments are to be made.

High Level Risk Escalation Process

<table>
<thead>
<tr>
<th>Risk Escalation Process – All Claims and Invoices</th>
</tr>
</thead>
<tbody>
<tr>
<td>Any EQC Staff Member</td>
</tr>
<tr>
<td>Workflow Supervisor, Team Leader, or Supervisor</td>
</tr>
<tr>
<td>Claims Review Team</td>
</tr>
</tbody>
</table>

Risk Escalation Procedures – All Claims and Invoices
Please take the following steps if you have reasons to doubt the validity of a claim or invoice:

**Any EQC Operational Staff Member**

**Step 1** Identify the presence of one or more Risk Indicators (Please review Appendix 1)

**Step 2** If appropriate, contact customer or supplier to clarify information or request further documentation

**Step 3** If concerns still exist, escalate to your Workflow Supervisor, Team Leader or Manager via an email, marked urgent.

**NOTE:** Referrals to Claim Review Team (CRT) must be made via your Workflow Co-Ordinator, Team Leader or Manager

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**Workflow Co-Ordinator, Team Leader or Manager**

**Step 4** Once an email has been received, review the claim or invoice in question

**Step 5** Contact customer or supplier to obtain more background information or further documentation to support the claim or invoice

**Step 6** If there are still unresolved concerns, refer directly to CRT via an activity or contact them directly to discuss details of the claim or invoice.

**NOTE:** For the process of referring to CRT, please review Appendix 2

**NOTE:** For Non-Operational EQC Staff members, please contact the Claims Review Team directly either by email or telephone as below.

If you would like to speak directly with a member of the Claims Review Team for advice, please contact them on:

Email - [email] or telephone - [phone]

Please be prepared with the following information:

- Name of customer
- Claim number (include any associated/prior claims)
- Issue description
- Action to date
- Referral reason/recommendation
- Any supporting documentation

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Risk Escalation Procedures – All Claims and Invoices
Appendix 1

Risk Indicators

NOTE: These indicators are in draft format and a final version will be updated shortly to include Land.

These are industry wide recognised indicators which will assist with identification of these claims. It is important to bear in mind that an indicator is exactly that – an indicator. The presence of an indicator does not mean a claim is fraudulent and indicators are not evidence of fraud.
<table>
<thead>
<tr>
<th>Claim Information</th>
<th>Behaviour</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Appendix 2
For Workflow Co-Ordinators, Team Leaders or Managers only

Referral to the Claim Review Team:

Step 1 - Create an Activity: Open the claim in question; create an activity as below.

New Activity: Investigation > Referral to CRT

Step 2 - Update the activity as below:

New Note Subject – CRT Referral

Text – Write a description as to why you are referring this to CRT, including actions taken to date. This will automatically update the notes field in CMS.
Introduction

The Protected Disclosures Act 2000 protects all Earthquake Commission employees who raise allegations of serious wrongdoing within their organisations – also known as “whistle blowing”. The Act requires that should an employee disclose such information, there is an internal procedure to deal with it.

Applies to

This policy applies to all employees of EQC, including contractors and temporary staff.

Principles

There is one guiding principle for this policy:

Principle 1 To respect the rights of all employees to be taken seriously and to be afforded protection in order to express any concerns they may have about serious wrongdoing within the organisation.

Our approach

Earthquake Commission (EQC) is committed to maintaining an environment that encourages high ethical conduct and in which all its employees exercise good judgement in the public interest.

EQC will ensure that:
- All investigations will be conducted impartially, fairly and equitably
- There is an easily accessible procedure in place for dealing with protected disclosures
- All employees are aware of the procedure
- Prompt action will be taken on all cases of alleged serious wrongdoing

This policy is for the specific purpose of protected disclosures and is not intended to replace normal internal processes arising out of management/staffing issues.
RESPONSIBILITIES OF MANAGERS

All managers are responsible for demonstrating the highest standards of ethical behaviour. They must also model in an ethical climate where employees are encouraged to take an active part in protecting public money and property, including reporting any breaches of accepted standards.

When an employee raises a concern about any possible wrongdoing, it must be taken seriously and you will need to refer it to either the General Manager Organisational Development or the Risk and Assurance Manager (otherwise known as the Internal Authority), who will determine whether or not an investigation is appropriate.

RESPONSIBILITIES OF EMPLOYEES

All EQC employees have an obligation at all times to act according to the law, in responsible ways according to our Standards of Integrity and Conduct.

In the first instance, if you have a concern about a possible wrongdoing, you should raise it with your manager or manager’s manager in the first instance, or you can raise it directly with the General Manager Organisational Development or the Risk and Assurance Manager.

Employees are also responsible for:

- Complying with the EQC Standards of Integrity and Conduct and policies and procedures
- Being alert to and responding to wrongdoing
- Reporting information about serious wrongdoing in a responsible manner
- Bringing their concerns to the attention of EQC management, even if not making a protected disclosure (i.e. disclosures that do not meet the legal criteria for protection)
- Familiarising themselves with the Protected Disclosures Policy

RESPONSIBILITIES OF INTERNAL AUTHORITIES

The General Manager Organisational Development or the Risk and Assurance Manager, are two of the people to whom a disclosure may be made. They are responsible for:

- Acknowledge receipt of the disclosure within two working days of receipt
- Notify the Chief Executive (if appropriate)
- Treat the information with the utmost confidentiality
- Use his or her best endeavours not to disclose information that might identify the person who made the protected disclosure
- Refuse any request for information under the Official Information Act 1982 (other than a request by the police for the purpose of investigating an offence) if it might identify the person who has made a protected disclosure
- Ensure that the rules of natural justice are applied to the investigation
- Complete the assessment, investigation and take action or recommend action within 20 working days of receiving the disclosure
- Keep the person who has made the protected disclosure informed of the action being taken and any outcome
Ensure that any recommended action is implemented.

DEFINITIONS

Serious wrongdoing includes any serious wrongdoing of the following types:
- An act, omission, or course of conduct:
  - That constitutes a serious risk to public health, or public safety or the environment
  - That constitutes a serious risk to the maintenance of law, including the prevention, investigation and detection of offences and the right to a fair trial
  - That constitutes an offence under the Crimes Act 1961
  - By a public official that is oppressive, improperly discriminatory, or grossly negligent, or that constitutes gross mismanagement.

A disclosure of information to an employee about any of the above concerns will be a protected disclosure, provided:
- The information is about serious wrongdoing in or by EQC; and
- You believe on reasonable grounds that the information is true or is likely to be true; and
- You wish the serious wrongdoing to be investigated; and
- You wish your disclosure to be protected.

ESCALATION TO EXTERNAL AUTHORITIES

In certain circumstances, you may escalate the disclosure to an external authority, if you believe on reasonable grounds that:
- The head of EQC is or may be involved in the serious wrongdoing alleged in the disclosure; or
- The matter needs to be addressed more urgently than the 20 working day timeframe.
- There has been no action or recommended action on the matter you have disclosed.

Appropriate authorities include but are not limited to:
- The Commissioner of Police
- The Controller and Auditor-General
- The Director of the Serious Fraud Office
- The Inspector-General of Intelligence and Security
- An Ombudsman
- The Parliamentary Commissioner for the Environment
- The Independent Police Conduct Authority
- The Solicitor-General
- The State Services Commissioner
- The Health and Disability Commissioner
- The head of any public sector organisation
- A private sector body which comprises members of a particular profession or calling and which has power to discipline its members but does not include a Minister of the Crown or a Member of Parliament.
Any employee of EQC can make a protected disclosure. For the purposes of this policy, an “employee” of EQC includes:

- Current employees
- Former employees
- Person seconded to EQC
- Person with a contract for services to EQC or employed as Temporary staff
- Person concerned in the management of EQC.

PROTECTIONS FOR EMPLOYEES

EQC recognises that making disclosures or serious wrongdoing can be stressful, and encourages employees who wish to do so to contact the Employee Assistance Programme, through which you can confidentially access external counselling services.

The main protections for employees who make protected disclosures under the Act are:

- If an employee suffers retaliatory action from their employer (or former employer) as a result of disclosure the employee may have a personal grievance claim under the Employment Relations Act 2000
- An employee cannot be liable for any civil or criminal proceedings for reasons of making a disclosure
- The person receiving the disclosure must use their best endeavours to keep the identity of the person making the disclosure confidential unless that person has consented in writing, or disclosing their identity is essential to:
  - The investigation; or
  - Prevent serious risk to public health or safety or the environment; or
  - Having regard to the principles of natural justice
- Requests under the Official Information Act 1982 may be refused as being contrary to the Protected Disclosures Act if it might identify a person who has made a protected disclosure
- A person making a disclosure is protected from discrimination under the Human Rights Act 1993.

LIMITS ON PROTECTION AND DISCLOSURE

A disclosure that is not about a “serious wrongdoing” as defined in the Act will not have the benefit of the protection in the Act, even if it is a disclosure made in good faith and in the public interest.

The protection you are given under the Protected Disclosure or Human Rights Act 1993 does not apply where you make an allegation, which you know to be false, or if you act in bad faith. EQC will view very seriously anyone who makes false or bad faith allegations.

You are not allowed under the Act to disclose any information protected by legal profession privilege. This includes legal advice given to EQC or reports commissioned by EQC for the purposes of mitigation.
PROCEDURE FOR MAKING A DISCLOSURE

Any employee who believes, on reasonable grounds, that serious wrongdoing is being or has been committed in or by EQC should bring it to the attention of the Internal Authorities, except where:

- You believe the General Manager Organisational Development or Risk and Assurance Manager is involved, then disclosure may be made to the Chief Executive;
- You believe the Chief Executive is involved, then disclosure may be made to an appropriate external authority;
- You believe that the matter is so urgent or other exceptional circumstances exist;
- You have already made a disclosure and no investigation or no progress or no action has been taken within 20 working days, then disclosure may be made to a Minister of the Crown or Ombudsman (Note: disclosure may only be made to an Ombudsman at this stage if not previously disclosed to an appropriate authority).

A disclosure may be made in writing by letter or email, by telephone or in person. Individuals making a disclosure should state clearly at the beginning that the intent is to make a protected disclosure. You do not need to advise your manager that you are making a protected disclosure, nor do you need to give this information to anyone except the person to whom you are making the disclosure.

You will be expected to:

- Identify yourself
- Identify the person or persons you believe is or are involved in the serious wrongdoing
- Specify the nature of the serious wrongdoing

Employee's responsibility during the process

In the interests of natural justice, employees who make disclosures should avoid talking to others of their actions or the nature of the allegation, unless absolutely necessary (e.g. in the context of counselling). Confidentiality needs to be maintained in order to avoid mistaken accusations, damage to the audit trail, alerting the suspected person(s) that an investigation may be underway, or damage to the reputation of the suspected person(s) subsequently found innocent.

Note that disclosure of the matter, by the person making the disclosure to the media or Members of Parliament, will mean that the disclosure can no longer be protected under the Act.
FLOW CHART OF PROTECTED DISCLOSURES PROCEDURE

Shown below is a flow chart of the steps that can be taken when making a protected disclosure. Remember to make it clear right at the beginning that you wish to make a protected disclosure.

PROTECTED DISCLOSURES CHECKLIST

This checklist is designed to provide you with one suggestion as to how you could collate and present the information you have that leads you to believe a serious wrongdoing has occurred within EQC. You are however, free to collate and present the information in any other format or manner, including orally, should you choose to do so. If you use this form you do not have to respond to each question.

1. Describe the actual “wrongdoing” you believe has or is occurring.
2. Explain whether you believe this is a single, a series, interconnected or a separate “wrongdoing”.
3. Describe what you believe would be the correct behaviour/s and/or procedure/s that should be in place or be followed.
4. Identify whom you believe is involved in this “wrongdoing”.
5. Identify whom you believe is affected by this “wrongdoing” – if anybody.
6. Explain when and where you believe this "wrongdoing" occurred or occurs and over what period of time.
7. List the hard evidence or information you have or know of regarding the alleged "wrongdoing" – provide copies if available.
   List other people you believe know about or could provide additional and/or supportive information about the "wrongdoing".
8. List or note down any actions you have taken or other people you have talked to - to resolve the "wrongdoing".
9. Note down any system/procedural deficiencies that you believe have allowed this "wrongdoing" to occur.
10. Any other comments you wish to make in disclosing this information.
APPENDIX 9

POSITION DESCRIPTION

Position: Assessor
Location: Christchurch
Reporting to: Field Office Manager
Issue Date: October 2011

EQC’s purpose

The Earthquake Commission (EQC) is a Crown entity whose key responsibilities are to:

1. Provide insurance of residential property against loss or damage caused by earthquake, volcanic eruption, hydrothermal and geothermal activity, tsunamis and natural landslips, to properties insured against fire in accordance with the Earthquake Commission Act 1993. Land is also insured against the above hazards as well as storm or flood.

2. Administer the Natural Disaster Fund (the NDF), including its investment and reinsurance.

3. Facilitate research and education about matters relevant to natural disaster damage and its mitigation.

4. Following the Canterbury earthquakes on 4 December 2010 and 22 February 2011 EQC, at the Government’s direction, has two additional responsibilities:

5. Project manage, through a contract with Fletcher Construction, the residential rebuild of Christchurch and affected areas of Canterbury

6. Arrange for and monitor, on behalf of the Crown, additional land remediation activities to certain parts of Christchurch and Waimakariri districts. This reflected a cabinet decision that some land badly damaged by the September 2010 Canterbury earthquake should be remediated to a greater degree than EQC must do to settle claims under the EQC Act.

Context

EQC will be changing rapidly and continuously over the next two to three years. The organisation will “flex” as it as it moves from a response phase to a recovery and repair phase. This is likely to include:

- Phase 1: Initial response and expansion (completed)
- Phase 2: Optimise claims management (next 8 weeks to 9 months)
- Phase 3: Repair management (next 2 months to 3 years primarily through external PMO)
- Phase 4: Review of performance (e.g. preparation for select committees, formal inquiries) and reversion to steady state, (12 to 24 months on)

Other key activities will be taking place throughout each of these phases – coordination with CRM and other lead agencies for Canterbury land repairs, fund management (liquidation of $1.5bn global equities and rebalancing back to benchmark), Interface with global reinsurance markets, public communication and education.
Purpose of the Position:

The purpose of this position is to provide assessing services to the Earthquake Commission. The work entails assessing at EQC field offices as and when required and providing information to the general public in New Zealand about the Earthquake Commission.

Working Relationships

Internal:
- Event Manager
- Operations Manager
- Field Office Manager
- Field Office Supervisor
- Pod Leaders
- EQC Corporate staff

External:
- General Public
- Customers

Key Accountabilities:

<table>
<thead>
<tr>
<th>Key Result Area</th>
<th>Key Accountabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessing</td>
<td>- Site visit and field assessment delivering best assessing practice on all claims to ensure quality, accurate, and cost effective outcomes are provided to all claimants, internal and external, within agreed timeframes.</td>
</tr>
<tr>
<td></td>
<td>- Manage claimant expectations, ensure minimised claims cost leakage, and provide enhanced service levels.</td>
</tr>
<tr>
<td></td>
<td>- Deliver factual, concise, and professional reports to claims, via EQC's ClaimCenter program, in a timely manner, and clearly identifies and explains all relevant information to reflect or facilitate informed decisions being made.</td>
</tr>
<tr>
<td></td>
<td>- Provide sound advice/reports on imminent risk, as required under the EQC Act 1993.</td>
</tr>
<tr>
<td>Availability</td>
<td>- Manage time, resources and workloads, while working to meet agreed objectives and productivity KPIs as well as ensuring the cost effective delivery of property assessing services.</td>
</tr>
</tbody>
</table>
|                 | - Attend at EQC field offices on agreed rotations. Where necessary arrange or
**EQC**

<table>
<thead>
<tr>
<th>Competency</th>
<th>Description of behaviours</th>
</tr>
</thead>
</table>
| Interpersonal Savvy | - Relates well to all kinds of people – up, down, and sideways, inside and outside the organisation  
- Builds appropriate rapport  
- Builds constructive and positive relationships  
- Uses diplomacy and tact  
- Can diffuse even high-tension situations comfortably |
| Decision Quality | - Makes good decisions based upon a mixture of analytical wisdom, experience and judgement  
- Sought out by others for advice and solutions  
- Quickly establishes which issues/opportunities can be managed and which need to be escalated |
| Written Communications | - Is able to write clearly and succinctly in a variety of communication settings and styles  
- Can get messages across that have the desired effect |
<table>
<thead>
<tr>
<th>Integrity and Trust</th>
<th>Customer Focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Is widely trusted</td>
<td>• Is dedicated to meeting the expectations and requirements of internal and external customers</td>
</tr>
<tr>
<td>• Is seen as a direct and truthful individual</td>
<td>• Gets first-hand customer information and uses it for improvements in products and services</td>
</tr>
<tr>
<td>• Can present the unvarnished truth in an appropriate and helpful manner</td>
<td>• Acts with customers in mind</td>
</tr>
<tr>
<td>• Keeps confidences</td>
<td>Establishes and maintains effective relationships with customers and gains their trust and respect</td>
</tr>
<tr>
<td>• Admits mistakes</td>
<td>• Doesn’t misrepresent him/herself for personal gain.</td>
</tr>
</tbody>
</table>
APPENDIX 10

Position: Estimator
Location: Christchurch
Reporting to: Field Office Manager
Direct report: Nil
Budget: Nil
Issue Date: January 2013

EQC’s purpose
The Earthquake Commission (EQC) is a Crown entity whose key responsibilities are to:
1. Provide insurance of residential property against loss or damage caused by earthquake, volcanic eruption, hydrothermal activity, tsunamis and natural landslips, to properties insured against fire in accordance with the Earthquake Commission Act 1993. Land is also insured against the above hazards as well as storm or flood.
2. Administer the Natural Disaster Fund (the NDF), including its investment and reinsurance.
3. Facilitate research and education about matters relevant to natural disaster damage and its mitigation. Following the Canterbury earthquakes of 4 September 2010 and 22 February 2011 EQC, at the Government’s direction, assumed additional responsibilities, primarily to:
4. Project manage, through a contract with Fletcher Construction, repairs to the majority of damaged residential properties in Christchurch and affected areas of Canterbury

Context
EQC will be changing rapidly and continuously over the next two to three years. The organisation will “flex” as it moves from a response phase to a recovery and repair phase. This is likely to involve:
- Optimising our claims management processes, including the insourcing of our contact centres and claims management third party providers
- Management of repairs within our Canterbury Home Repair programme (through external PMO)
- The review of our performance (e.g. preparation for select committee, formal inquiries)

Other key activities will be taking place throughout each of these phases – coordination with CERA and other lead agencies for Canterbury land repairs, fund management, interface with global reinsurance markets, public communication and education.

Immediate priorities for 2013/14
EQC’s priorities for 2013/14 will be:
- Clearing all claims quickly, and in alignment with the broader social and economic priorities of the Government for the Canterbury rebuild.
- Discharging our responsibilities, emergency and longer term, for residential repairs through the contract with Fletcher Construction’s PMO
- And, immediately, replacing EQC’s part-exhausted reinsurance cover with new cover on conditions and at a price which make good sense.

The first two will have to be done to a high standard, with great sensitivity to distressed homeowners and as far as possible, in alignment with the plans of the Local Authorities and the claims settlement activities of the private insurers.
**Purpose of the Position:**

The purpose of this position is to provide estimating services to the Earthquake Commission. In this role you will be required to liaise with customers and agree on approved scope of works. You will need to be able to confidently act as the interface between customer and EQC. You will need to be able to demonstrate the ability to work both independently and as part of a team.

**Working Relationships:**

Internal:
- GM Customer Services
- CHRP Manager
- EQC Managers and Staff
- EQR Manager and Staff

External:
- General Public
- Customers
- Stakeholders and partners

**Key Accountabilities:**

<table>
<thead>
<tr>
<th>Key Result Area</th>
<th>Key Accountabilities</th>
</tr>
</thead>
</table>
| **Estimating**  | • When required undertake site visits and field assessments, review claims to ensure quality of process as well as accurate, and cost effective outcomes are provided to all claimants, internal and external, within agreed timeframes.  
                      • Provide legal advice on the processing of claims and recommendations for resolution on a number of different situations regarding claims  
                      • Manage claimant expectations, ensure minimized claims cost leakage, and provide enhanced service levels.  
                      • Resolution of customer queries.  
                      • Deliver factual, concise, and professional reporting to claims, via EQC’s ClaimCenter program, in a timely manner, that clearly identifies and explains all relevant information to reflect or facilitate informed decisions being made  
                      • Provide sound advice/reports on imminent risk, as defined under the EQC Act 1993.  
                      • Manage time, resources and workloads, while working to meet agreed objectives and productivity KPIs as well as ensuring the cost effective delivery of property assessing services |
| **Health and Safety** | • Support all Health and Safety guidelines and requirements  
                          • Comply with all legislative and regulatory requirements, and report any breaches as soon as they become known |
Personal Specifications
This section sets out the essential and desirable criteria which will be used in selecting a person for the job. It should specify the education or qualification, the skills, knowledge and experience required which are essential for the job. Personal attributes and qualities (eg the ability to work as part of a team) should be listed. Keep these reasonable and realistic and that it will be possible to assess in the selection process.

Technical/Professional Knowledge and Experience
- Hold a current building/carpentry qualification
- Preference will be given to individuals that have previously worked within EQC and are familiar with the process of earthquake damage assessment and claim resolution.
- Familiar and comfortable with the use of technology
- Well-developed organisational skills and time management skills with a willingness to be flexible in accepting changed priorities
- Well-developed understanding of the Earthquake Commission Act
- Strong decision making skills and the ability to clearly explain the rationale used to reach an outcome
- Excellent oral communication skills including superb listening skills
- Ability to compile reports and with minimal supervision
- Ability to remain calm when faced with adversity

Attributes/Success Factors
- Communicate effectively with a variety of people and explain complex processes
- Empathise with people and their situation and come up with solutions to meet both parties’ needs
- Ability to work collaboratively with others to provide EQC customers with the best possible experience
- Able to quickly learn new ideas and processes quickly then explain these to others
- Lead by example, demonstrating desirable behaviours and actions.
- Thrives in an environment that is undergoing constant change.
- Has lots of energy, drive and enthusiasm
- Builds and maintains effective and productive working relationships
- Strong organisation skills with a demonstrated ability to prioritise, plan and manage busy workloads effectively.
**Key Competencies:**
The non-specific competencies highlight the behavioural and technical skills important for “success” in this position.

<table>
<thead>
<tr>
<th>Competencies</th>
<th>Description of behaviours</th>
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</table>
| Interpersonal Skills    | • Relates well to all kinds of people – up, down, and sideways, inside and outside the organisation  
                          • Builds appropriate rapport  
                          • Builds constructive and defective relationships  
                          • Uses diplomacy and tact  
                          • Can diffuse even high-tension situations comfortably                                    |
| Decision Quality        | • Makes good decisions based upon a mixture of analysis, wisdom, experience, and judgement  
                          • Sought out by others for advice and solutions  
                          • Quickly establishes which issues/opportunities can be managed and which need to be escalated |
| Problem Solving         | • Uses rigorous logic and methods to solve difficult problems with effective solutions  
                          • Probes all fruitful sources for answers  
                          • Can see hidden problems  
                          • Is excellent at honest analysis  
                          • Looks beyond the obvious and doesn’t stop at the first answers                        |
| Integrity and Trust     | • Is widely trusted  
                          • Is seen as a direct and truthful individual  
                          • Can present the unvarnished truth in an appropriate and helpful manner  
                          • Keeps confidences  
                          • Admits mistakes  
                          • Doesn’t misrepresent him/herself for personal gain.                                        |
| Customer Focus          | • Is dedicated to meeting the expectations and requirements of internal and external customers  
                          • Gets first-hand customer information and uses it for improvements in products and services  
                          • Acts with customers in mind  
                          • Establishes and maintains effective relationships with customers and gains their trust and respect |
| Composure               | • Is cool under pressure  
                          • Does not become defensive or irritated when times are tense  
                          • Is considered mature  
                          • Can be counted on to hold things together during tough times  
                          • Can handle stress  
                          • Is not knocked off balance by the unexpected  
                          • Doesn’t show frustration when resisted or blocked  
                          • Is a settling influence in a crisis                                                          |
APPENDIX 11

General Timeline:

4 September resulted in 156,288 claims to EQC.
19 October resulted in 3651 new claims to EQC.
14 November 2010 resulted in 2624 new claims to EQC
26 December 2010 resulted in 18998 new claims to EQC
20 January 2011 resulted in 2861 claims to EQC
4 February 2011 resulted in 656 claims to EQC

➢ By December 2010, EQC were assessing between 700 and 1000 claims on any given day. EQC had been working to a target of completing all property inspections by 31/3/2011. As at 21 February a total of 185,078 claims had been received and 81,775 full assessments of dwellings had been completed since 4 September 2010.
➢ The earthquake on 22 February 2011 would result in a further 56,902 claims and earthquakes between 22 February and 12 June resulted in a further 7077 claims. The 13 June earthquake resulted in 54,109 new claims to EQC.
➢ In December 2010, it became clear that based on the resources EQC had been able to put on the ground to assess claims was not going to be sufficient to reach the 31 March target. We considered that being able to give some kind of certainty to our customers leading in to winter was very important and the March deadline was focussed around that.
➢ It was clear that EQC needed to quickly assemble a larger workforce. The inspection teams each consisted of an Estimator (minimum requirements being a Trade Qualified builder) and Assessor who provided the interface with the customer, completed the necessary claims recording information and explained the process.
➢ The teams were jointly trained to identify earthquake damage and the builder was also trained in the appropriate repair strategy and how to cost this.
➢ An assessor was required to have good interpersonal skills, be able to work for long periods without direct supervision in a very stressful and sometimes dangerous environment, and needed to be able to follow process, complete complex forms detailing damage and customer information, and be physically fit. We needed over a hundred of these in a short space of time.
➢ We had Ministerial direction to approach the Real Estate Institute as many Real Estate agents had been made unemployed as a result of the earthquakes and EQC employed a number of these. Whilst some were able to cope with the rigours, many were not.
➢ Consideration was given to other employment groups but we were able to find none that fitted all of the preferred criteria.
➢ Ex members of the NZ Police were considered to be the one group who did. Contact was made with serving high ranking officers and organisations who represent retired Policemen (IPA was one) and it was found that many were already working in the Insurance industry as investigators and assessors. These people already had a good knowledge about the Insurance industry.
➢ We sought referrals and carried out checks with current employers or past Supervisors before approaching them. There were very many that never made the grade. As they were contractors, we also carried out performance appraisals during training and some never made it to the field.
It is worthwhile noting that Members of Police generally retire around middle age, are mostly honest with no convictions and were used to working in high stress situations. Most were confident, could follow instruction, had above average intelligence and as it turned out when we had large numbers deployed on the occasion of the 22 February (when the most significant and damaging earthquake struck, which resulted in death and injury,) performed admirably under pressure.

Assessors were required to identify earthquake damage, although they were working in teams with a Trade Certified builder, so technical issues were generally directed at the estimator. Assessor training was more around customer interface, form completion, statute and process.

The training was intense and focussed on enhancing skills that they already held. From September 2010-February 2011, the duration of the induction courses for assessors and estimators was 2 days. This training had been developed, tested, reviewed and refined over the 10 years prior to the Canterbury events as part of EQC’s annual exercise regime aimed at preparing field staff to respond to Earthquake events. This training was also used for events where field offices were established to conduct damage assessments and process claims – Whangarei, Gisborne, Napier, Invercargill and Te Anau during the period of around 2004-2010. Following 22 February 2011 event, more observations of actual assessment practice and greater number of practical exercises were incorporated in the training and it gradually increased from 3 days to 4 and then 6 days by the end of October 2012. The training from June 2011 also included the use of iPads to carry out assessments.

The trainees were constantly challenged and tested, field reviewed and in many cases either left of their own volition or had contracts terminated if they were not able to meet the high standards expected and required.

Assessment ‘pods’ of around 15 teams had its own assessor supervisor and a separate estimator supervisor responsible for the maintenance of consistency and standards. Regular meetings were held amongst supervisors.
APPENDIX 12

IT IS AGREED:

DEFINITIONS

The following words have the following meaning unless the context otherwise requires.

"Act" means the Earthquake Commission Act 1993 (NZ) and any subordinate legislation, in each case as amended or replaced from time to time.

"Loss Adjuster Coach" means a Senior Loss Adjuster with a sound working knowledge of the Act, retaining a minimum Associate level of membership with the Australasian Institute of Chartered Loss Adjusters (or equivalent) or having in excess of 8 years practical Loss Adjusting experience and being capable of acting as a technical reference point for other Adjusters and responsible for the briefing of engineers, valuers and other experts.

"Personnel" means, as the context requires, the Loss Adjuster Coaches and Loss Adjusters constituting the Pool referred to in clause 3.1 or providing Services in New Zealand.

"Records" means file notes, reports, claim files, photographs and all information gathered whether in written or electronic format and prepared as a result of the undertaking of services relating to this Agreement.

"Senior EQC Manager" means the EQC staff member responsible for the management and control of the Field Office(s).

"Service Standard Manual" means the relevant EQC Service Standards Manuals, instructions and documents in place from time to time and notified to the Adjuster.

"Services" means the loss adjusting services generally described in the Service Standard Manual.

"Term" means the term of this Agreement set out in clause 1; and

"GBS" means EQC's claims management agent, Gallagher Bassett Services Pty Limited.
3.4 The Personnel must be sufficiently skilled, experienced and qualified to undertake work for EQC.

4.1 The Adjuster will ensure that the Personnel undertake the initial EQC Loss Adjusting E-Learning Course and any other training specific to EQC reasonably required by EQC from time to time.

10.1 The Adjuster will appoint and maintain a person of appropriate seniority to act as the relationship manager with EQC and as a single point of contact for all communications. The initial appointee is [Redacted].
Schedule 1

Minimum number of Personnel available for deployment from the Pool

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<th></th>
<th>Jan</th>
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Daily Fees (as applicable for Personnel’s country of residence)

Loss Adjuster Coach (when engaged as such) NZ or AU $1,400 per day (excluding GST)
Loss Adjuster (when engaged specifically in relation to land damage claims) NZ or AU $1,200 per day (excluding GST)
Loss Adjuster NZ or AU $1,000 per day (excluding GST)
Daily Allowance for expenses as detailed in clause 8.8(b) NZ $50 per day (including GST)

If Personnel are regularly required to work more than 10 hours per day, then EQC and the Adjuster will agree an appropriate revision to the daily fee for those days on which more than 10 hours is worked.

E-learning course fees (excluding GST)
Structure and Contents NZ or AU $500
Land Damage NZ or AU $400

(Note, E-learning course fees:
(a) are the same for Loss Adjuster Coaches and Loss Adjusters;
(b) are flat fees — hourly or daily fees are not payable in respect of E-learning courses;
(c) are subject to revision by EQC from time to time — EQC will advise the fees (if any) for new or revised E-learning courses at the time of release; and
(c) will be paid directly to the relevant Personnel if the Adjuster so directs.)
DEFINITIONS

The following words have the following meaning unless the context otherwise requires.

"Act" means the Earthquake Commission Act 1993 (NZ) and any subordinate legislation, in each case as amended or replaced from time to time.

"Loss Adjuster Supervisor" means a Senior Loss Adjuster with a sound working knowledge of the Act, retaining a minimum Associate level of membership with the Australasian Institute of Chartered Loss Adjusters (or equivalent) or having in excess of 8 years practical Loss Adjusting experience and being capable of acting as a technical reference point for other Adjusters and responsible for the briefing of engineers, valuers and other experts.

"Personnel" means, as the context requires, the Loss Adjuster Supervisors and Loss Adjusters constituting the Pool referred to in clause 3.1 or providing Services in New Zealand.

"Records" means file notes, reports, claim files, photographs and all information gathered whether in written or electronic format and prepared as a result of the undertaking of services relating to this Agreement.

"Senior EQC Manager" means the EQC staff member responsible for the management and control of the Field Office(s).

"Service Standard Manual" means the relevant EQC Service Standards Manuals, instructions and documents in place from time to time and notified to the Adjuster.

"Services" means the loss adjusting services generally described in the Service Standard Manual.

"Term" means the term of this Agreement set out in clause 1; and

"GBS" means EQC's claims management agent, Gallagher Bassett Services Pty Limited.

3.4 The Personnel must be sufficiently skilled, experienced and qualified to undertake work for EQC.

3.6 The Personnel must be employees of, or contractors to, the Adjuster, unless otherwise agreed in writing with EQC.

4.1 The Adjuster will ensure that the Personnel undertake the initial EQC Loss Adjusting E-Learning Course and any other training specific to EQC reasonably required by EQC from time to time.
10.1 The Adjuster will appoint and maintain a person of appropriate seniority to act as the relationship manager with EQC and as a single point of contact for all communications. The initial appointee is Shane Griffiths, Chief Operating Officer.

Schedule 1

Minimum number of Personnel available for deployment from the Pool

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Daily Fees (as applicable for Personnel’s country of residence)

Loss Adjuster Supervisor (when engaged as such) NZ or AU $1200 per day (excluding GST)

Loss Adjuster NZ or AU $1,000 per day (excluding GST)

Daily Allowance for expenses as detailed in clause 8.9(b) NZ $70 per day (including GST)

If Personnel are regularly required to work more than 10 hours per day, then EQC and the Adjuster will agree an appropriate revision to the daily fee for those days on which more than 10 hours is worked.

E-learning course fees (excluding GST)

Structure and Contents NZ or AU $500

Land Damage NZ or AU $400

(Note, E-learning course fees:
(a) are the same for Loss Adjuster Supervisors and Loss Adjusters;
(b) are flat fees – hourly or daily fees are not payable in respect of E-learning courses;
(c) are subject to revision by EQC from time to time – EQC will advise the fees (if any) for new or revised E-learning courses at the time of release; and
(c) will be paid directly to the relevant Personnel if the Adjuster so directs.
Assessor means a person carrying out the role of “Assessor” as generally described in EOC Policy and Procedures Documentation, including copies of which have not been provided to the Agency.

Disbursements means disbursements payable under clause 6.2.

Engagement means an engagement under this Agreement, pursuant to which the Agency is required to provide Services through a specified individual named in an Engagement Form. An Engagement Form may cover one or more Engagements.

Engagement Form means an “Engagement Form” which has been executed by both EOC and the Agency, and which states that it is governed by this Agreement.

EOC Human Resources Director means any person carrying out the role of “EOC Human Resources Director” as appointed by EOC from time to time (or otherwise nominated by EOC to act in that role for the purposes of this Agreement).

EOC Policy and Procedure Documentation means each applicable policy, procedure or manual issued by EOC from time to time in relation to the whole or any part of its contractor workforce, as updated by EOC from time to time and made available to the Agency, including copies of which have not been provided to the Agency.

EOC Records means file notes, reports, claim files, photographs and all information gathered, whether in written or electronic format, and prepared as a result of the undertaking of Services relating to this Agreement.

Estimator means a person carrying out the role of “Estimator” as generally described in EOC Policy and Procedures Documentation, including copies of which have not been provided to the Agency.

Fees means the fees payable under clause 6.1.

Individual means each individual or individuals named as “Individual(s)” in an Engagement Form.

Operation means the Operation referred to in the background to this Agreement, or any other subsequent field operation undertaken (in Canterbury or elsewhere) by EOC.

Pod Leader means a person carrying out the role of “Pod Leader” as generally described in EOC Policy and Procedures Documentation, including copies of which have not been provided to the Agency.

Senior EOC Manager means the EOC staff member responsible for the management and control of all the field office(s) established as part of the particular Operation.
4.4 **Requirements for Individuals**

For each Engagement, the Agency shall ensure that the relevant individual:

(a) is sufficiently skilled, experienced and qualified to perform the Services required by EOC;

(b) has successfully completed or successfully completes any screening requirements (such as police checks) required by EOC. Evidence and results of any such checks must be provided to EOC promptly on request;

(c) undertakes any relevant training that EOC requires the Individual to complete, in each case at EOC's expense, prior to performing the Services; and

(d) possesses a current driver's licence and, if the Individual is not a New Zealand resident (or does not otherwise have a right to work in New Zealand), a current passport with the necessary valid visa authorising the Individual to work in New Zealand.
APPENDIX 15

The Contractor must:

a. ensure that its Personnel have the necessary skills, experience, training and resources to successfully deliver the Services

b. provide all equipment and resources necessary to deliver the Services other than those to be provided by EQC as detailed in Schedule 1 of this Contract.

In delivering the Services, the Contractor must use suitably qualified and experienced personnel in the roles specified in Schedule 1. The Contractor must obtain EQC’s prior written approval to all personnel that it proposes to use and if it wishes to change or replace any Approved Personnel.
Schedule 1

Approved Personnel

Those staff approved by EQC to perform the duties of an EQC Assessor or EQC Estimator.

Contract Managers

For the Contractor: Stephanie Townsend

For EQC: Reid Stiven

Start Date

30 July 2012

Description of Services

The Contractor will provide suitably experienced and qualified staff to perform the duties of an EQC Assessor or EQC Estimator as described in the position descriptions contained in Annex A to this Schedule on an as required basis determined by EQC and at the sole discretion of EQC.

Equipment and Resources

The Contractor will provide all equipment and resources necessary to deliver the Services and meet all costs of doing so other than the equipment to be supplied by EQC as detailed below.
eqc will provide the following equipment and cover the operating costs of so doing:

- Suitable vehicles for individual use in the field;
- Individual cell phones;
- Ipads;
- Personal Protection Equipment

Where eqc provides such equipment the contractor is responsible for compilation of required returns, accounting practices and payment of all related fringe benefit tax.

Reports

The Parties will work together to agree the content and timing of regular reports that the contractor must provide to eqc.

RATES AND FEES

Approved personnel who have been provided by the contractor to provide services under this contract shall be charged to eqc at $70 per hour (or part hour on a pro rated basis) up to a maximum of 50 hours per week per individual. This rate includes any fee the contractor is to be paid.

The contractor may not charge eqc for travel time incurred by approved personnel (other than the time involved in travelling between sites), except with the prior written agreement of eqc.
EQC POSITION DESCRIPTION – ESTIMATOR

Position: Estimator
Location: Christchurch
Reporting to: Field Office Manager
Issue Date: October 2011

EQC’s purpose

The Earthquake Commission (EQC) is a Crown entity whose key responsibilities are to:

1. Provide insurance of residential property against loss or damage caused by earthquake, volcanic eruption, hydrothermal and geothermal activity, tsunamis and natural landslips, to properties insured against fire in accordance with the Earthquake Commission Act 1993. Land is also insured against the above hazards as well as storm or flood.

2. Administer the Natural Disaster Fund (the NDF), including its investment and reinsurance.

3. Facilitate research and education about matters relevant to natural disaster damage and its mitigation.

4. Following the Canterbury earthquakes of 4 September 2010 and 22 February 2011 EQC, at the Government’s direction, has two additional responsibilities:

5. Project manage, through a contract with Fletcher Construction, the residential rebuild of Christchurch and affected areas of Canterbury

6. Arrange for and monitor, on behalf of the Crown, additional land remediation activities to certain parts of Christchurch and Waimakariri districts. This reflected a Cabinet decision that some land badly damaged by the September 2010 Canterbury earthquake should be remediated to a greater degree than EQC must do to settle claims under the EQC Act.

Context

EQC will be changing rapidly and continuously over the next two to three years. The organisation will “flex” as it as it moves from a response phase to a recovery and repair phase. This is likely to involve:

- Phase 1: Initial response and expansion (completed)
- Phase 2: Optimise claims management (next 8 weeks to 9 months)
- Phase 3: Repair management (next 2 months to 3 years primarily through external PMO)
- Phase 4: Review of performance (e.g. preparation for select committees, formal inquiries) and reversion to steady state, (12 to 24 months on)

Other key activities will be taking place throughout each of these phases – coordination with CERA and other lead agencies for Canterbury land repairs, fund management (liquidation of $1.5bn global equities and rebalancing back to benchmark), interface with global reinsurance markets, public communication and education.
Purpose of the Position:

The purpose of this position is to provide estimating services to the Earthquake Commission. The work entails estimating at EQC field offices as and when required and providing information to the general public of New Zealand about the Earthquake Commission.

**Working Relationships**

**Internal:**
- Event Manager
- Operations Manager
- Field Office Manager
- Field Office Supervisors
- Pod Leaders
- EQC Corporate staff

**External:**
- General Public
- Customers

**Key Accountabilities:**

<table>
<thead>
<tr>
<th>Key Result Area</th>
<th>Key Accountabilities</th>
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| **Estimating**  | - Site visit and field assessment, delivering best assessing practice on all claims to ensure quality, accurate, and cost effective outcomes are provided to all claimants, internal and external, within agreed timeframes  
- Manage claimant expectations, ensure minimised claims cost leakage, and provide enhanced service levels  
- Deliver factual, concise, and professional reporting to claims, via EQC’s ClaimCenter program, in a timely manner, that clearly identifies and explains all relevant information to reflect or facilitate informed decisions being made  
- Provide sound advice/reports on imminent risk, as defined under the EQC Act 1993. |

| Availability     | - Manage time, resources and workloads, while working to meet agreed objectives and productivity KPIs as well as ensuring the cost effective delivery of property assessing services  
- Attend at EQC field offices on agreed rotations. Where necessary arrange or carry out site visits, to attend to and alleviate immediate customer needs  
- Support EQC’s response to catastrophe and weather events, by working the }
agreed hours, and/or travelling to any part of the country as delegated.

Health and Safety
- Support all Health and Safety guidelines and requirements
- Comply with all legislative and regulatory requirements, and report any breaches as soon as they become known

Personal Specifications

Technical/Professional Knowledge and Experience

- Hold a current building/carpentry qualification
- Preference will be given to assessors that have previously worked in an EQC field office.
- Familiar and comfortable with the use of technology such as IPads
- Well-developed organisational skills and time management skills with a willingness to be flexible in accepting changed priorities
- Well-developed understanding of the Earthquake Commission Act
- Strong decision making skills and the ability to clearly explain the rationale used to reach an outcome
- Excellent oral communication skills, including superb listening skills
- Ability to compile reports and with minimal supervision
- Ability to remain calm when faced with adversity

Key Competencies:

The role specific competencies highlight the behavioural and technical skills important for "success" in this position.

<table>
<thead>
<tr>
<th>Competencies</th>
<th>Description of behaviours</th>
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</table>
| Interpersonal Savvy        | - Relates well to all kinds of people — up, down, and sideways, inside and outside the organisation  
                              |   - Builds appropriate rapport                                                            |
|                            |   - Builds constructive an defective relationships                                        |
|                            |   - Uses diplomacy and tact                                                               |
|                            |   - Can diffuse even high-tension situations comfortably                                   |
| Decision Quality           |   - Makes good decisions based upon a mixture of analysis, wisdom, experience and judgement |
|                            |   - Sought out by others for advice and solutions                                          |
|                            |   - Quickly establishes which issues/opportunities can be managed and which need to be escalated |
| Written Communications     |   - Is able to write clearly and succinctly in a variety of communication settings and styles |
|                            |   - Can get messages across that have the desired effect                                   |
| Integrity and Trust        |   - is widely trusted                                                                      |
| Customer Focus | Is dedicated to meeting the expectations and requirements of internal and external customers  
|               | Gets first-hand customer information and uses it for improvements in products and services  
|               | Acts with customers in mind  
|               | Establishes and maintains effective relationships with customers and gains their trust and respect  

- Is seen as a direct and truthful individual  
- Can present the unvarnished truth in an appropriate and helpful manner  
- Keeps confidences  
- Admits mistakes  
- Doesn’t misrepresent him/herself for personal gain.
EQC POSITION DESCRIPTION – ASSESSOR

Position: Assessor
Location: Christchurch
Reporting to: Field Office Manager
Issue Date: October 2011

EQC’s purpose

The Earthquake Commission (EQC) is a Crown entity whose key responsibilities are to:

1. Provide insurance of residential property against loss or damage caused by earthquake, volcanic eruption, hydrothermal and geothermal activity, tsunamis and natural landslips, to properties insured against fire in accordance with the Earthquake Commission Act 1993. Land is also insured against the above hazards as well as storm or flood.

2. Administer the Natural Disaster Fund (the NDF), including its investment and reinsurance.

3. Facilitate research and education about matters relevant to natural disaster damage and its mitigation.

4. Following the Canterbury earthquakes of 4 September 2010 and 22 February 2011 EQC, at the Government’s direction, has two additional responsibilities:

5. Project manage, through a contract with Fletcher Construction, the residential rebuild of Christchurch and affected areas of Canterbury

6. Arrange for and monitor, on behalf of the Crown, additional land remediation activities to certain parts of Christchurch and Waimakariri districts. This reflected a Cabinet decision that some land badly damaged by the September 2010 Canterbury earthquake should be remediated to a greater degree than EQC must do to settle claims under the EQC Act.

Context

EQC will be changing rapidly and continuously over the next two to three years. The organisation will “flex” as it moves from a response phase to a recovery and repair phase. This is likely to involve:

- Phase 1: Initial response and expansion (completed)
- Phase 2: Optimise claims management (next 8 weeks to 9 months)
- Phase 3: Repair management (next 2 months to 3 years primarily through external PMO)
- Phase 4: Review of performance (e.g. preparation for select committees, formal inquiries) and reversion to steady state, (12 to 24 months on)

Other key activities will be taking place throughout each of these phases – coordination with CERA and other lead agencies for Canterbury land repairs, fund management (liquidation of $1.5bn global equities and rebalancing back to benchmark), interface with global reinsurance markets, public communication and education.

Purpose of the Position:

The purpose of this position is to provide assessing services to the Earthquake Commission. The work entails assessing at EQC field offices as and when required and providing information to the general public of New Zealand about the Earthquake Commission.
Working Relationships

Internal:
- Event Manager
- Operations Manager
- Field Office Manager
- Field Office Supervisors
- Pod Leaders
- EQC Corporate staff

External:
- General Public
- Customers

Key Accountabilities:

<table>
<thead>
<tr>
<th>Key Result Area</th>
<th>Key Accountabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessing</td>
<td>- Site visit and field assessment, delivering best assessing practice on all claims to ensure quality, accurate, and cost effective outcomes are provided to all claimants, internal and external, within agreed timeframes</td>
</tr>
<tr>
<td></td>
<td>- Manage claimant expectations, ensure minimised claims cost leakage, and provide enhanced service levels</td>
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<tr>
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<td>- Deliver factual, concise, and professional reporting to claims, via EQC's ClaimCenter program, in a timely manner, that clearly identifies and explains all relevant information to reflect or facilitate informed decisions being made</td>
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<tr>
<td></td>
<td>- Provide sound advice/reports on imminent risk, as defined under the EQC Act 1993.</td>
</tr>
<tr>
<td>Availability</td>
<td>- Manage time, resources and workloads, while working to meet agreed objectives and productivity KPIs as well as ensuring the cost effective delivery of property assessing services</td>
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<tr>
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<td>- Attend at EQC field offices on agreed rotations. Where necessary arrange or</td>
</tr>
</tbody>
</table>
carry out site visits, to attend to and alleviate immediate customer needs

- Support EQC’s response to catastrophe and weather events, by working the agreed hours, and/or travelling to any part of the country as delegated.

### Health and Safety

- Support all Health and Safety guidelines and requirements
- Comply with all legislative and regulatory requirements, and report any breaches as soon as they become know

### Personal Specifications

#### Technical/Professional Knowledge and Experience

- Preference will be given to assessors that have previously worked in an EQC field office.
- Familiar and comfortable with the use of technology such as iPads
- Well-developed organisational skills and time management skills with a willingness to be flexible in accepting changed priorities
- Well-developed understanding of the Earthquake Commission Act
- Strong decision making skills and the ability to clearly explain the rationale used to reach an outcome
- Excellent oral communication skills, including superb listening skills
- Ability to compile reports and with minimal supervision
- Ability to remain calm when faced with adversity

#### Key Competencies:

The role specific competencies highlight the behavioural and technical skills important for “success” in this position.

<table>
<thead>
<tr>
<th>Competencies</th>
<th>Description of behaviours</th>
</tr>
</thead>
</table>
| Interpersonal Savvy   | - Relates well to all kinds of people — up, down, and sideways, inside and outside the organisation  
<pre><code>                    |   - Builds appropriate rapport                                                                 |
</code></pre>
<p>|                       |   - Builds constructive and effective relationships                                         |
|                       |   - Uses diplomacy and tact                                                                  |
|                       |   - Can diffuse even high-tension situations comfortably                                      |
| Decision Quality      | - Makes good decisions based upon a mixture of analysis, wisdom, experience and judgement |
|                       |   - Sought out by others for advice and solutions                                              |
|                       |   - Quickly establishes which issues/opportunities can be managed and which need to be escalated |
| Written Communications| - Is able to write clearly and succinctly in a variety of communication settings and styles |
|                       |   - Can get messages across that have the desired effect                                       |</p>
<table>
<thead>
<tr>
<th>Integrity and Trust</th>
<th>Customer Focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Is widely trusted</td>
<td>• Is dedicated to meeting the expectations and requirements of internal and external customers</td>
</tr>
<tr>
<td>• Is seen as a direct and truthful individual</td>
<td>• Gets first-hand customer information and uses it for improvements in products and services</td>
</tr>
<tr>
<td>• Can present the unvarnished truth in an appropriate and helpful manner</td>
<td>• Acts with customers in mind</td>
</tr>
<tr>
<td>• Keeps confidences</td>
<td>• Establishes and maintains effective relationships with customers and gains their trust and respect</td>
</tr>
<tr>
<td>• Admits mistakes</td>
<td></td>
</tr>
<tr>
<td>• Doesn’t misrepresent him/herself for personal gain.</td>
<td></td>
</tr>
</tbody>
</table>
ASSESSMENT TEAMS

Non-builders are not doing the work of skilled builders in Canterbury. EQC assessment teams consist of both an assessor (also known as a loss adjuster) and an estimator, who work closely together. Assessors are primarily responsible for discussing and noting the damage with property owners, and need to have good people skills as it is critical that they can assist claimants through the whole claims process. When employing assessors, EQC seeks people who have worked in the building, housing or insurance industries as well as those whose work experience has required working closely with the public in stressful situations. By contrast, estimators are always trade qualified builders and are responsible for assessing and estimating the cost of damage.

If specialist advice is required, EQC will bring in valuers, engineers and quantity surveyors as necessary to ensure the assessment is as full and detailed as possible.

Among other things, the teams must have the necessary skills to deal with people who are under a great deal of stress. Assessors are required to conduct a thorough enquiry in a sensitive and calm manner with home owners who are often very distressed.

Assessment staff are trained by EQC to ensure they have the specific skills needed to undertake assessments in Canterbury. This training is followed by ongoing supervision and EQC’s performance management process, which ensures that, as far as possible, assessors work to the highest standard.

The Earthquake Commission engagement of overseas staff is a longstanding business continuity measure to mitigate the risk that New Zealanders might be unavailable to work in the immediate aftermath of a major natural disaster. As is currently the case in Canterbury, once the initial period following a disaster has passed, the number of overseas assessors can be reduced and their roles taken over by assessment staff recruited in New Zealand.

When employing loss adjusters and assessors, EQC seeks people who have worked in the building, housing or insurance industries as well as those whose work experience has required working closely with the public in stressful situations. The assessor (also known as the loss adjuster) and the estimator work closely together and make up an assessment team. The assessor is primarily responsible for discussing and noting the damage with the property owner. The assessor needs to have good people skills as it is critical that they can assist the claimant through the whole claims process. The estimator – who is always a trade qualified builder - is responsible for assessing and estimating the cost of damage.

Workforce Growth

Prior to the Darfield Earthquake, EQC’s workforce consisted of 22 permanent staff in its Wellington Corporate Office, supplemented by a further 23 contracted assessors who were paid a retainer to be on call for any EQC event. The scale of the Canterbury Earthquakes operation required a rapid expansion of personnel, including the addition of temporary assessors, valuers, engineers, claims administrators and other contractors.
A further 100 Full Time Equivalent (FTE) call centre staff have contributed to EQC’s Canterbury Earthquakes response through contracted call centres in five locations throughout the North Island.

![EQC Workforce Size Chart](image)

**Figure 11.3.** Excludes staff at contracted third parties (GBS, Fletcher EQR, Tonkin and Taylor and outsourced call centres).

EQC had pre-existing relationships with recruitment agencies Adecco, Wheeler Campbell Verifact, and Beyond, all of which have been heavily utilised during this operation. These regular suppliers have been further supplemented with recruitment services from Kinetic, the Master Builders Federation, the Certified Builders Association, Kelly, Hay, McLarens, Cunningham Lindsey and Godfreys.

While all Christchurch-based claims administrators were recruited locally, most other Canterbury-based roles were recruited from throughout New Zealand and Australia during the early stages of the operation. Many assessors came from a policing background, and during the early stages of the operation many of them came from Australia. The proportion of Australian assessors was reduced over the course of 2011.

The volume of field staff (estimators, assessors and contracted loss adjusters) has fluctuated more dramatically than other roles due to the changing needs of the operation. The need for field staff has been closely linked to the volume of unassessed properties, whereas levels of management and administrative staff have stabilised throughout the medium term.
All field staff worked as hourly-rate contractors up until the end of 2011. In November 2011 EQC notified these personnel that the number of roles available would reduce from approximately 800 to approximately 200 over the New Year period. All contractors were invited to reapply for the reduced number of positions, and to choose between a fixed term contract at a lower rate or an hourly rate with no guarantee of ongoing work.

In December 2011, EQC commissioned an independent review of this recruitment process after its integrity had been questioned in the media. This review was conducted by JSJ Associates and publicly released by the EQC Board in March 2012. The review was then peer reviewed by a former State Services Commission deputy commissioner.
## Induction Training Map

<table>
<thead>
<tr>
<th>Session</th>
<th>Topic</th>
<th>Attended By</th>
<th>Day</th>
<th>Trainer</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>[Blank] Training</td>
<td>CA</td>
<td>-2</td>
<td>CAS</td>
<td>1 day</td>
</tr>
<tr>
<td>Preliminaries</td>
<td>Scene Setter: Site Manager &amp; EQC Briefs</td>
<td>All</td>
<td>1</td>
<td>EGC</td>
<td>20 min</td>
</tr>
<tr>
<td></td>
<td>Game of Four Halves - Round 1</td>
<td>All</td>
<td>1</td>
<td>EGC</td>
<td>10 min</td>
</tr>
<tr>
<td>Session 1</td>
<td>Introduction</td>
<td>All</td>
<td>1</td>
<td>EGC</td>
<td>60 min</td>
</tr>
<tr>
<td>Session 2</td>
<td>Health and Safety in the Field (Including Stress Management)</td>
<td>All</td>
<td>1</td>
<td>CC</td>
<td>60 min</td>
</tr>
<tr>
<td>Session 3</td>
<td>Communicating With Stakeholders</td>
<td>All</td>
<td>1</td>
<td>CC</td>
<td>60 min</td>
</tr>
<tr>
<td></td>
<td>Game of Four Halves - Round 2</td>
<td>All</td>
<td>1</td>
<td>EGC</td>
<td>10 min</td>
</tr>
<tr>
<td>Session 4</td>
<td>The Damage Inspection Process</td>
<td>All</td>
<td>1</td>
<td>Builder/CC/ES</td>
<td>90 min</td>
</tr>
<tr>
<td>Session 5</td>
<td>Damage inspection practical</td>
<td>All</td>
<td>1</td>
<td>Builder/CC/ES</td>
<td>90 min</td>
</tr>
<tr>
<td></td>
<td>Review</td>
<td>All</td>
<td>2</td>
<td>EGC</td>
<td>10 min</td>
</tr>
<tr>
<td></td>
<td>Game of Four Halves - Round 3</td>
<td>All</td>
<td>2</td>
<td>EGC</td>
<td>10 min</td>
</tr>
<tr>
<td>Session 6</td>
<td>Loss Adjuster FO former, Estimator SOW practice; Claims Administrator review</td>
<td>LA/Cas/CA</td>
<td>2</td>
<td>CC/ES/CAS</td>
<td>60 min</td>
</tr>
<tr>
<td>Session 7</td>
<td>ClaimCenter overview plus practice</td>
<td>All</td>
<td>2</td>
<td>CAS/CC</td>
<td>90 min</td>
</tr>
<tr>
<td>Session 8</td>
<td>Identifying earthquake damage</td>
<td>All</td>
<td>2</td>
<td>ES</td>
<td>60 min</td>
</tr>
<tr>
<td>Session 9</td>
<td>Practice</td>
<td>All</td>
<td>2</td>
<td>CC/ES/CAS</td>
<td>60 min</td>
</tr>
<tr>
<td></td>
<td>Game of Four Halves - Round 4</td>
<td>All</td>
<td>2</td>
<td>EGC</td>
<td>10 min</td>
</tr>
<tr>
<td>Session 10</td>
<td>Representing EQC</td>
<td>All</td>
<td>2</td>
<td>EGC</td>
<td>15 min</td>
</tr>
<tr>
<td>Session 11</td>
<td>Situation Report</td>
<td>All</td>
<td>2</td>
<td>EGC</td>
<td>30 min</td>
</tr>
<tr>
<td>Session 12</td>
<td>Questions &amp; Answers; close</td>
<td>All</td>
<td>2</td>
<td>EGC</td>
<td>60 min</td>
</tr>
<tr>
<td>Time</td>
<td>Session</td>
<td>Topic</td>
<td>Audience</td>
<td>Trainer</td>
<td>Duration</td>
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<tr>
<td>1300-1400</td>
<td>Session 1</td>
<td>Preliminaries and Introduction</td>
<td>All</td>
<td>EQC Programme Manager</td>
<td>60 min</td>
</tr>
<tr>
<td>1400-1510</td>
<td>Session 2</td>
<td>Communicating with Claimants 1 – Empathy Training</td>
<td>All</td>
<td>EQC Psychologist</td>
<td>50 min</td>
</tr>
<tr>
<td>1510-1730</td>
<td>Break</td>
<td></td>
<td></td>
<td></td>
<td>20 min</td>
</tr>
<tr>
<td>1510-1730</td>
<td>Session 3</td>
<td>Communication, invoicing, photographs, cellphone issues, etc.</td>
<td>All</td>
<td>HR, Accounts</td>
<td>140 min</td>
</tr>
<tr>
<td>0830-1000</td>
<td>Session 3a</td>
<td>The Damage Assessment Process – Preparing to Inspect</td>
<td>All</td>
<td>EQC Field Trainers</td>
<td>60 min</td>
</tr>
<tr>
<td>0930-1000</td>
<td>Session 3b</td>
<td>The Damage Assessment Process – forms and forms completion</td>
<td>All</td>
<td>EQC Field Trainers</td>
<td>30 min</td>
</tr>
<tr>
<td>1000-1020</td>
<td>Break</td>
<td></td>
<td></td>
<td></td>
<td>20 min</td>
</tr>
<tr>
<td>1020-1200</td>
<td>Session 3b continued</td>
<td>The Damage Assessment Process – forms and forms completion (Simulating Houses)</td>
<td>All</td>
<td>EQC Field Trainers</td>
<td>100 min</td>
</tr>
<tr>
<td>1200-1245</td>
<td></td>
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</tr>
<tr>
<td>1245-1600</td>
<td>Session 4</td>
<td>Damage Assessment class and practical (“Simulating House”)</td>
<td>All</td>
<td>EQC Field &amp; CRIT Trainers</td>
<td>135 min</td>
</tr>
<tr>
<td>1600-1620</td>
<td>Break</td>
<td></td>
<td></td>
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<td>20 min</td>
</tr>
<tr>
<td>1620-1600</td>
<td>Session 5</td>
<td>Communicating with Claimants 2 – Managing Expectations; Dealing with FAQs</td>
<td>All</td>
<td>EQC Trainer</td>
<td>40 min</td>
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<tr>
<td>1600+</td>
<td></td>
<td>Kit Issue Brief followed by Kit Issue at Deans Avenue</td>
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<tr>
<td>0830-0910</td>
<td>Session 6</td>
<td>Health and Safety in the Field (including Stress Management video)</td>
<td>All</td>
<td>EOC H&amp;S Trainer</td>
<td>40 min</td>
</tr>
<tr>
<td>0910-1440</td>
<td>Session 7</td>
<td>Field Practical Brief &amp; Exercise (real damage) including lunch</td>
<td>All</td>
<td>EOC Field Trainers</td>
<td>6.5 hrs</td>
</tr>
<tr>
<td>1440-1500</td>
<td>Break</td>
<td></td>
<td></td>
<td></td>
<td>20 min</td>
</tr>
<tr>
<td>1500-1600</td>
<td>Session 7 continued</td>
<td>Field Practical Exercise brief (including Earthquake Dwelling Damage brief)</td>
<td>All</td>
<td>EOC Field Trainers &amp; Dwelling Damage Brief</td>
<td>60 min</td>
</tr>
<tr>
<td>1600-1830</td>
<td>Session 8</td>
<td>Training Evaluation &amp; Trainer brief</td>
<td>All</td>
<td>EOC Trainer</td>
<td>30 min</td>
</tr>
</tbody>
</table>
## Canterbury Earthquakes
**Programme for EQC CRP Induction Training as at June 2011**

<table>
<thead>
<tr>
<th>Day/Time</th>
<th>Session</th>
<th>Topic</th>
<th>Trainer</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>0900 - 0930</td>
<td>Session 1</td>
<td>Preliminaries and Introduction</td>
<td>EQC Trainer</td>
<td>60 min</td>
</tr>
<tr>
<td>0930 - 1045</td>
<td>Session 2</td>
<td>Communicating with Claimants 1 – Managing Expectations; Dealing with FAQs</td>
<td>EQC Trainer</td>
<td>45 mins</td>
</tr>
<tr>
<td>1015 - 1045</td>
<td></td>
<td>Morning tea break</td>
<td></td>
<td>15 mins</td>
</tr>
<tr>
<td>1030 - 1100</td>
<td>Session 2</td>
<td>Communicating with Claimants 1 – Managing Expectations; Dealing with FAQs</td>
<td>EQC Trainer</td>
<td>30 mins</td>
</tr>
<tr>
<td>1100 - 1200</td>
<td>Session 3</td>
<td>The Damage Assessment Process</td>
<td>EQC Field Trainers</td>
<td>60 min</td>
</tr>
<tr>
<td>1130 - 1205</td>
<td></td>
<td>Lunch break</td>
<td></td>
<td>45 mins</td>
</tr>
<tr>
<td>1245 - 1515</td>
<td>Session 4</td>
<td>Intro to the assessment tool and basics</td>
<td>EQC Field Trainers</td>
<td>150 mins</td>
</tr>
<tr>
<td>1515 - 1630</td>
<td></td>
<td>Afternoon tea break</td>
<td></td>
<td>15 mins</td>
</tr>
<tr>
<td>1530 - 1700</td>
<td>Admin</td>
<td>March in Administration:</td>
<td>HR, Accounts</td>
<td>90 min</td>
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<tr>
<td></td>
<td></td>
<td>• Conducting</td>
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<td></td>
<td></td>
<td>• Invoking</td>
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<td></td>
<td></td>
<td>• ID photographs</td>
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<td></td>
<td></td>
<td>• Cell phone and radios</td>
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<td></td>
<td></td>
<td>• iPad issue</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Day 2</td>
<td>0900 - 1015</td>
<td>Session 4 continued</td>
<td></td>
<td>105 mins</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Exercise 1 conclusion and debrief</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>• Exercise 2 and debrief</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1015 - 1030</td>
<td></td>
<td>Morning tea break</td>
<td></td>
<td>15 mins</td>
</tr>
<tr>
<td>1045 - 1145</td>
<td>Session 4</td>
<td>Exercise 1 conclusion and debrief</td>
<td></td>
<td>30 mins</td>
</tr>
<tr>
<td>1145 - 1200</td>
<td></td>
<td>Exercise 2 and debrief</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1200 - 1245</td>
<td></td>
<td>Lunch break</td>
<td></td>
<td>45 mins</td>
</tr>
<tr>
<td>1245 - 1645</td>
<td>Session 6</td>
<td>E. Group 1: Field Practical Exercise (real damage)</td>
<td>EQC Field Trainers</td>
<td>4 hrs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>a. Group 1: Field Practical Exercise (real damage)</td>
<td></td>
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</tr>
<tr>
<td></td>
<td></td>
<td>b. Group 2: Paper Form Filling and exercise</td>
<td></td>
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</tr>
<tr>
<td>Day 3</td>
<td>0900 - 1200</td>
<td>Session 6 continued</td>
<td></td>
<td>4 hrs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>a. Group 1: Paper Form Filling and exercise</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>b. Group 2: Field Practical Exercise (real damage)</td>
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<tr>
<td>1200 - 1245</td>
<td></td>
<td>Lunch break</td>
<td></td>
<td>45 mins</td>
</tr>
<tr>
<td>1245 - 1345</td>
<td>Session 6</td>
<td>Review of Training and Q &amp; A</td>
<td>EQC Field Trainers</td>
<td>75 mins</td>
</tr>
<tr>
<td>1345 - 1500</td>
<td>Session 7</td>
<td>Communicating with Claimants 2 – Using Empathy</td>
<td>EQC Psychologist</td>
<td>75 mins</td>
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<tr>
<td>1500 - 1620</td>
<td></td>
<td>Afternoon tea break</td>
<td></td>
<td>2 hrs</td>
</tr>
<tr>
<td>1620 - 1640</td>
<td>Close</td>
<td>Training Evaluation &amp; Trainer debrief</td>
<td>EQC Trainer</td>
<td>45 mins</td>
</tr>
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</table>

**V11.3**
### Canterbury Earthquakes

**EQC Assessor & Estimator Induction Training 7 – 10 September 2011**

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Topic</th>
<th>Trainer</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>0630 - 0900</td>
<td>Session 1</td>
<td>Preliminaries and Introduction</td>
<td>EQC Field Manager</td>
<td>60 min</td>
</tr>
<tr>
<td>0900 - 1100</td>
<td>Session 3</td>
<td>The Damage Assessment Process</td>
<td>Office Manager</td>
<td>90 min</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Overview &amp; Preparing to inspect</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Earthquake Damage</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1100 - 1200</td>
<td>Session 4</td>
<td>Communicating with Claimants 2 – Using Empathy</td>
<td>EQC Psychologist</td>
<td>60 min</td>
</tr>
<tr>
<td>1200 - 1245</td>
<td>Lunch break</td>
<td></td>
<td></td>
<td>45 min</td>
</tr>
<tr>
<td>1245 - 1400</td>
<td>Session 5</td>
<td>Administration:</td>
<td>Assistant HR Manager</td>
<td>75 min</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Human Resources</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Contracts</td>
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<td></td>
<td>Pay</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Travel</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>iPads/issueatas/RFID</td>
<td></td>
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</tr>
<tr>
<td>1400 - 1700</td>
<td>Session 6</td>
<td>Introduction to the assessment tool</td>
<td>COMET Training Team</td>
<td>180 min</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Assessment of damaged buildings</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Assessment of structural issues</td>
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<td>Assessment of economic assessment form</td>
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<tr>
<td></td>
<td></td>
<td>Exercise 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>0830 - 1100</td>
<td>Session 7</td>
<td>Exercise 1 continued</td>
<td>COMET Training Team</td>
<td>150 min</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Exercise 2 and debrief</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1100 - 1200</td>
<td>Session 8</td>
<td>Health and Safety in the Field</td>
<td>Assistant HR Manager</td>
<td>60 min</td>
</tr>
<tr>
<td>1200 - 1245</td>
<td>Lunch break</td>
<td></td>
<td></td>
<td>45 min</td>
</tr>
<tr>
<td>1245 - 1700</td>
<td>Session 9</td>
<td>Group 1: Field Practical Exercise</td>
<td>EQC Field Trainers</td>
<td>255 min</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Group 2: Paper Form Filling and exercise</td>
<td></td>
<td></td>
</tr>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0830 - 1320</td>
<td>Session 10</td>
<td>a. Group 1: Paper Form Filling and exercise</td>
<td>EQC Field Trainers</td>
<td>240 min</td>
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<tr>
<td></td>
<td></td>
<td>b. Group 2: Field Practical Exercise</td>
<td>Barry Gehman</td>
<td></td>
</tr>
<tr>
<td>1230 - 1315</td>
<td>Lunch break</td>
<td></td>
<td></td>
<td>45 min</td>
</tr>
<tr>
<td>1315 - 1545</td>
<td>Session 11</td>
<td>a. Review of Field Training and Q &amp; A</td>
<td>EQC Field Trainers</td>
<td>30 min</td>
</tr>
<tr>
<td></td>
<td></td>
<td>b. Field Practical Exercise</td>
<td></td>
<td></td>
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<tr>
<td>1345 - 1500</td>
<td>Session 12</td>
<td>Communicating with Claimants 1 –</td>
<td>Assistant Training</td>
<td>75 min</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Managing Expectations</td>
<td>EQC Manager</td>
<td></td>
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<td></td>
<td></td>
<td>Dealing with FAQs</td>
<td></td>
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<tr>
<td>1500 - 1520</td>
<td>Lunch break</td>
<td></td>
<td></td>
<td>20 min</td>
</tr>
<tr>
<td>1520 - 1600</td>
<td>Close</td>
<td>Training Evaluation &amp; Trainer debrief</td>
<td></td>
<td>20 min</td>
</tr>
<tr>
<td>1600 - 1630</td>
<td>Lunch break</td>
<td></td>
<td></td>
<td>30 min</td>
</tr>
</tbody>
</table>

**Saturday 10 September 2011 - Induction Day 4**

All participants to report to assigned field office for attachment to assessor/estimator teams to undertake field practical exercise.
# Canterbury Earthquakes

**EQC Assessor & Estimator Induction Training 1 – 8 October 2012**

### Monday 1 October 2012 - Induction Day 1
**Venue - Legends Lounge Addington**

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Topic</th>
<th>Trainer</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>0800</td>
<td>0830</td>
<td>Session 1 Preliminaries and Introduction</td>
<td></td>
<td>10 min</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Welcome address - GM Customer Services</td>
<td>Bruce Emson</td>
<td>20 min</td>
</tr>
<tr>
<td>0830</td>
<td>0900</td>
<td>Session 2 HR Administration:</td>
<td></td>
<td>30 min</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Contracts</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Policies (Conflict of Interest, SOIC, etc.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>0900</td>
<td>1000</td>
<td>Session 3 Stores:</td>
<td></td>
<td>60 min</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Cell-phone Issue</td>
<td></td>
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</tr>
<tr>
<td></td>
<td></td>
<td>- IPad issue</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Equipment issue</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>ID Photographs to be taken at same time as store issue occurs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1000</td>
<td>1015</td>
<td>Morning tea</td>
<td></td>
<td>15 min</td>
</tr>
<tr>
<td>1015</td>
<td>1200</td>
<td>Session 4 EQC Generic Induction overview</td>
<td></td>
<td>1.75 hrs</td>
</tr>
<tr>
<td>1200</td>
<td>1300</td>
<td>Lunch break</td>
<td></td>
<td>60 min</td>
</tr>
<tr>
<td>1300</td>
<td>1330</td>
<td>Session 5 iPad Overview</td>
<td></td>
<td>30 min</td>
</tr>
<tr>
<td>1330</td>
<td>1430</td>
<td>Session 6 Communicating with customers</td>
<td></td>
<td>60 min</td>
</tr>
<tr>
<td>1430</td>
<td>1500</td>
<td>Session 7 The EQC Act</td>
<td>Barry Searle</td>
<td>30 min</td>
</tr>
<tr>
<td>1500</td>
<td>1515</td>
<td>Afternoon tea</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1515</td>
<td>1645</td>
<td>Session 8 EQC Non EQ damage</td>
<td>Graeme Robinson, Barry Searle</td>
<td>90 min</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Appurtenant Structures</td>
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### Tuesday 2 October 2012 - Induction Day 2
**Venue - Legends Lounge Addington**

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Topic</th>
<th>Trainer</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>0800</td>
<td>0815</td>
<td>Session 9 Review day 1 – introduction to day 2 activities - Field Office Expectations</td>
<td></td>
<td>15 min</td>
</tr>
<tr>
<td>0815</td>
<td>1000</td>
<td>Session 10 Managing Customer Conflict</td>
<td></td>
<td>1.25 hrs</td>
</tr>
<tr>
<td>1000</td>
<td>1015</td>
<td>Morning tea</td>
<td></td>
<td>15 min</td>
</tr>
<tr>
<td>1015</td>
<td>1100</td>
<td>Session 11 Health and Safety</td>
<td></td>
<td>45 min</td>
</tr>
<tr>
<td>1100</td>
<td>1130</td>
<td>Session 12 Time Filer/Web Mail</td>
<td></td>
<td>30 min</td>
</tr>
<tr>
<td>1130</td>
<td>1215</td>
<td>Session 13 Comet Overview</td>
<td></td>
<td>45 min</td>
</tr>
<tr>
<td>1215</td>
<td>1315</td>
<td>Lunch break</td>
<td></td>
<td>60 min</td>
</tr>
<tr>
<td>1315</td>
<td>1700</td>
<td>Session 14 Comet exercises (Detail TBA)</td>
<td></td>
<td>3.25 hrs</td>
</tr>
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</table>
### Wednesday 3 October 2012 - Induction Day 3 Venue Barrington and Field Locations

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Topic</th>
<th>Trainer</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>0900 - 0915</td>
<td>Session 15</td>
<td>Review day 2 - Introduction to day 3 activities</td>
<td>9(2)(a)</td>
<td>15 minutes</td>
</tr>
<tr>
<td>0915 - 1200</td>
<td>Session 16</td>
<td>CMS Overview Familiarisation</td>
<td>9(2)(a)</td>
<td>3.75 hours</td>
</tr>
<tr>
<td>1200 - 1300</td>
<td></td>
<td>Lunch break</td>
<td></td>
<td>60 minutes</td>
</tr>
</tbody>
</table>
| 1300 - 1315 | Session 17 | Course participant briefing:  
- Vehicle allocation  
- Field practical exercises  
- Travel to vehicle pool | 9(2)(a) | 15 Minutes |
| 1330 - 1400 | Session 18 | Vehicle allocation - Princess street/Deans Avenue                     | 9(2)(a) | 30 minutes |
| 1400 - 1700 | Session 19 | Field practical exercises - includes site safety briefing, venues, times and details TBC | 9(2)(a) | 3 hours |

### Thursday 4 October 2012 - Induction Day 4 Venue Barrington and Field Locations

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Topic</th>
<th>Trainer</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>0800 - 0830</td>
<td>Session 20</td>
<td>Review day 3 - Introduction to day 4 activities (Barrington)</td>
<td>9(2)(a)</td>
<td>15 minutes</td>
</tr>
</tbody>
</table>
| 0830 - 0900 | Session 21 | Field office:  
- Overview 3 teams @ 60 min FO brief                              | 9(2)(a) | 30 minutes |
| 0900 - 1630 | Session 22 | Field practical exercises - includes site safety briefing. Venues, times and details TBC  
Debriefs to take place at end of each practical exercise | 9(2)(a) | Full day |
| 1630 - 1700 | Session 23 | Training review                                                        | 9(2)(a) | 30 minutes |

### Friday 5 October 2012 - Induction Day 5 Venue Barrington and Field Locations

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Topic</th>
<th>Trainer</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>0800 - 0830</td>
<td>Session 24</td>
<td>Review day 4 - Introduction to day 5 activities (Barrington)</td>
<td>9(2)(a)</td>
<td>30 minutes</td>
</tr>
</tbody>
</table>
| 0830 - 1700 | Session 25 | Field practical exercises - includes site safety briefing. Venues, times and details TBC  
Participant assessment tests. Debriefs to take place at end of each practical exercise | 9(2)(a) | Full day |
<table>
<thead>
<tr>
<th>Day/Time</th>
<th>Session</th>
<th>Topic</th>
<th>Trainer</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>0800– 0830</td>
<td>Session 26</td>
<td>Field Office Expectations</td>
<td>9(2)(a)</td>
<td>30 minutes</td>
</tr>
<tr>
<td>0830– 1700</td>
<td>Session 27</td>
<td>Field Assignments:</td>
<td>9(2)(a)</td>
<td>Full day</td>
</tr>
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<td></td>
<td></td>
<td>- Buddy assessments with field teams</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>- Training review</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Assignments to teams and Field Office Administration for Tuesday 9th October</td>
<td></td>
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</tr>
</tbody>
</table>
# ROD - Multiunit Building Training Package

**Project Planning for Multiunit Building Training Package Design, Resource, Delivery**

**Date:**
- 9:30 – 10:15; 11:15 – noon, Mon 05 March 2013; 11:00-noon Tue 06 March

---

1. **Training Venue:** Workshop – Barrington Street; At-desk – Barrington Street; On-site – Various locations; Action: rules Dorrian to book data-projector; whiteboard for use as projector screen; whiteboard for presenter notes; specific area within Barrington to seat/table group.

2. **Attendees:** Mon [8 Field; 4 Admin; 3 presenters/others]; Tue [8 Field; 3 presenters/others (including T+T presenter)]; Wed – Thu [8 Field; up to 3 others]; Fri [IRT team]

3. **Start/end dates and Duration:** Mon 11 March - Thu 14 March [8 – 4.30]; Fri 15 March [8 - noon]

---

### Day 1, Mon 11 March – morning session, 8:00am – noon

<table>
<thead>
<tr>
<th>ID</th>
<th>Description</th>
<th>Presenter/SME</th>
<th>Training Resources</th>
<th>duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>MUB Project Overview</td>
<td>(2)(a)</td>
<td>2-4 pg workbook + PowerPoint</td>
<td>50min</td>
</tr>
<tr>
<td>02</td>
<td>MUB Admin Overview</td>
<td></td>
<td></td>
<td>30min</td>
</tr>
<tr>
<td>03</td>
<td>MUB Field Overview</td>
<td></td>
<td>8-12 pg wkbook + ppoint</td>
<td>90min</td>
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</tbody>
</table>

### Day 1, Mon 11 March – afternoon session, 1pm – 4:30pm

<table>
<thead>
<tr>
<th>ID</th>
<th>Description</th>
<th>Presenter/SME</th>
<th>Training Resources</th>
<th>duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>04</td>
<td>Walkthrough of example of E2E process</td>
<td>(2)(e)</td>
<td>PowerPoint</td>
<td>50min</td>
</tr>
<tr>
<td>05</td>
<td>Groups of 2 working through example of E2E process</td>
<td></td>
<td>2-4 workbook, checksheet</td>
<td>90min</td>
</tr>
<tr>
<td>06</td>
<td>Site Safety</td>
<td></td>
<td>PowerPoint</td>
<td>30min</td>
</tr>
<tr>
<td>07</td>
<td>Review of Day 1</td>
<td></td>
<td>PowerPoint</td>
<td>30min</td>
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</tbody>
</table>

### Day 2, Tue 12 March – morning session, 8am – 10:30am

<table>
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<tr>
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<th>Description</th>
<th>Presenter/SME</th>
<th>Training Resources</th>
<th>duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>08</td>
<td>Overview of Day 2</td>
<td>(2)(a)</td>
<td></td>
<td>30min</td>
</tr>
<tr>
<td>09</td>
<td>T&amp;T – On-site tools</td>
<td>Tonkin and Taylor</td>
<td>2-4 pg wkbook + Ppoint</td>
<td>40min</td>
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<tr>
<td>10</td>
<td>T&amp;T – On-site data capture forms</td>
<td>Tonkin and Taylor</td>
<td>Form handout + Ppoint</td>
<td>80min</td>
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</table>

### Day 2, Tue 12 March – mid-morning session, 11am – 4:30pm

<table>
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<tr>
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<th>Description</th>
<th>Presenter/SME</th>
<th>Training Resources</th>
<th>duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>On-site, Shands Road property</td>
<td>T+T</td>
<td>Forms</td>
<td>120min</td>
</tr>
<tr>
<td>12</td>
<td>Field Team – Reporting</td>
<td>(2)(a)</td>
<td>Form handouts, Ppoint</td>
<td>50min</td>
</tr>
<tr>
<td>13</td>
<td>MS Excel</td>
<td>(2)(a)</td>
<td>2-4 pg wkbook, Ppoint</td>
<td>90min</td>
</tr>
<tr>
<td>14</td>
<td>Field Team – Costing</td>
<td></td>
<td>Workbook, PowerPoint</td>
<td>60min</td>
</tr>
<tr>
<td>15</td>
<td>Review of Day 2</td>
<td></td>
<td>PowerPoint</td>
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</tr>
</tbody>
</table>
### Day 3, Wed 13 March – morning session, 8am – 11:30am

<table>
<thead>
<tr>
<th>ID</th>
<th>Description</th>
<th>Presenter/SME</th>
<th>Training Resources</th>
<th>duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>16</td>
<td>Overview of Day 3</td>
<td><a href="a">2</a></td>
<td></td>
<td>30min</td>
</tr>
<tr>
<td>17</td>
<td>Prepare for afternoon assessment</td>
<td><a href="a">2</a></td>
<td>Files, Draft Costings</td>
<td>90min</td>
</tr>
<tr>
<td>18</td>
<td>Book site visits</td>
<td></td>
<td></td>
<td>90min</td>
</tr>
</tbody>
</table>

### Day 3, Wed 13 March – afternoon session, noon – 4:30pm:

<table>
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<th>Description</th>
<th>Presenter/SME</th>
<th>Training Resources</th>
<th>duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>19</td>
<td>On-site assessment [4 groups – 1 site] [1 group – 1 site]</td>
<td><a href="a">2</a>, T&amp;T</td>
<td>Forms/documents</td>
<td>180min</td>
</tr>
<tr>
<td>20</td>
<td>Field Team – Reporting</td>
<td>All</td>
<td>Forms, checksheet</td>
<td>50min</td>
</tr>
<tr>
<td>21</td>
<td>Book site visits (If time permits)</td>
<td>All</td>
<td></td>
<td>30min</td>
</tr>
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### Day 4, Thu 14 March – morning session, 8am – 11:30am

<table>
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<th>Training Resources</th>
<th>duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>22</td>
<td>Overview of Day 4 – 1 site</td>
<td><a href="a">2</a></td>
<td></td>
<td>20min</td>
</tr>
<tr>
<td>23</td>
<td>Prepare for afternoon assessment</td>
<td>All</td>
<td>Files, Draft Costings</td>
<td>90min</td>
</tr>
<tr>
<td>24</td>
<td>Book site visits</td>
<td>All</td>
<td></td>
<td>90min</td>
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</tbody>
</table>

### Day 4, Thu 14 March – afternoon session, noon – 4:30pm:

<table>
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<th>Presenter/SME</th>
<th>Training Resources</th>
<th>duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>25</td>
<td>On-site assessment [4 groups – 1 site]</td>
<td><a href="a">2</a>, T&amp;T</td>
<td>PowerPoint</td>
<td>180min</td>
</tr>
<tr>
<td>26</td>
<td>Field Team – Reporting, Desktop</td>
<td><a href="a">2</a></td>
<td></td>
<td>50min</td>
</tr>
<tr>
<td>27</td>
<td>Review workshop</td>
<td><a href="a">2</a></td>
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### Day 5, Fri 15 March – morning session, 8am – 11:30am

<table>
<thead>
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<th>Presenter/SME</th>
<th>Training Resources</th>
<th>duration</th>
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<tr>
<td>28</td>
<td>Overview of Day 5</td>
<td><a href="a">2</a></td>
<td></td>
<td>20min</td>
</tr>
<tr>
<td>29</td>
<td>Deliver relevant parts of the above workshop to IRT team</td>
<td><a href="a">2</a></td>
<td>Notebook, Ppoint</td>
<td>120min</td>
</tr>
</tbody>
</table>

### Week 18-22 March

Two further site visits on Tuesday 19 March have been booked to continue training of consistent approach. 1 site (10 units) has also been booked for Thursday 21 March. All other time is BAU.

### Actions:

<table>
<thead>
<tr>
<th>Presenter</th>
<th>Owner</th>
<th>Due date</th>
</tr>
</thead>
<tbody>
<tr>
<td><a href="a">2</a></td>
<td><a href="a">2</a></td>
<td>Asap</td>
</tr>
<tr>
<td><a href="a">2</a></td>
<td><a href="a">2</a></td>
<td>Thu</td>
</tr>
<tr>
<td><a href="a">3</a></td>
<td><a href="a">2</a></td>
<td></td>
</tr>
</tbody>
</table>