

# Copy of Email Correspondence

**From:** Joan Lynch <jlynch@guidedogs.com.au>  
**Sent:** Thursday, October 29, 2020 12:08:05 PM  
**To:** Thomas Gao <Thomas.Gao@hsu.asn.au>  
**Cc:** Annette Clarke <AClarke@guidedogs.com.au>; Belinda Latimore <blatimore@guidedogs.com.au>; Bethia Sullivan <bsullivan@guidedogs.com.au>; David Murray <dmurray@guidedogs.com.au>; Karen Carrigan <kcarrigan@guidedogs.com.au>; Carole Grayson <CGrayson@guidedogs.com.au>; Carolyn Bates <CBates@guidedogs.com.au>; Matt Wood <MWood@guidedogs.com.au>; Peter McKenzie <pmckenzie@guidedogs.com.au>  
**Subject:** RE: Response to Cognology

Hi Thomas

Thank you for raising these concerns on behalf of your members. We are reviewing them and will provide a detailed response.

We understand the importance of giving consideration to all these issues and their impact on relevant staff. We estimate this should take around 2 to 3 weeks so you can expect a response no later than Wednesday 18<sup>th</sup> November 2020.

If you have any questions or need more information please don't hesitate to contact me.

Kind regards  
Joan Lynch

**From:** Thomas Gao <Thomas.Gao@hsu.asn.au>  
**Sent:** Monday, 26 October 2020 5:13 PM  
**To:** Joan Lynch <jlynch@guidedogs.com.au>  
**Cc:** Annette Clarke <AClarke@guidedogs.com.au>; Belinda Latimore <blatimore@guidedogs.com.au>; Bethia Sullivan <bsullivan@guidedogs.com.au>; David Murray <dmurray@guidedogs.com.au>; Karen Carrigan <kcarrigan@guidedogs.com.au>; Carole Grayson <CGrayson@guidedogs.com.au>; Carolyn Bates <CBates@guidedogs.com.au>; Matt Wood <MWood@guidedogs.com.au>; Peter McKenzie <pmckenzie@guidedogs.com.au>  
**Subject:** Response to Cognology

Dear Ms Lynch,

The Health Services Union writes on behalf of its members, who have raised the following concerns regarding the appraisal process as it applies to client facing staff in the Client Services department at GDN. In particular, the productivity performance goals as outlined in Cognology.

The union disagrees with the assertion that at least 70% of an employee's time be spent on client activities in order to satisfy expected performance, for the following reasons:

While it is reasonable to hold staff accountable as to how they spend their time, the ability to achieve 70% client related activities is arbitrary, and in many cases unachievable. Client facing staff do not necessarily work in a common environment, and for various reasons the 70% of targeted hours may not accurately reflect an individual employee's performance. As an example, a GDMI working on a guide dog training class will be able to assign 100% of their time to clients. Their performance against this measure will appear exceptional, while it is the environment which requires 100% attendance that leads to the performance outcome. There are a range of situations where maximising client facing activities is difficult. Such as participating in dog training, or conducting programs in remote locations where full utilisation is difficult to achieve. Working with clients with health issues resulting in frequent cancellations is another example. This emphasis of expecting a universal target to be met will in some cases influence service delivery types that may result in negative unintended consequences.

Non - client activities that involve a set time, such as PDNs, team meetings, mandatory training, lets connect sessions, conferences etc. have recently increased substantially as a proportion of time spent at work. These activities have significant impact on the ability to achieve 70% client facing work. Additionally, these activities can vary widely between employees, particularly in the area of projects, and more recently, Carelink data entry.

The union is aware that many employees have been spending many hours of their personal time conducting administrative tasks, particularly rostering activities, in addition to completing other non-client related aspects of their work. As an example, the additional work involved in documenting rostering within Carelink is much more complex, and time consuming than has been previously the case. It is the union's view that this time should be included in the client service delivery (70%) component of our time. The union is concerned that some employees, in order to satisfy the 70% target, will be forced to take work home. The Enterprise agreement states that employees are required to work a 35-hour week, and that any additional hours should either be compensated by time in lieu provisions, or paid overtime. The union considers that it is unreasonable for employees to be routinely performing GDN activities in their own time.

Additionally, the above issues have a greater proportional impact on part time staff. As an example, a full day of compulsory activities in any week will account for 20% of a full-time employee's hours, but 33% of the hours worked by an employee who works 3 days a week, leaving less available time for client related work in that instance. The examples given above of set activities are a requirement of staff, regardless of full time / part time status and will have a proportionally greater impact on part time staff. The part time employee's ability to achieve a client related target will always be more difficult in these circumstances. The quality and performance of an employee should not be based on their part time status.

Furthermore, the union is concerned that these goals are being implemented at a time when Carelink administration is still under constant review and change, with the associated confusion that results. Given that we are already a third of the way through the year, and that there will likely be further delays before the database is properly implemented, the union doesn't consider that it is reasonable to apply such measures in this financial year.

Finally, the Enterprise agreement requires "exceeds expectations" to advance to 15 of the 26 pay points on the scale that affects client facing staff. How is this measure to be calculated? Will it be averaged over a range of factors, or will staff be required to exceed in all areas to receive an "exceeds expectation" rating. There appears to be no clear understanding of this at this stage.

The union seeks further discussion and clarification on this issue to establish a performance measuring tool that is applied fairly across the varied work environments that our members are likely to experience.

Yours sincerely,

**Thomas Gao**

*Organiser, HSU NSW/ACT/QLD*

Health Services Union

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