

Submission to the EQC Public Inquiry

Submission 9 of 9

Power Imbalance and Critical Points for Future Planning

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Submitted Documents

The following documents are submitted to the Inquiry. They are in the folder titled S9_20190520_Submission_Power Imbalance and Critical Points for Future Planning.

Name	Date modified	Type	Size
 2557+Days+Living+with+the+EQC+v2	17/05/2019 1:03 p...	Adobe Acrobat D...	1,977 KB
 A Leap of Good Faith	19/05/2019 10:33 a...	Adobe Acrobat D...	503 KB
 Mediation Cases	14/05/2019 7:12 p...	Adobe Acrobat D...	54 KB

Version 1.1 | 24th May 2019

- Change control added to page 2.

Summary

The Recommendation

We recommend that a regulatory body be established whose role is support, educate and empower natural disaster claimants. This body would be connected a larger body who is charged with the wider insurance industry.

Key discussion points

- Wealth and powerful organisations are on one side, individuals on the other.
- The scale of vulnerability after a disaster everyone is vulnerable.
- The ICNZ is a lobby group for the insurance industry; a lot of people do not know this.
- Post-CES, the community had to educate itself at its own cost.
- Could a regulatory authority correct the power imbalance?
 - * Support, educate and empower insured homeowners.
 - * Connect the new initiative with the MBIE.
 - * Start with the right people.
 - * Use the current situation in Canterbury as the test case for the regulatory authority.
 - * Give it real independence from insurers and the EQC.
 - * Ensure that it provides a way to regain confidence.
- What after the CRG, HOAG and other similar groups? What is their lifespan. Short term?
 - * Put the funds towards a long-term initiative doing work towards future preparedness, for example: Education, Support and Empowerment.
 - * Connect it to other initiatives to provide protection and support for the insured.
- Incorporate mechanisms for ensuring good faith.
- Empower people by educating them. Insurers might not like that, as people are then informed and empowered, whereas a climate of ignorance means people do not know what they are entitled to.

Additional Submission Items

There are a further range of submission items in this document to those listed on page 2. They are denoted in red, and links are provided.

Other Critical Points for Discussion

The GCCRS

The MoU with Southern Response

SR seems focused on a discharge-of-claim model.

The MoU with the Private Insurance Industry

Regarding my two properties, the assessment of damage and the reporting was of a low standard.

The EQC Claimants Reference Group and the GCCRS HOAG

We believe that such groups have a short life span.

Knowledge Sharing

There are high-quality silos of knowledge that sit outside of the traditional organisations. For these knowledge centres to come together, the power imbalance must be recognised, i.e. one group sitting on one side of the table being paid for their time - the other not.

What about the Real Estate Industry?

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Introduction

In our opinion, there is a significant power imbalance in the insurance environment. One side (the insurer) is large and well resourced. The other side (the customer) is the individual who has no organisation to represent their interests. Both the EQC and private insurers are examples of large, well-resourced entities.

We believe that this obvious power imbalance is at the core of many of the problems experienced by insured persons following a natural disaster where there is a significant residential-dwelling-damage claim. This applies not only to Canterbury but to all of New Zealand.

This submission provides some specific examples and puts forward a recommendation for future preparedness.

Discussion

Whilst we appreciate that the EQC is not a member of ICNZ, in this part of the submission we will make no distinction between the EQC and a private insurer.

What is the Insurance Council of NZ?

From Mel:

“Before the CES, I hadn’t heard of the Insurance Council of New Zealand (ICNZ). When I finally did learn of them, I assumed they were a government-funded body protecting the rights of an insured person. Looking back, I feel a little foolish. Should I have made more of an effort to be informed? But why would I have done that? I trusted the system. I had made house-insurance claims and vehicle-insurance claims. The process had worked well for me.

However, around 2013, I learned that the Insurance Council of New Zealand is a ‘lobby group’ funded by insurers, for insurers. At this point, I realised there was no body or regulatory authority looking after my interests.”

Good Faith

The ICNZ website includes a statement of good faith¹. Refer Figure 2. But based on my personal experience and on the experiences of the thousands of homeowners I have met over the years, I cannot see evidence that any of the insurers consistently operate in good faith.

Compared with their promise in Figure 2, we believe that, at the very least, insurers failed to provide the service they sold us and failed to settle our claims fairly. It is our view that each of the insurers connected with the CES failed to consistently and regularly operate in good faith with their customers (whilst I do not wish to engage in conspiracy theory, with what I have learnt over these last eight years, I suspect, this is deliberate. The insurance industry has significant resources to complete research to identify how it can reduce its claim liability). We had nowhere to go, no regulatory authority to turn to, no support.

Over this period, I have heard many insurance customers say things like, “There is a huge difference between being a ‘customer’ who pays a premium and being a ‘customer’ with a natural-disaster claim.” From the outset, the EQC and other insurance companies treated us

¹ Note: At one time, the ICNZ website included a statement that part of their role was to inform and educate consumers. Unfortunately, I have not been able to locate evidence of this, as the website has been updated.

as if we were attempting to defraud them in some way. I sincerely hope that evidence of such insurer behaviours comes through in the public submissions.

Based on the experiences of many customers, the imbalance of power means the insurer can withdraw insurance, dispute costs, withhold payment and so forth. An insurer's ability to deny, delay and defend has a direct impact on their customer/claimant (and ultimately on the community) across almost every aspect of their lives -- financially, physically and emotionally.

When an insurer conducts what they call 'claims management' or 'loss adjustment', it is focused on a calculation. On the other hand, for the claimant, a 'claims management' experience is about their home, daily routines, livelihood, and families.

After a significant natural disaster, ALL individuals, no matter their financial situation, their education, their socio status, are vulnerable within the claims process. They generally have little or no personal experience about their rights under an insurance policy or the EQC Act, or the role of the ICNZ. They have experienced significant trauma, with ongoing stress, anxiety and fear in almost every aspect of their lives. In such an environment, we rely on others. Experts. People who understand and care. People in a position to help – in this case the insurer.

Good faith

Insurance is a contract between an insurer and a customer. It is based on the principle of good faith – a system of managing relationships where everyone agrees to treat each other with respect and good intentions.

Insurers must

- provide the service agreed with the customer in their contract
- act in good faith at all times
- settle claims fairly and efficiently
- adhere to the principles set out in the Fair Insurance Code
- adhere to all laws governing their conduct in New Zealand.

Customers must

- pay their agreed premiums on time
- act honestly and with integrity in all their dealings with their insurer
- accurately and fully disclose all information relevant to their policies and claims.

If there is no recognition of good faith in the courts, we think good faith becomes irrelevant.

No regulation to enforce good faith.

Not stick / no carrot

Figure 1: The good faith statement on the ICNZ website.

The ICNZ say they work with stakeholders and consumers to help people understand the risks they face, refer Figure 2. Apart from individual submissions during a (not well publicised) review of the Fair Insurance Code, we can find no evidence of any educational processes or support for individual customers, although this is clearly something that policyholders need if they are to 'understand the risks they face'.

At the same time, we do find statements that all ICNZ members are required to act ethically, although the term 'ethically' is not illustrated or defined.

Who we are

The Insurance Council of New Zealand (ICNZ) is a representative body established in 1895 to represent fire and general insurance companies.

We are governed by a Board of 10 members, appointed annually at the AGM. The Council aims to assist members in key areas affecting their business through effective advocacy and communication.

All Council members are licensed under the Insurance (Prudential Supervision) Act 2010 and are signatories to the Fair Insurance Code that requires insurers to act ethically. The Council also performs an important role in informing and educating consumers about key insurance issues and risks.

What we do

We are dedicated to

- working with stakeholders and consumers to help people understand and manage the risks they face
- promoting a strong and sustainable insurance industry that people can trust and have confidence in
- ongoing improvement of the reputation insurance services in New Zealand.

How we do it

We do this by

- working with stakeholders and consumers to help people understand the risks they face
- administering the Fair Insurance Code – an industry best-practice code that governs how our members interact with their customers and the public
- working with Government on issues relating to the fire and general insurance sector in New Zealand.

Figure 2: A caption from the Insurance Council of New Zealand website where it outlines its role, retrieved: <https://www.icnz.org.nz/about-us/our-work/> .

Time for Reform?

2 *What could reform look like?*

Reform of the FIC could be modelled on the Australian approach by creating a similarly-constituted FIC compliance body (“FICCB”) to monitor compliance by ICNZ’s members.²⁹⁴ This scheme could require insurers to report significant breaches to the ISO, and to report its compliance at regular intervals. Dispute resolution schemes would report insurers’ compliance to the FICCB, and customers could complain directly to the FICCB. The FICCB would not be a dispute resolution body, so bad faith in the absence of a valid claim could be considered.

Figure 3: A snap on good faith from Dixon, R. (2012). A Leap of Good Faith: A Possible Response to Unfair Claims-Handling Practices in Insurance. Retrieved from: <https://www.otago.ac.nz/law/research/journals/otago043948.pdf>.

SUBMISSION ITEM: A Leap of Good Faith: A Possible Response to Unfair Claims-Handling Practices in Insurance.

Southern No Response | Canterbury Claimants | Claimants 4 Claimants | Facebook

In the absence of a dedicated body to support homeowners, insured individuals began to support and educate themselves. This started early, with a variety of Facebook groups.

A few people did have insurance knowledge, and they shared it with others. In November 2013, Steve Gurney set up a Facebook group called 'Gurney and Team vs Southern NoResponse', refer Figure 4.

SUBMISSION ITEM: We submit 'Gurney and Team vs Southern NoResponse' to the Inquiry. Please advise who you put forward as an avenue to access the group, so we can provide permissions.

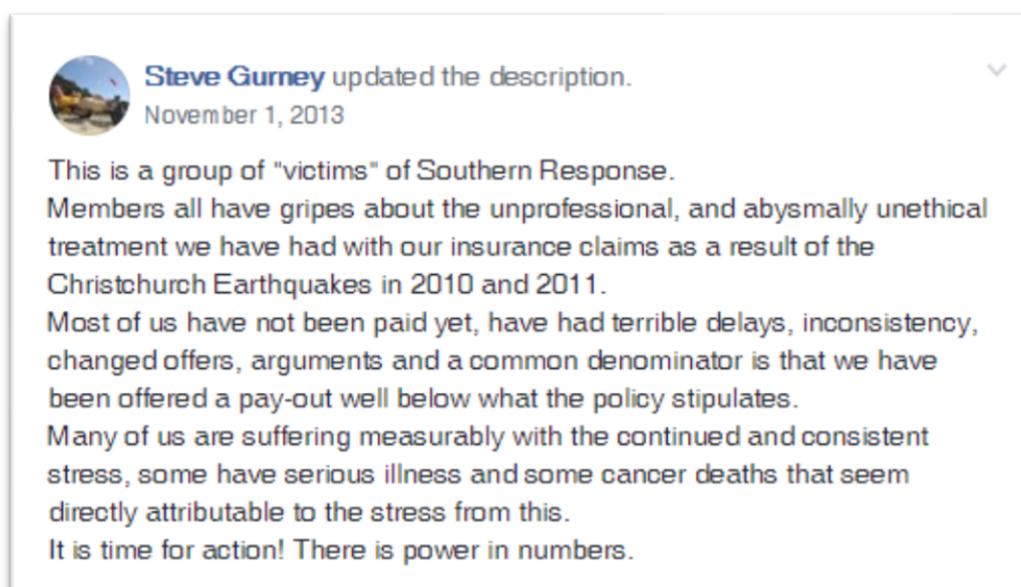


Figure 4: The opening post on 'Gurney and Team vs Southern NoResponse'

There were protests, and after that a number of claimants got together. They identified that there were no resources for claimants, so they attempted to close that gap. This resulted in two CLOSED AND PRIVATE meetings.

SUBMISSION ITEM: 2,557 Days Living with the EQC.

Following those meetings, Mel Bourke and a team of experts agreed to run further meetings with a more general focus on claims, i.e. not just Southern Response, refer Figure 5. For more information, refer to the document submitted to the Inquiry titled '2,557 Days Living with the EQC', located here:

<https://static1.squarespace.com/static/5729141260b5e9e5b971c146/t/5b1734dc8a922d09f2060933/1528247541810/2557+Days+Living+with+the+EQC+v2.pdf>.

Event	Date
SouthernNoResponse - Claimants Meeting	11/02/2014
Homeowner EQ Insurance Issues - A Legal Perspective by Dr Duncan Webb	25/03/2014
Protecting Canterbury's Housing Stock - A Case Study With Adrian Cowie	07/04/2014
One Off Special Event - SUITABLE FOR ALL EARTHQUAKE CLAIMANTS	02/08/2014
4 YEARS ON IN CANTERBURY	04/09/2014
Just 4 Southern Response Claimants	22/10/2014
Focus EQC - Reduce the Risk of Devalued Home & Land	08/11/2014
Four Years On 2015 - Christchurch Earthquake February 2011	23/02/2015
Managing the Insurance Dilemma: Cash Settlements	25/05/2015
Know the Land You Have - A Forum for Canterbury Homeowners	13/08/2015
Canterbury Earthquake Repair Standards	10/09/2015
Collective Engagement of Experts	11/02/2016
Failing Earthquake Repairs - Requesting an Independent Inquiry	08/04/2016
PUBLIC MEETING - EQC Action Group Win - What it means for you	12/05/2016
Creaky Homes Crisis - EQCfix.NZ Launch Event	11/08/2016
Taking Control of the EQ Claims Process - Sharing Knowledge from 2010 / 2011 Earthquake	23/03/2017
Owners of Pre-1970 Homes Repaired by EQC	26/06/2017
Demystifying Land Claims EQC Failed Repairs	27/11/2017

Figure 5: Some of the meetings organised to inform homeowners.

In the absence of a regulatory body which supported, educated and empowered the insured CES claimant, a small group of motivated, affected homeowners combined their skills, education, and experience, and even ceased permanent employment, to dedicate thousands of hours to provide this essential service. Starting from scratch, this work was soon able to provide vital information which gave homeowners at least some chance of fighting the virtually endless power and resources which favoured insurers.

Looking ahead, the work completed by this small group of now extremely experienced people must be captured and used in the formation of a fully funded independent body which supports and educates customers and prepares them for a future natural disaster.

We now submit the EQCfix.NZ website, the result of a public-justice project with the goal of informing and educating claimants. The slides from presentations, refer Figure 6, are from a range of experts and are located on this page of the website: <https://www.eqcfix.nz/claims>.

SUBMISSION ITEM: We submit the EQCfix.NZ website.

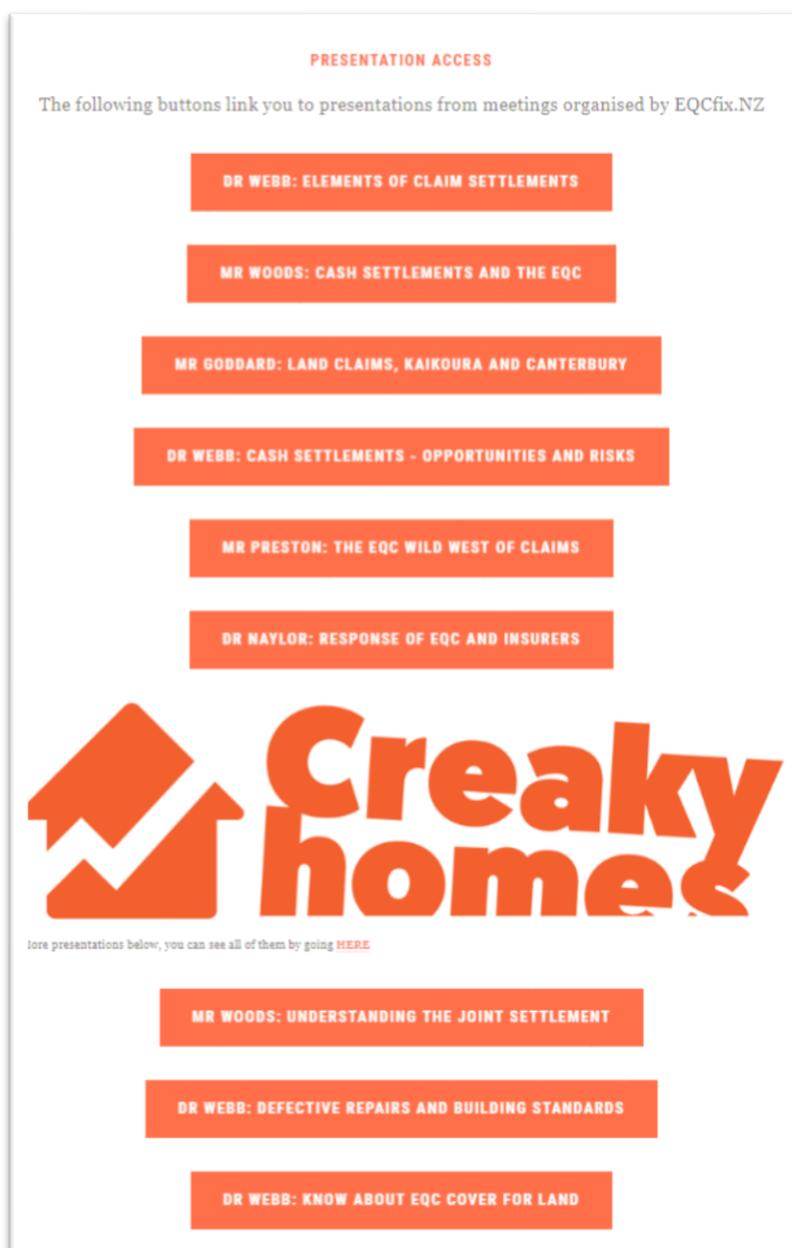


Figure 6: Links to the presentations delivered by experts are on the Claim Resources page of the EQCfix.NZ website.

Kaikoura and EQCfix.NZ

In 2017, the EQCfix Team, in partnership with the Kaikoura District Council, arranged for an information event, refer Figure 7. The team of presenters was well regarded within the homeowner community and could offer significant experience, qualifications and expertise regarding residential earthquake insurance claims. Refer Figure 8 for a list of the speakers.

Kaikoura - Taking control of the Earthquake Claims Process

COMMUNITY MEETING TO SHARE KNOWLEDGE FROM 2010 / 2011 EARTHQUAKES

Post the 2010 / 2011 events residential property owners thought their insurance policies, alongside the EQC Act, would see them right. For some, the system worked, but for many it didn't. Too many homeowners were left with poorly repaired homes, have lived with significant stress, are financially worse off, have devalued properties, and as a city, Christchurch is facing a crisis of substandard housing stock for years to come. Learn from experts about the Christchurch experience.

Community Meeting

KAIKOURA MEMORIAL HALL THURSDAY 23RD MARCH 2017 5:00PM TO 7:30PM

There is capacity for only 300 people at Memorial Hall. Therefore, we ask that you register by going to [Exwithrite: \[eqcfix.com/whats-on/kaikoura\]\(https://www.eqcfix.com/whats-on/kaikoura\)](https://www.eqcfix.com/whats-on/kaikoura). THIS IS A FREE EVENT.

Figure 7: A caption from the EQCfix website as part of the event advertising for a Kaikoura educational forum. Retrieved: <https://www.eqcfix.nz/blog/2017/3/11/kaikoura-taking-control-of-the-earthquake-claims-process?rq=kaikoura>.

EVENT CONTENT AND SPEAKERS	
Dean Lester Independent Insurance Advisor	Preparing and Presenting Claims Creating your team, navigating the process successfully.
Dr Duncan Webb Prominent Insurance Lawyer	The Three Elements of Claim Settlement Insurer managed, full and final, homeowner managed. A Look at Land A quick overview of the complex issue of land claims.
Peter Woods Prominent Insurance Lawyer (led the EQC Group Action)	Reinstatement Standards Building standards, the EQC Act, reinstatement standards, and the building code.
Cam Preston Property Owner	Understanding the Industry An honest look at the industry and governance behind the system.
Mel Bourke Property Owner / MC	The Homeowner Experience The experience from a homeowners point of view, and the pitfalls to watch out for.

Figure 8: The list of presenters and their topics presenting at the Kaikoura information event. The full document can be downloaded here:

<https://static1.squarespace.com/static/5729141260b5e9e5b971c146/t/58c5a00d3a0411cbb3bac6d0/1489346575629/Kaikoura-Community-Meeting-Notice.pdf>

On or around the 1st April 2017, the ICNZ CEO, Tim Grafton, stated that the information presented by EQCfix.NZ was inaccurate. "ICNZ chief executive Tim Grafton said some of the group's messages, such as the need to read policy documents, were valid, but others "in our view can only contribute to settlement delays", refer Figure 9.

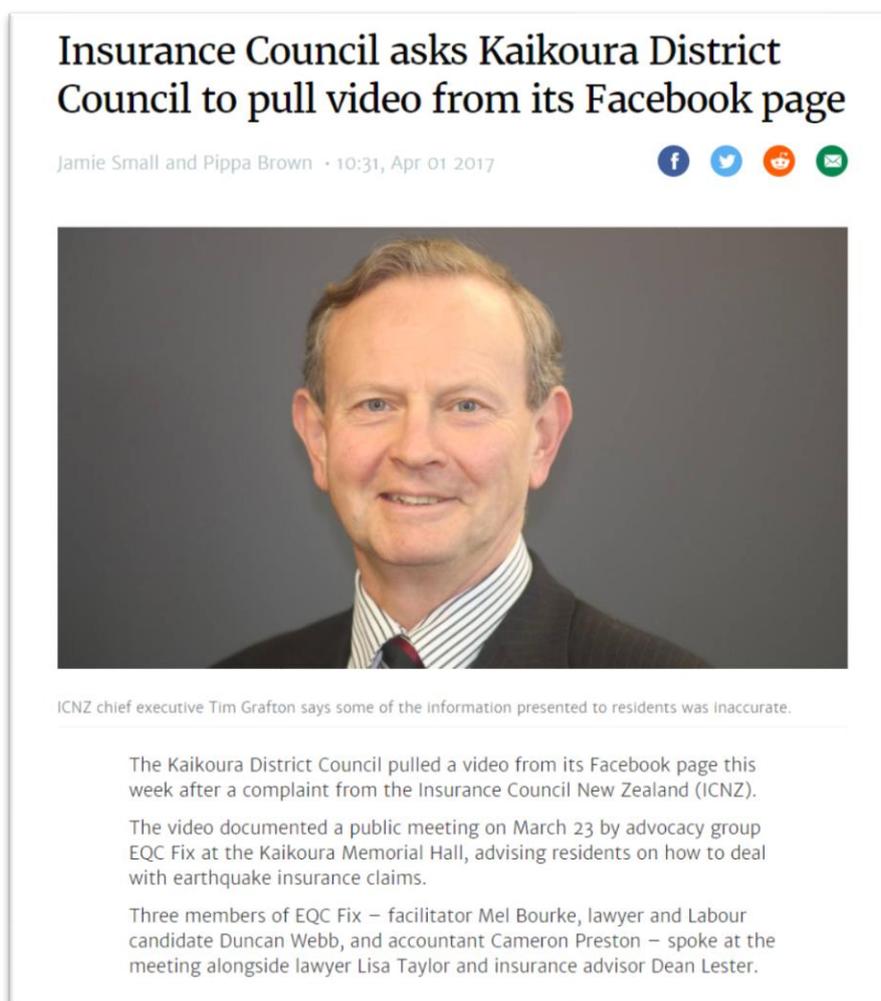


Figure 9: The ICNZ asking for the KDC to pull the EQCfix meeting video from its Facebook page.

Issues around power imbalance became even more obvious after the Kaikoura presentation. As an example, Figure 9 shows Tim Grafton scaremongering and invalidating the advice being given by EQCfix. The ICNZ's behaviour resulted in people feeling confused and uncertain, and made homeowners aware of the adversarial environment they were in .

As outlined above, a disaster makes people vulnerable. They are both trusting and poorly informed. Our contact at the Kaikoura District Council said she had assumed that ICNZ was a government regulatory body. Many years earlier, we had thought the same. After the meeting's video was taken down, we told her that they were actually lobby group. Anecdotal

evidence suggested that the CEO of the Kaikoura District Council might have been worried about consequences if the video had not been removed.

We believe that the video provides evidence that speaks for itself, therefore we are submitting it to the Inquiry. Speakers gave their time freely. There was little mention of their businesses and/or organisations. This ethical approach was enforced for all meetings. A business graphic was acceptable on a slide, but we made it clear that presenters were sharing what we believed was useful information, and were not looking for 'business', Cam, Jake and I were never paid for our time.

The ICNZ's funds and other resources allow them to respond in the way they do. In the same vein, we would like to see a regulatory body focused on an insured person's interests protecting its members in the same way the ICNZ protects its members, with a similar level of funding and resources.

Insurance is not just about our homes. It is about our communities and the greater social good. A well-repaired home is a long-term asset to a community, while a poorly-repaired home has significant and ongoing negative implications for individuals and for a community.

"We respect the [Kaikoura] council's role in hosting meetings and distributing material to residents, but we believe in this instance residents will be worse off as a result.

Grafton implied Webb, Taylor, and Lester had political or business motives to be at the meeting.

Webb said the implication was "offensive", and ICNZ's complaint was an attack on free speech.

Figure 10: Tim Grafton stating that motives for the meeting were political or business related.

SUBMISSION ITEM: We submit the video of the event which is located on the EQCfix.NZ Facebook Page: <https://www.facebook.com/eqcfixnz/videos/976614145840280/>.

SUBMISSION ITEM: We submit the EQCfix.NZ Facebook Page: <https://www.facebook.com/eqcfixnz/>.

Use of PR and Advertising

Whenever EQCfix promoted a meeting online, the EQC and Southern Response often placed advertising in local newspapers around the country, advertising which focused on the number of claims they had 'settled'.

By engaging in this behaviour, the EQC and Southern Response were attempting to protect their image outside Canterbury. We believe this strategy has played into a perception that Canterbury claimants are greedy.

Furthermore, advertising which refers to 'claims closed' is subjective. It reflects an internal process and does not show whether claims are 'permanently' closed. This is becoming increasingly evident as we learn of significant numbers of failed repairs due to under-assessed or wrongly-assessed homes.

Spying on Claimants | Trawling Social Media

As you are aware, Thompson and Clark were engaged to provide information to Southern Response about claimant meetings. Whilst not in the same category, we are aware that employees of the EQC and private insurers joined social media groups that were expressly closed to their organisations. We understand that social media sites were 'trawled' to find instances where members of the public and of various support groups were sharing information, planning events, or organising protests. Our understanding is that this was done so the EQC and private insurers could 'get ahead of the issues'.

Such behaviour is not consistent with working in good faith. Instead, it has often felt like a concerted effort to stem a flow of knowledge that would encourage better decision making amongst claimants.



SUBMISSION ITEM: John Campbells Investigation into SR: <https://www.tvnz.co.nz/one-news/new-zealand/under-surveillance>

Claims Management Costs – the EQC

The EQC has spent \$1.5 BILLION, or thereabouts, just on the management of Canterbury claims. It is 'our' money, and if this much is being spent on claims handling it likely means the process is not working. What is more, we still don't know the true cost of failed repairs and under-assessed homes. This, unfortunately, will only become clear over the years and even decades. We need a reworking of the EQC's claims-management approach.

Scalable – Informed People

After a natural disaster of the scale we saw in Canterbury, insurers will ALWAYS have a shortage of staff – project managers, construction workers, experienced insurance staff, etc - who can work in the reinstatement phase. In World War II, training started early.

Organisations like the New Zealand Cadet Forces trained young people who were ready to go at the age of 18.

Elements of various models, like the preparedness approaches used in WWII, apply to the world of post-disaster insurance, if we can look outside a company's traditional boxes and provide quality feedback to those who are willing to listen. Informed people make good decisions. They can anticipate what lies ahead and take appropriate action.

To address the important question of future readiness, we need an education programme that prepares people for each step of the process. Many people have said, "If only I had known that at the beginning." This was particularly relevant for those who used a claims-management company which worked on a 'percentage model'. But it also affected situations where people relied on the EQC's reporting and repair strategies, only to discover (often much later) that those strategies were deficient.

Despite the existence of corporate structures, such situations can be influenced by basic human behaviour. Centuries of examples support this. For example, when the Bible was translated into English, it brought into question the prior teachings of some individuals who had a vested interest in controlling others.

The EQC is no longer the entity that can support, educate, and empower the community. Unfortunately, their brand has been seriously tarnished, and it will be difficult for them to rebuild their reputation in the short-to-medium term. There is, however, the capacity within the EQC Act to fund education and that must be acted on outside of its traditional use by EQC.

The Insured Persons Obligation

Like with many industries, insurance is full of jargon. There are countless specialist terms and concepts that affect people after a natural disaster – ‘cash settled’, ‘closed claim’, ‘reinstatement’, ‘insurance response’. It is a lot to deal with, but having insurance is a two-way process, and both sides need to share a core understanding.

In a ‘customer-managed repair’, people MUST understand that they are obliged to complete the work on their homes, and to the required standard. An insurance pay-out is not a windfall to put into their pockets and make them better off. I am very concerned that the longer-term fallout on the insured person (and therefore our communities) by way of poorly thought out customer managed repaired process, post disaster, will make property owners even worse off than what we have been with the insurer managed repair programme (refer to Submission # 8 The Customer Managed Repair).

Note: a guide to cash settlements was prepared by various government agencies. It was stopped and never released. A copy is on EQCfix.NZ along with the associated email trail.

<https://www.eqcfix.nz/resources>

SUBMISSION ITEM: The Cash Settlement Booklet:

https://static1.squarespace.com/static/5729141260b5e9e5b971c146/t/57bc145ce3df284653265dcb/1471943977663/Cash_Settlement_Booklet.pdf.

SUBMISSION ITEM: The Cash Settlement Booklet Email Trail:

<https://static1.squarespace.com/static/5729141260b5e9e5b971c146/t/57c4cbd5ebbd1af6c1e001f8/1472515084404/Cash+settlement+book+emails.pdf>



Figure 11: The header page of the Cash Settlement Booklet. The insurers did not want it published.

Discharging of Claims

Sadly, a culture has been created where many people see insurance as a way to gain a windfall payment. In my opinion, this is the result of the insurers leading with the option of discharging a claim. This seems to be their preferred approach, as it means they can transfer their risk over to an insured person and ultimately into the community.

Whilst I accept that we have good contract law in New Zealand and people should be able to step outside of a contract, they should not automatically do so in a post-disaster insurance environment without there being some form of regulation which has the goal to reduce legacy issues. We need to understand that all potential natural disaster damage problems with a home, and therefore the risk, can be passed to unsuspecting buyers who probably have no idea about that risk or about the history of the house. This doesn't need to happen. There is important data on all houses which have had an insurance claim, this information should stay connected to the home in some way.

The 'as is, where is market' is a real concern. When there is an agreement to discharge a claim, then in my view that information must stay with the house, not with an individual owner.

What about Disclosure of Work Done?

Homeowners need to know they **MUST** get and keep records of work done, and that those records must be disclosed to their private insurers. Similarly, potential purchasers of a home need to see that information prior to making any offer on a property.

Current State vs Desired Future State

In this section I have touched on some of the concepts involved in a change management project.

Documenting the current State and the desired future state

From a change management point of view capturing and documenting the 'current state' and the 'desired future state' is a critical activity. I believe this has not been completed within the EQC to date.

A project team could be formed tasked with documenting the current state and the desired future state. Members of the project team could come from employees of the EQC, the community and other relevant parties. An outcome of the project is a high-level plan of where the organisation is now and where it wants to be, setting the tone for future planning.

Capturing best practice²

There is a myriad of best practice available to the EQC which it is possible is not captured or not known. To assist with this a project team can be formed to determine best practice.

As one example, a task to define the what makes a subject matter (SME) expert coupled with what 'top performance looks like' is invaluable to the development of capturing best practice. This would occur prior to developing any form of learning programme aimed at effecting change.

As this type project progresses it is common for some top performers to become knowledge champions. Some could be selected and trained in the techniques to enable them to be peer to peer coaches.

Knowledge management software (people and process vs. technology)

Capturing best practice from top performers forms part of a knowledge management process, for example, converting tacit knowledge to explicit knowledge. This allows process to be re-defined, defined, captured.

Technology, whilst important to knowledge management should not be the driver of knowledge management, it is considered the tool to capture knowledge.

² Recognition must be given to members of the community that have this expertise. It is a form of an imbalance of power where one side of the table is paid for its knowledge and another is not.

Learning and Development

Regulatory framework and certification – state of future readiness

What has become apparent, post the Canterbury Earthquake Sequence, is we did not have expertise in a number of the speciality fields required to manage the reinstatement insurance phase.

The evidence suggests there was (is) little / no well-structured, well designed learning and development programme, with appropriate measurement, so people can become experts in the required areas of speciality.

It is my opinion, looking to a state of future readiness we should see a combination of professional development programmes which sit alongside formal education options, with some experts being required to hold certification in certain aspects of expertise.

It is possible / desirable that the EQC be the organisation that provides the budget and the monitoring for the development of these learning and development programmes. This concept could be coupled with re-certification criteria to 'keep people current'.

NOTE: training is a living process and is 'never finished'. Material is constantly revised and updated as processes are refined.

Conclusion

We encourage the Inquiry to recommend that an independent body be established with urgency. That body could be part of any greater initiative focused on providing regulation, like that outlined by Dixon, R and referred to in Figure 3, but be focused on the residential property policyholder in a post disaster environment.

The role of that body is to prepare and plan for the future, so the policyholder has, at minimum, a reasonable chance of being treated fairly. Further, that body is charged with putting tools in place to enable the scalability that is required post a larger scale disaster.