



# Westpac CSC Workwise News

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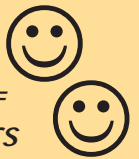
## Here's to a *fairer* 2011!

It's been a year of bank bashing, restructures, customer focus and a new Westpac Enterprise Agreement. All things which impact on CSC targets.

The new Westpac Enterprise Agreement includes improved provisions in relation to targets and also greater opportunity to assert those rights through access to an independent umpire.

The Union intends to make 2011 the year of fair targets. We'll be working with members to stand up for their rights and ensure that targets are fair and equitable.

*Remember,  
Delighted Bankers =  
Delighted Customers*



## NPS? - It's a Shocker!

Earlier this year FSU members participated in a one question survey on the Net Promoter Score (aka the ACFL in the CSC's) which asked: *Is the NPS Fair?*

Hundreds of Westpac employees responded with their stories about why the NPS is unfair. Here's a few randomly selected comments:

*"I'm sitting on bronze for CCQ, but my NPS is 21??"*

*"I would have met my scorecard had it not been for detractors received via calls transferred to another department."*

*"Customers tend to score the bank, not the banker."*



Have a look at the FSU website [www.fsunion.org.au/Campaigns](http://www.fsunion.org.au/Campaigns) to see hundreds of comments from Westpac staff.

The NPS may be a good way of measuring customer loyalty but it is a lousy way of measuring staff performance because the score is influenced by so many factors outside the employee's control, including Bank policy.

### NPS / Policy Clangers

- Customer fails Identification and registers a zero ACFL for the banker - the banker is then penalised for upholding a compliance process.
- Customer calls for a limit increase on a card but the customer does not qualify under Westpac policy and the customer is unhappy which results in a negative ACFL score.



### Some sad customer scores and verbatim's:

- 8 - Did everything I expected and more but no one is perfect ! No one is a 10!
- 8 - Very helpful, very polite and did everything that I needed.
- 5 - sorry, don't rate anything above average!
- 2 - didn't like the rate rise!

## Westpac say: *Raise concerns if you think the NPS is Unfair*

FSU officials met with Westpac HR recently to speak to the large number of concerns members have raised about the use of the NPS as a performance measure. We advised them that we believe the way the NPS is used to assess performance is unfair and that targets must be fair under the Westpac Enterprise Agreement (EA).

The bank agreed that employees who believe the NPS targets in their performance objectives are unfair should raise those concerns through the Dispute Settlement Procedure in the EA.

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## What's Effective?

Since October we have been asking the bank for details of the Performance Objectives that apply to CSC employees. This is important because the 4% annual pay increase under the EA depends on achieving an Effective Performance Rating against your performance objectives.

We are still chasing the bank to provide full details of what you need to do to achieve an Effective rating and qualify for a 4% pay increase.

## Meet Deb Gallagher

Deb Gallagher is an FSU Rep at the St George Customer Contact Centre (CCC) in Parramatta. She was also involved in negotiations for the new St George Enterprise Agreement this year. We asked Deb a few things about life in the St George CCC.



### What's the best thing about working in the St George CCC?

The best thing about working in the St George CCC are the people. Most people here are very friendly and helpful. We have great FSU Reps also.

### What could be improved?

When management makes decisions and implements them without consultation.

### Have things changed much in the St George CCC since the merger with Westpac? If, yes, how?

Absolutely. We are being monitored so much more. Sales seem to be more important than service and we don't have as much fun as we used to.

### Does St George CCC use a Net Promoter Score? What do staff think about it?

We do use an NPS and it's not very popular. Our results effect whether we get our bonus or not, but it doesn't affect our annual EA pay increases.

### St George CCC uses a Career Path Model (CPM) that has led to a separate pay scale for St George Call Center Operators. Do you think it's a good system?

CPM is not perfect but can be helpful. It gives staff a reference point and helps to make progress through the levels more efficient. It's good to have a system that recognises and pays you for the skills that you've developed.

If you'd like to make contact with Deb email [workwise@fsunion.org.au](mailto:workwise@fsunion.org.au) and we'll pass your on your email to Deb.



[www.fsunion.org.au/campaigns](http://www.fsunion.org.au/campaigns)

Check out these pages on the FSU website:

**Fair Targets campaign page** - you'll find information on your rights for fair targets under the Westpac Enterprise Agreement; a how to guide on disputing unfair targets or your performance rating, including a standard letter that you and your colleagues can use.

**Call Centre Workwise** - has information on best practice standards and health and safety issues for call centre workers. There's also a Call Centre Stress Test. We will keep adding new things to the page - so let us know your ideas.

We also want to make it easier for members in different call centre sites to make contact with each other. In the new year we'll be adding an FSU Reps Contact list and a Forum where members can share ideas.