

One Page Summary: Improving Return to Work (RTW) Coordinator Training**Report No. 1212-033-R2A**

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Improving Return to Work (RTW) Coordinator Training

Purpose of research

- This research was undertaken to examine the training needs of Victorian RTW Coordinators.
- This research was undertaken to assist the review of WorkSafe approved training for Victorian RTW Coordinators.

Research conclusions

- The existing WorkSafe approved two day RTW Coordinator training is very effective for those RTW Coordinators that attend but would benefit from some enhancements.
- There is a need to provide some basic, self-paced, on-line, WorkSafe approved RTW Coordinator training to meet the needs of those coordinators who do not currently attend approved training and those in need of some refresher training.
- There is a need for an extension of WorkSafe approved training to include an Advanced RTW Coordinator training course.

Issues addressed

- What are the barriers that RTW Coordinators face in attending WorkSafe approved RTW Coordinator training?
- What are the learning needs of RTW Coordinators?

Research findings

- Those not attending training do so due to a lack of time (31%), the lack of a local offer of training (13%) and the cost of training (11%).
- Those who do attend training do so following their appointment as an RTW Coordinator (48%), to improve their own professional capability as a coordinator (36%) or because of employer direction to attend (28%).
- RTW Coordinators indicated a training need to further develop their ability to consult with treating health professionals and occupational rehabilitation providers (33%) and with insurance agents (26%).
- RTW Coordinators identified a need to further develop skills in mediation (44%), negotiation (41%) and influencing (43%).
- RTW Coordinators value the current 2 day training course but believe that it would benefit from enhanced learning activities.
- RTW Coordinators believe that the introduction of some basic training, available on-line, would be of significant benefit.
- RTW Coordinators believe that an Advanced RTW Coordinator training course would help them to improve their skill levels.

Methods

- Analysis of existing data on RTW Coordinator training.
- Data from 317 respondents was analysed. These respondents are part of WorkSafe RTW Coordinator Networks In Victoria.
- Interviews with key stakeholders.
- Analysis of current learning materials

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Where can I get further information?

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Accompanying documents to this report

<i>Title</i>	<i>Report Number</i>
Improving RTW Coordinator Training:	
3 page summary	1212-033-R2B
Full Report	1212-033-R2C



Improving Return to Work (RTW) Coordinator Training

Department of Management, Monash University

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January 2013

Report Number: 1212-033-R2C

Accompanying documents to this report

Title	Report number
Improving Return to Work (RTW) Coordinator Training:	
1 page summary	1212-033-R2A
3 page summary	1212-033-R2B

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1. Introduction

This research was undertaken to examine the training needs of Victorian Return to Work (RTW) Coordinators. The existing WorkSafe approved RTW Coordinator training was developed six years ago in consultation with unions, employer bodies and other key stakeholders. The only changes undertaken in this time have been in response to changes in legislation. It was thus timely to undertake a comprehensive review of the training that included: ascertaining the learning needs of RTW Coordinators; ascertaining the views of other stakeholders about the future development of the training, and; the identification of improvement actions that should be undertaken to develop RTW Coordinator training.

Purpose

The current study aims to:

1. Formalise current knowledge on the impact of the RTW program
2. Identify the learning needs of RTW Coordinators
3. Identify the links between training of RTW Coordinators and RTW service quality
4. Evaluate the design of the current RTW Coordinator training program
5. Identify program improvement actions
6. Inform planning of implementation of recommendations as possible next phase of project.

Rationale

The training program approved by WorkSafe for RTW Coordinators has not been reviewed since its inception and so it is timely to undertake such a review.

Scope

This study concerns itself with the training that is currently undertaken by RTW Coordinators to enable them to undertake return to work coordination duties. The current WorkSafe approved two day RTW Coordinator course forms the focus of the study. The study is concerned with identifying the training needs of RTW Coordinators. The study is not concerned with the nature of the RTW Coordinator work role, the nature of the organizational policies or procedures for return to work coordination.

Background

The existing RTW Coordinator training in place at WorkSafe Victoria was developed six years ago in consultation with unions, employer bodies and other key stakeholders. All changes to the curriculum over the intervening years have only been in response to changes in legislation. The course currently runs over two days with approximately 1400 people completing it per annum. The course is conducted

by external providers and agents who deliver the training for up to 70% of participants. The current cost of the course ranges from \$350 – \$750.

The course participant evaluations received are generally very positive (both at the time of the course and three months post course); however there is no subsequent evaluation to determine how successful attendees have been in implementing their learning from the training. The course is transaction rather than competency based and covers RTW Coordinator skills at a basic to intermediate level. The training does not cater for coordinators who are more experienced and looking to extend their skills. Participants in regional areas often are disadvantaged as the number of prospective attendees at any time is too low to run a course. For the majority of coordinators, RTW coordination is only part of their organizational role.

Return to Work rates in Victoria are of great importance to WorkSafe and WorkSafe provides a suite of services to employers to assist them to improve their RTW capability in order to continuously improve these rates. WorkSafe's two day RTW Coordinator training course is an important part of this suite of support services. Existing data indicates employers whose RTW Coordinators attend WorkSafe run RTW Coordinator workshops and events experience between 1.5% to 3.5% improved RTW index rates when compared to those who do not attend. The RTW Index is a data based measure of RTW outcomes. The index is calculated based on the percentage of injured workers that have returned to work within six months of the lodgement of their claim with the insurer. Whilst no data exists for participants of RTW Coordinator training, it is possible similar returns exist for training.

2. Methodology

This is a multi-method and multi-level study involving the analysis of quantitative and qualitative data and the analysis of individual and organizational data. These mixed and multi-level methods are used in stages 1-3 with stages 4-5 of the research being based largely on content analysis. Further details about the data analysis methods used can be found in the relevant sections of the report.

The study comprises of five stages, as follows:

1. Analyse the existing data on training quality

- a. analyse existing feedback data from RTW courses
- b. analyse the current uptake of training from the cohort of RTW Coordinators

2. Conduct a learning needs analysis of RTW Coordinators, both trained and untrained. Use an on-line survey of RTW Coordinators who participate in WorkSafe's RTW Coordinator network activities to identify:

- a. potential barriers to participation in training
- b. suitability of content of the training covering
 - i. compliance
 - ii. best practices
 - iii. stakeholder roles (agents, health practitioners, etc.)
- c. suitability of the of the training delivery modes
 - i. on-line
 - ii. classroom-based
 - iii. self-directed/self-paced
- d. skills development in training and transfer to the job
 - i. skills developed and transferred on-the-job
 - ii. skills needed on-the-job but underdeveloped in training
 - iii. skills developed in training but not needed on-the-job

3. Conduct RTW service quality analysis to identify the links between training and service quality. Use data analysis from compensation data base to identify the effect of training on claims settlement and identify service quality through the conduct of semi-structured interviews with:

- a. Clients
- b. Employee Unions
- c. Employers
- d. Employer organizations
- e. Agents
- f. Health practitioners

4. Evaluate the training design of the existing program. Conduct content analysis of existing training materials and support materials to:

- a. evaluate training materials
- b. evaluate program structure

5. Evaluate current issues and propose improvement actions for the redesign of the training program including:

- a. the option to provide competency-linked RTW training
- b. the option to redesign the RTW training program and support materials
- c. the option to provide training modules by segmentation of the client base (e.g. Dealing with Stress Claims)
- d. the option to further develop training modules for prior skill and experience of client base - basic, intermediate, advanced.

3. Results

3.1 Analysis of Existing Knowledge

An analysis of existing knowledge about training for RTW Coordinators was undertaken to consolidate current knowledge and inform the development of a survey of the training needs of RTW Coordinators. The current training provided for RTW Coordinators is based upon a WorkSafe approved two day training course developed over six years ago. This training covers the requirements of the accident compensation legislation, the rights and obligations of employers and workers, the role and duties of the RTW Coordinator and includes case study-based and experiential learning. Typically RTW Coordinators attend the training but others, such as workplace supervisors and frontline managers may also attend.

The training is delivered in small groups of up to 25 trainees with costs varying between \$350 and \$750. Around 1,400 of the estimated 15-20,000 coordinators listed on the WorkSafe RTW Network database of individuals with an interest and responsibilities for RTW, are trained annually. WorkSafe survey data indicates that around 2/3^{rds} of RTW Coordinators had attended this training but that 19% RTW Coordinators had attended some other form of RTW training and that 23% of coordinators had not completed any training whatsoever to undertake their RTW coordination duties. The RTW Coordinator training is not compulsory for coordinators and this means that whilst good data is collected upon the impact of training on those attending, somewhat less is known about the estimated 1/3rd of RTW Coordinators who do not attend the WorkSafe approved two day RTW Coordinator training (WorkSafe 2010a. pp. 20-21.).

3.1.1. The Training Offer for RTW Coordinators

In order to understand the currently available offer of training for RTW Coordinators, a course mapping exercise was undertaken to identify publically available training courses in Victoria. Training courses that were RTW focussed and that may be of interest to RTW Coordinators were identified and the course details recorded (see Appendix 3). This course mapping included, but was not limited to, the WorkSafe approved two day RTW Coordinator training course. This mapping exercise did not include training that is developed and delivered in-house to train coordinators in a particular organization. Self-insurers, in particular, provide such training and this is not captured here. Rather this data outlines the offer of training that is publically available for RTW Coordinators in Victoria.

The current WorkSafe approved course for RTW Coordinators is delivered principally by WorkSafe Agents and their approved trainers. Courses are also delivered by non-Agent providers such as employer groups or others who usually have some part of their business in rehabilitation services. The mapping exercise (see Table 1.) identified 16 providers of WorkSafe approved two day RTW Coordinator training. In addition to this training, a range of complementary courses were identified covering such topics as injury management, RTW plans, claims management and cross jurisdictional work for coordinators. The mapping exercise

did not identify how many participants were trained in such courses or what the cost of these courses was, but there is clearly an offer of training in these areas. There is also an offer of training for workplace managers and supervisors and there are advanced RTW Coordinator courses. These latter were 1 day and 2 day courses.

There is training available for RTW Coordinators beyond the WorkSafe approved two day RTW Coordinator course. There is some demand evident for more advanced RTW training and there is training available in some specialised areas of RTW. It is thus possible that some of those RTW Coordinators who do not attend the WorkSafe training make use of these complementary courses as a substitute for the WorkSafe course. It is also evident that WorkSafe may be able to meet a demand by some RTW Coordinators for further training and professional development in their role. The extent of such demand is unclear but the existence of training offer in some specialised topics suggests some areas of training that could be addressed by WorkSafe.

Table 1: RTW Training Courses in Victoria

Training	No. of Providers Offering Course
RTW Coordinator Training	16
Managing Workplace Injuries and Rehabilitation	8
RTW for Managers and Supervisors	5
Advanced RTW Coordinator Training	4
Implementing RTW Plans	2
Cross-Border RTW	2
Advanced Claims Management	1
Best Practice RTW	1

3.1.2. Supplementary Information Sources

In addition to the related courses available, the WorkSafe approved two day RTW Coordinator course is supplemented by other sources of information and knowledge for RTW Coordinators. Agents provide some complementary briefings for RTW Coordinators and others involved in the Return to Work process including topics such as: understanding premiums; managing risks; legislation updates; etc. WorkSafe itself also provides a series of supplementary information sources including the WorkSafe website, the WorkSafe Advisory Service, RTW sessions at WorkSafe Week, WorkSafe RTW guides and via RTW eCommunications including RTW News. These sources are further supplemented by RTW Coordinator workshops and events facilitated by WorkSafe throughout the year. RTW workshop events include sessions on specific 'advanced' topics and provide RTW Coordinators with the opportunity to network and talk to subject matter experts about

their RTW questions and issues. Agents are also a key source of information and knowledge for coordinators, with claims officers regularly used as a source of information and advice (WorkSafe 2010a.).

There is strong demand for these supplementary information sources and they are widely known and widely used by RTW Coordinators. WorkSafe would seem to be a prime source of guidance for RTW Coordinators in their work and this suggests that any revision of the current training program should take place in the context of a broad view about how the training fits with the use of these other sources of information. Looked at from the RTW Coordinators point of view, we need to ask what is distinctive and different about the training program and how does it interact with the use of other information sources to enhance the effectiveness of RTW Coordinators in their role.

The further point to consider is that whilst the duties of the RTW Coordinator are fairly standard, the work role is not. The work role of the RTW Coordinator, as constructed in different organizations, is rather variable. Case loads are variable, time allocations are variable and the scope of responsibilities is variable (e.g. some coordinators supervise other RTW Coordinators, others do not). This variability in the design of the work role is reflected in the different use that is made of existing information sources. WorkSafe's studies on the use of information sources suggest that length of service in the role of RTW Coordinator, size of the organization and the scope of the coordinators work role in relation to Occupational Health and Safety (OHS) generally, are all important factors in the use of these supplementary information sources (WorkSafe 2010a.).

There are thus a great depth and variety of knowledge sources that can be accessed readily by RTW Coordinators. The WorkSafe approved two day training that is supplied for RTW Coordinators is but one of these. Whether this variety of knowledge and information sources are used to supplement RTW training or to substitute for it, however, is less well known. Knowledge sources apart from the training may adequately meet the needs of some RTW Coordinators and for whom and where the demand for training comes from, is not well established.

3.1.3. Quantitative Feedback from Current WorkSafe RTW Course

The principal source of feedback on the current WorkSafe approved RTW Coordinator training is the short satisfaction survey that is administered to trainees at the end of the two day course and again three months after completion (see Appendix 4.). Both written feedback and quantitative evaluations of the training are sought from trainees.

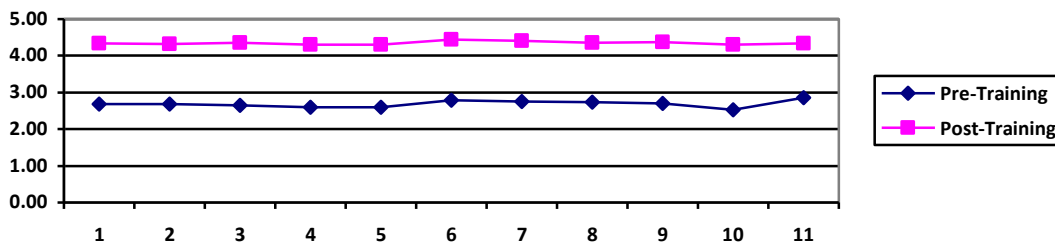
An analysis of the quantitative feedback from training delivered between April 2009 and September 2011 was undertaken to identify the apparent levels of learning attained by trainees and the potential drivers of satisfaction with the training. Eleven data sets were examined covering the final three quarters of 2009, 2010 and 2011. In order to gauge the apparent level of learning a Paired Samples T-Test was conducted on trainees' self-reported levels of pre-training and post-training knowledge, as reported on a 5 point Likert scale. This test compares the means of

self-reported pre-training and post-training knowledge to see if the differences between the two are significant.

The analysis shows that differences were significant at or close to the .00 level and well below the .05 level in all 11 data sets. The current training has a significant positive effect on the levels of trainee knowledge. There was also a moderate positive correlation (around the .5 level) between the self-reported scores, meaning that those who came into the training with a higher level of knowledge about the work of RTW Coordinators tended to exit the training with higher levels of knowledge. This further suggests that there was significant variation within trainee cohorts in their level of knowledge and experience of the RTW Coordinator role and that, for some trainees, these differences persisted after the completion of the training. This is significant when thinking about the design of further training and suggests that not all of those who have completed the current two day course can be assumed to have attained an equivalent level of knowledge. The current course is not competency-based and so, in this sense, there are no common standards to be attained by trainees upon completion of the course. The focus is rather upon the attainment by trainees of satisfactory levels of knowledge; levels that enable them to satisfactorily complete their work as an RTW Coordinator. Given that the role demands of an RTW Coordinator vary from one organization to another, it is unsurprising that apparent levels of learning may also vary.

The trends in trainee learning (see Figure 1.) are consistent over time, pointing to the consistent value of the training to trainees. There is thus some evidence from the current feedback of the training providing for good levels of learning and knowledge transfer.

Figure 1: Apparent Trainee Learning 2009 - 2011



The feedback data were also analysed to potentially identify some of the drivers of trainee satisfaction. A linear regression analysis was undertaken to identify the factors most strongly associated with trainee satisfaction with the training (see Table 2.). This analysis showed that trainees who undertook the training because they saw it as relevant to their work as a RTW Coordinator and who achieved a good level of post-training knowledge, were those that were most likely to be highly satisfied with the existing course. The ability to immediately apply knowledge following the training was not as significant as the general level and relevance of the knowledge gained by trainees. These findings should be considered when redesigning training or developing new training. It is less the immediate, instrumental uses of knowledge and more the general relevance of knowledge to the trainees' circumstances that is important. This suggests that the training may address the personal and professional development needs of those taking on the RTW Coordinator role and

that this is as important for the effectiveness of RTW Coordinators as is the instrumental transfer of information and knowledge about RTW. Becoming an RTW Coordinator involves taking on a complex role dealing with people who are often at a vulnerable point in their working life and the current training may be of importance in helping coordinators come to terms with this role.

Table 2: Drivers of Satisfaction with WorkSafe RTW Training

Item	Standardised β Coefficient
Value to My Job of the Training Provided	.388
Pre-Training Level of Knowledge	.199
Post-Training Level of Knowledge	.324
I Can Immediately Put my Learning into Action	.103

This observation is consistent with the success of the experiential learning elements of the current training program. Data from the observation of training sessions, feedback from trainers and analysis of the qualitative data from training sessions would suggest that the experiential learning is important for RTW Coordinators to come to grips with the work role and understand how it fits with their own professional practice in the workplace. Trainers and those managing training consistently reported that taking ‘time out’ from normal work to attend the training helped RTW Coordinators to fully understand and come to terms with the complexity of the role.

3.1.4. Qualitative Feedback

A thematic analysis of the qualitative feedback obtained from participants’ comments following training delivered between 2010 and 2011 was undertaken. This analysis grouped key themes that emerged from participants’ comments; these key themes concerned the course material, the trainer and the course experience. Participants were generally very positive about their trainer and so these results are not independently reported here. We focus instead on the analysis of the course material and the course experience.

Participants were positive about the course material (see Table 3.) and its organization (37 mentions). Participants were also positive about the information provided regarding relevant legislation and compliance and they were positive about the case examples used (26 mentions). Participants sought more information by way of guides and pre-prepared materials (22 mentions) and also sought more information on claims and legislation (12 mentions). The demand for more guidance material has been addressed by WorkSafe with the production of the Compliance Codes 1-4, the Guide for Injured Workers, etc. Topics such as claims management and legislation updates could be addressed in any revised course material (WorkSafe 2010b., 2011a.).

Table 3: Feedback on Course Material

Course Material Likes	No.	Course Material Dislikes	No.	Major Improvements	No.
User friendly Workbook	13	Repetitive material	8	Step-by-step guide to RTW activities	9
Well organized material	12	Non-specific material	6	More on claims and premiums	7
Realistic examples	10			Injured Employee Information Kit	6
Currency of training on legislation	10			Industry/State/Company specific examples	5
				More detail on legislation	5

Participants were positive about the experiential aspects of the current WorkSafe two day RTW Coordinator course (see Table 4.). They liked the knowledge sharing of participants, group discussions and the participative nature of the course (58 mentions). Many sought to extend the course to provide more training (19 mentions) whilst others found the course too long (11 mentions). Participants sought more experiential content in the course including case studies (20 mentions) more role plays (10 mentions) and more group discussions (10 mentions).

The experiential nature of the current WorkSafe course is strongly supported by participants. Participants, indeed, expressed a strong desire for more such material. This supports the view that the WorkSafe training plays an important role in helping RTW Coordinators come to terms with their work role and that this is as important as the informational content that is delivered to participants.

Table 4: Feedback on Course Experience

Course Experience Likes	No.	Course Experience Dislikes	No.	Major Improvements	No.
Knowledge sharing of participants	18	Poor facilities	4	Extend the course	14
Engaging course, encourages participation	17			Shorten the course	11
Good group discussions	12			More case studies	9
Gained confidence in RTW Coordinator role	10			More role plays	8
Useful, job specific examples	10			Provide a refresher course	8

Different learning styles accommodated	7			More audio-visual cases	7
				Advanced RTW training	5
				More group discussion	5

3.2. Survey of RTW Coordinators

The development of a survey of RTW Coordinators to ascertain their learning needs and training preferences commenced in March 2012. A paper version of the survey was developed initially. This was revised during April 2012 in conjunction with personnel from the RTW Branch of WorkSafe and the Social Research Unit of WorkSafe. An on-line trial of functionality of the survey took place in May 2012 and a further two revisions of the survey were undertaken to better target the collection of information that would be most valuable to WorkSafe. The final form of the survey, as released on-line, is to be found in Appendix 2.

The survey population included those who subscribed to the WorkSafe RTW Coordinator Network. Some of those registered with the network are not RTW Coordinators but are managers, supervisors and others with a professional interest in RTW. It must also be noted when interpreting the survey results that an unknown number, but potentially a large number of RTW Coordinators, are not registered with the RTW Network as registration is voluntary. The survey results should be interpreted then as reflecting the views of the cohort of RTW Coordinators that currently participate in the RTW Coordinator Network.

Some further considerations in the interpretation of the survey results include the observation that survey response rates have declined over time. Factors such as time pressures, the increasing use of surveys and the prevalence of junk mail have all been given as reasons for the observed decline in response rates. Response rates also vary by country with Asian countries having some of the lowest rates at under 10% and northern European countries having some of the highest at around 40%. Anglo Saxon countries, such as Australia, typically report rates around 10%. Response rates within countries can also vary by industry sector and the composition of the target population. Age, gender, educational levels and a range of other factors influence the likelihood of participants responding to a survey. Given these observations, low survey response rates are not necessarily to be taken as an indication of a biased or unrepresentative result. Response rates can be improved by the use of financial incentives and follow-up procedures such as telephone calls but these techniques were not applied for this survey due to time, cost and privacy considerations (Baruch 1999, Cook, Heath & Thompson 2000, Cycyota & Harrison 2006, Dillman 1991, Harzing 1997, Sax, Gilmartin & Bryant 2003).

Two rounds of the live survey were undertaken. The first round was undertaken in June 2012 with 1,500 RTW Coordinators invited to participate and 113 usable

responses received. In order to increase the number of responses a second round was undertaken in July 2012 with a further 3,500 coordinators invited to participate and 204 usable responses received. In total, 5,000 RTW Coordinators were invited to participate in the survey and 317 usable responses were received (see Table 5.). The raw response rate to the survey was 6.34%. When allowance is made for undelivered, out-of-office and out-of-scope surveys, the survey response rate is 9.03%. The analysis that follows is based upon the 317 valid responses to the survey received from RTW Coordinators.

Table 5. RTW Coordinator Survey Responses

Surveys Sent	Returned Undelivered	Out-of-Office	Out-of-Scope	Surveys Delivered	Valid Responses	Response Rate
5000	938	197	550	3512	317	9.03 %

3.2.1. The Cohort of RTW Coordinators

The RTW coordinators are a fairly experienced group (see Table 6.) with only 9% of them being newly appointed in the past 12 months. There is a significant group of coordinators (26%) with between one and three years experience in the role, but nearly half the coordinators (46%) have reported more than five years experience in the role.

Table 6. Tenure as RTW Coordinator

Tenure as RTW Coordinator	% RTW Coordinators
Less than 1 year	9%
1 to less than 3 years	26%
3 to less than 5 years	19%
5 to less than 10 years	22%
10 + years	24%

The RTW coordinators are also a well educated group, with 82% of them holding a post-secondary qualification. Some 37% of coordinators hold a vocational qualification and 45% hold a university qualification.

The coordinators work across the full range of industries with the significant numbers being in the major sectors of the Victorian economy. Over half the RTW coordinators (see Table 7.) are to be found in manufacturing, services and construction.

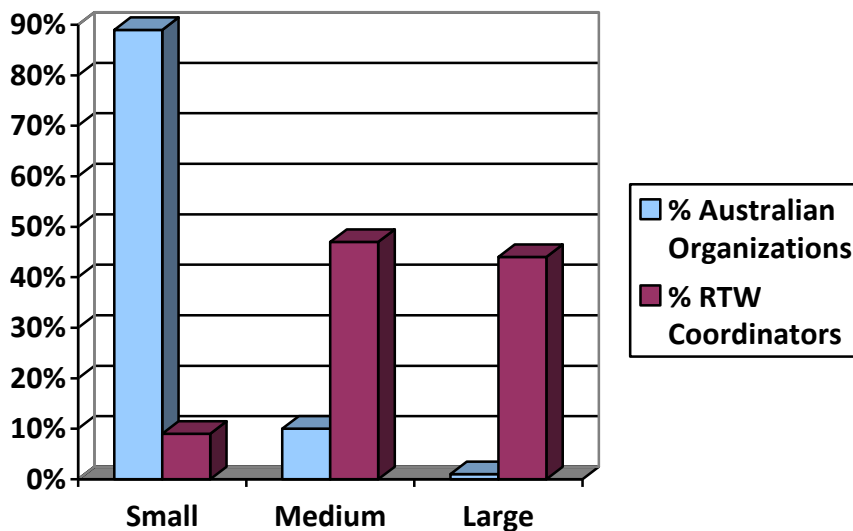
Table 7. Major Industry Sectors – RTW Coordinators

Industry Sector	% RTW Coordinators
Manufacturing	19%
Health Care	15%
Other Services	13%
Construction	10%

Active RTW Coordinators can be found in small, medium and large organizations. Unsurprisingly, small organizations (<20 employees) had fewest coordinators (9%) as they are only obliged to appoint a coordinator in the event of a claim. Most coordinators were fairly equally distributed between medium sized organizations of 21 to 199 employees (47%) and large organizations with over 200 employees (44%). The largest cohorts of coordinators were to be found in very large organizations of 400 plus employees (30%) and small-medium sized organizations of 21-99 employees (27%).

Business organizations in Australia are, however, not evenly distributed by size, as there are many more small organizations than large ones (ABS 2010). A comparison of RTW Coordinators by size of organization (see Figure 2.) suggests that organization size is a significant factor in the segmentation of the cohort of RTW Coordinators.

Figure 2. Distribution of RTW Coordinators by Organization Size



In order to explore the effects of organization size linear correlation analysis (Pearson Correlation) was undertaken. Significant and strong correlations were found (see Table 8.) between: organization size; the amount of working time dedicated to RTW; the number of claims handled, and; attendance at WorkSafe approved 2 day RTW Coordinator training. No correlation was found between organization size and the RTW Coordinator having other responsibilities for OHS.

There was a significantly negative correlation between organization size and the RTW Coordinator having responsibility for the supervision of other RTW Coordinators. These results suggest that RTW Coordinators in large organizations tend to specialise in the management of RTW claims and do not have broader responsibilities for RTW. The survey results show that around 1/5th of coordinators (22%) had responsibilities only for RTW and had no other OHS responsibilities in the workplace.

Table 8. RTW Coordinator Correlations with Organization Size

Item	Pearson Correlation 2-tailed
% of Working time dedicated to RTW	.514 sig=.000
Claims handled in 2011	.349 sig=.000
Open Medical and like claims	.239 sig=.000
Open Weekly Compensation claims	.300 sig=.000
Attended WorkSafe RTW Coordinator Training	.174 sig=.003
Supervise other RTW Coordinators	- .234 sig=.000

3.2.2. The Responsibilities of RTW Coordinators

The RTW Coordinators were predominately based in the Melbourne metropolitan area (72%) but a significant group were regionally based (30%) or based outside of Victoria (12 %). Multiple responses were available for this question (total = 114%) and so these figures suggest that around 14% of RTW Coordinators work from multiple locations and some of these may be cross-border. Many coordinators (whether working from one or multiple locations) had responsibilities for Return to Work outside Victoria (see Table 9.), reflecting the scope of the organizations' operations in significant population areas.

Table 9. State Where Coordinator has Responsibilities for RTW

State where you have responsibilities for Return to Work	% RTW Coordinators
Victoria	98%
New South Wales	23%
Queensland	20%
South Australia	16%
Western Australia	16%
Tasmania	13%
Australian Capital Territory	10%

Northern Territory	7%
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A large majority of RTW Coordinators (78%) combined responsibilities for RTW with broader responsibilities for OHS in the workplace. There is some evidence among RTW Coordinators of a group of nascent OHS professionals for whom RTW forms a significant part of their professional practice. These professionals may be expected to have undertaken a range of health and safety courses in addition to the WorkSafe approved two day RTW Coordinator course.

In order to explore the effects of coordinators taking on responsibility for OHS., linear correlation analysis (Pearson Correlation) was undertaken. Significant but moderate correlations were found (see Table 10.) between the RTW Coordinator having responsibility for OHS and: the amount of working time dedicated to RTW; the number of claims handled, and; attendance at WorkSafe approved 2 day RTW Coordinator training. There was no correlation between the RTW Coordinator having responsibility for OHS and the RTW Coordinator having responsibility for the supervision of other RTW Coordinators. These results tend to suggest that there is a segment of RTW Coordinators who combine the management of claims with broader responsibilities for OHS in the workplace. These are RTW generalists as opposed to the RTW specialists that we saw in large firms.

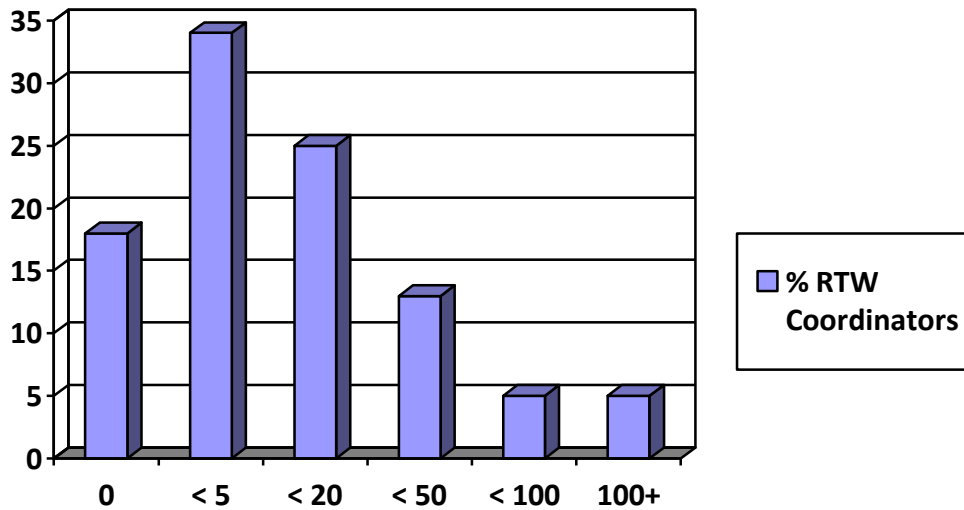
Table 10. Correlations with RTW Coordinator having Responsibility for OHS.

Item	Pearson Correlation 2-tailed
% of Working time spent on RTW	.232 sig=.000
Claims handled in 2011	.125 sig=.035
Open Medical and like claims	.144 sig=.016
Open Weekly Compensation claims	.134 sig=.024
Attended WorkSafe RTW Coordinator Training	.160 sig=.007

About 1/5th of RTW coordinators (21%) also supervised other RTW coordinators in the workplace. Some coordinators then may have very complex roles in relation to RTW, work roles that combine the management of claims with the supervision of other coordinators and other responsibilities for OHS in the workplace.

Coordinators spent on average nearly 1 day per week working on RTW issues with the range being from none to full-time. RTW Coordinators were responsible for 18 claims on average in 2011 and the individual number of claims handled ranged from 0 to 420 per annum. When asked about current claims there was an even division between medical and like only claims and weekly compensation claims. Return to Work Coordinators were handling, on average, 5.2 open medical and like claims with a range from 0 to 283 claims per annum. Coordinators were handling on average, 4.5 open weekly compensation claims with a range from 0 to 160 claims per annum.

Figure 3. Distribution of Claims in 2011



An analysis of the distribution of RTW claims (see Figure 3.) shows that it is highly skewed with a small number of RTW Coordinators handling a large number of claims. The top 5% of coordinators handled between 100 and 420 claims in 2011, whilst the bottom 18% handled no claims at all in the same year. Half the coordinators (52%) handled less than 5 claims in 2011 and 80% handled 20 or fewer claims.

Return to Work Coordinators are thus a very diverse group. The analysis of the survey results is suggestive of the existence of three broad types of RTW Coordinator. There are the on-demand RTW Coordinators who handle claims as and when they arise. These coordinators may only handle claims intermittently and there may be long periods of time between one claim and another. Aside from this type of coordinator, there are the RTW generalists who handle claims but combine this with responsibilities for OHS in the workplace, and potentially the supervision of other RTW Coordinators. Finally there are the RTW specialists who spend large amounts of their working time on RTW but who only handle claims and do not have broader responsibilities for OHS in the workplace.

The available research indicates that the organizational context is a significant factor in the success of RTW. To date the research focus upon context has largely been concentrated on the existence of extensive policies and procedures for RTW within the organization. The results reported here suggest that a further aspect of the organizational context that should be taken into consideration is the construction of the RTW Coordinator work role (MacEachen et al. 2006, Roberts-Yates, 2003).

3.2.3. RTW Coordinators Not Attending WorkSafe Training

In order to better understand the training needs and potential barriers to training of those RTW Coordinators who do not attend the WorkSafe approved two day RTW Coordinator course, one section of the survey was devoted to them. Over 1/5th of RTW Coordinators (27%) had not attended the WorkSafe approved day training course and hence non-attendees are a significant group.

Over 1/3rd of the RTW Coordinators not attending training (37%) indicated that they had not encountered any barriers to attending training, suggesting that non-attendance was a matter of choice. Consistent with this observation, 24% of coordinators not attending training felt that other available resources from WorkSafe were adequate for them to do their job.

For the majority of coordinators not attending training, however, the major barriers were a lack of time to attend training with 31% indicating that 2 days was too long to be out of the workplace and 16% indicating that they did not have time to attend any training. The lack of a local offer of training (13%) and the cost of training (11%) were the next most significant barriers. A lack of organizational support to attend training (1%) or a lack of perceived relevance of the training (1%) were not barriers to attending.

The major reasons that RTW Coordinators (68%) do not attend training – lack of time or motivation to attend – do not seem to be within the control of WorkSafe. The provision of other forms of training - on-line delivery or delivery in short modules - may address the needs of some currently not attending the WorkSafe approved training and, likewise, the development of other resources on-line, may also provide adequate support to those currently not attending.

Table 11. Courses of Study Undertaken by Non-attendees of WorkSafe Approved Two Day RTW Coordinator Training

Course of Study	No. of RTW Coordinators
Completed Agent Short Courses (e.g. claims management)	7
Completed RTW Training Interstate (NSW, SA, WA, Qld)	6
Completed Internal Company RTW Training	4
Completed TAFE unit or Diploma	4
Completed Employer Organization Short Course	3
Completed University Diploma	1

Non-attendance at the WorkSafe approved two day RTW Coordinator training would seem to be driven by time pressures and personal choice but non-attendance at the WorkSafe approved course did not mean that these coordinators had no training at all. The majority, indeed, indicated that they had attended other RTW related training (55%), principally through a WorkSafe agent or other means of provision such as internal company training or training provided by an employer organization. Twenty-five respondents listed the courses that they had undertaken and these are summarised in Table 11.

3.2.4. RTW Coordinators Attending WorkSafe Training

A separate section of the survey was directed at those who had attended the WorkSafe two day approved RTW Coordinator course. The RTW Coordinators attending the WorkSafe approved 2 day course had a high currency of training with 61% of them being trained in the past three years. Around 1/3rd of this cohort (30%) had attended the training more than once, indicating that these coordinators value the training and actively maintain the currency of their training. Indeed 61% of those attending more than once stated that they did so to refresh their training whilst 26% reattended because they had changed employer or work role.

The key drivers of attendance at the WorkSafe approved two day course were appointment as an RTW Coordinator (48%), a perceived need to improve ones' own professional capability as a coordinator (36%) or employer direction to attend (28%). Over half the coordinators (54%) had also attended other RTW related training. Agent short courses, especially those relating to claims management, were the most frequently attended (see Table 12.), followed by employer organization (VECCI, AiG) provided short courses. Some coordinators had trained interstate (NSW and Qld) and several had taken post-secondary education courses with a RTW component at TAFE or university. Forty-nine respondents listed the courses that they had undertaken and these are summarised in Table 12.

Table 12. Courses of Study Undertaken by Attendees of WorkSafe Approved Two Day RTW Coordinator Training

Course of Study	No. of RTW Coordinators
Completed Agent Short Courses	15
- claims management	6
Completed Employer Organization Short Course	11
Completed RTW Training Interstate (NSW, Qld)	8
Completed TAFE unit or Diploma	9
Completed Internal Company RTW Training	3
Completed University Diploma	3

Those RTW Coordinators attending the WorkSafe approved two day RTW Coordinator training had a strong interest in their professional development in the role and this is reflected in the importance that they attach to training. Some 87% of coordinators attending the WorkSafe approved course thought that it was important to attend and valuable training for RTW Coordinators. This compares with only 52% of those not attending stating that the training would be of value to them. Those attending the training were satisfied with the quality of the existing two day course, with 86% reporting that the last course that they attended was of good or very good quality.

3.2.5. The Content of the Training

Both sets of RTW Coordinators – both those attending training and those not attending – were asked about the content of RTW Coordinator training. The RTW Coordinators had some clear views about the content of the training that they wished to see extended. When asked about the areas of knowledge that they wished to extend, RTW Coordinators indicated that understanding the roles of agents, treating health professionals and occupational rehabilitation providers was the most important (26%) and one third of coordinators (33%) wanted to further develop their ability to consult with treating health professionals and occupational rehabilitation providers. Knowledge of legal requirements, including: the Accident Compensation Act (22%); employers' legal obligations (18%) and other relevant legislation (14%), was also seen as important.

Understanding the claims management process is very important for RTW coordinators with 38% seeking a better understanding of the effect of RTW on insurance premiums, 20% seeking a better understanding of their agents' claims management process and 15% seeking a better understanding of claim entitlements, weekly payments and required record keeping. When asked about specific kinds of claims, RTW Coordinators sought more information about dealing with complex cases (27%) and psychological injuries (25%). Coordinators also sought more information about early intervention approaches to RTW (20%).

Over 1/3rd of coordinators (36%) sought to extend their knowledge of the WorkSafe support and guidance services available to them.

3.2.6. Further Skill Development for RTW Coordinators

Around 27% of RTW Coordinators do not attend the WorkSafe approved two day RTW Coordinator course. The 73% of RTW Coordinators who had attended one or more WorkSafe approved two day RTW Coordinator courses were asked about the skills that they would like to develop and the forms of training delivery that would most help to develop their learning.

When asked about the skills currently used in their work as an RTW Coordinator, the RTW Coordinators ranked communication skills (73%) as being the most important skills used. Administrative skills (40%) were the next most important skills used, followed by influencing skills and personal time management skills (27%). The skills that the RTW Coordinators sought to develop from their training, however, differed somewhat from those currently used. The coordinators sought to develop skills in mediation (44%), negotiation (41%) and influencing (43%) to further develop their capability in their work roles.

The RTW Coordinators also had some clear views about the kind of learning approaches they preferred. A majority (55%) thought that some of the training for coordinators should be available on-line in self-paced modules. This could include introductory training and update training that would be available to those currently unable to attend training and those seeking refresher training. The preference for on-line training did not exclude other forms of training. Two fifths of RTW Coordinators (40%) supported the existing forms of classroom-based training that

includes face-to-face discussion with other coordinators. Two fifths of coordinators (41%) also sought to participate in group work on more complex case studies. Around 1/5th (23%) were happy to also engage in project-based learning where the completion of a workplace project formed part of the curriculum.

When asked to comment on what could be done to improve RTW Coordinator training, seventy-two responses were received and these are summarised in Table 13.

Table 13. What Could be Done to Improve RTW Coordinator Training

Training Courses		General Comments	
Provide Advanced RTW Coordinator Training	14	Provide Information on Rehabilitation Providers	1
Provide Refresher Training	3	Provide Simpler Guides	1
Provide Industry Specific Training	6	Subsidise Training	1
Training Content			
Dealing with Insurance Agents & Claims	9		
Dealing with Treating Health Practitioners	5		
More Case Examples to Work On	5		
More Complex Case Examples	4		
More Interaction with other RTW Coordinators	2		
Dealing with other Jurisdictions	2		
Identifying Alternative Duties	1		
OHS Incident Response / Prevention	1		

The comments of the survey respondents support the findings of the survey, notably that there is a demand for some short refresher training and there is a demand for some more advanced RTW Coordinator training. There is a demand for skill development in claims management and dealing with treating health professionals and there is a desire to see more case studies and more complex case studies in the learning materials for coordinators to work on in training classes. There is also some demand evident to assist RTW Coordinators deal with cross-border issues and to provide some training modules that are more industry specific.

3.2.7. General Comments

Both sets of RTW Coordinators – those attending and those not attending training – were asked for their opinions and suggestions as to what could be improved for RTW Coordinators. Seventy-seven responses were received and these are summarised in Table 14. Many commented that they found the current WorkSafe support services for RTW Coordinators helpful, especially the RTW Workshop events. The coordinators also had some suggestions for improvement, however, including: providing a guide to FAQ by RTW Coordinators, providing monthly updates of legislation and cases, subsidising attendance at training for those in small and micro businesses and providing some recognition awards for RTW Coordinators. The most frequently cited suggestions for improvement, however, were for RTW training to be given to treating health professionals and occupational rehabilitation providers to help improve communication during the RTW process and the implementation of a complaints process or grievance procedure to manage disputes with agents.

Table 14. RTW Coordinator General Comments

WorkSafe Services		RTW Coordinator Training	
Good support services	1	Make RTW Coordinator Training mandatory	3
RTW Workshop events are a positive support	3	Improve cross-border recognition / RPL of RTW Coordinator Training	3
RTW Compliance Codes are useful	1	Improve Recognition of RTW Coordinator Training	1
Improvements to WorkSafe Services		Training Content	
FAQ section of WorkSafe website	1	More training on impact of other laws	2
Improve RTW Coordinator support services	2	Provide industry specific training	2
Provide Monthly Updates	2	Provide Refresher Training	4
Provide better access to RTW Workshop events	1	Train RTW Coordinators to train managers & supervisors to build workplace culture	4
Acknowledgement and awards for RTW Coordinators	1	Provide more information about Agents' claim management process	2
Subsidise attendance at RTW	2		

Training			
General Improvements			
Provide RTW Training for Treating Health Professionals	7		
Implement Agent complaints process	2		

3.3. Service Quality Analysis

A range of organizations (see Appendix A.) have been consulted in relation to a service quality analysis including: employer groups; employee unions; training providers, and; occupational rehabilitation providers. The conduct of a service quality analysis has proven to be problematic, however, largely due to the lack of consensus about the relevant attributes of service quality for RTW Coordinators. Service quality analysis is more complex than satisfaction analysis and usually encompasses attributes such as: tangibles of the service, reliability of the service, responsiveness of the providers, empathy of the providers towards their clients and the assurance of service quality. Stakeholders have divergent views about service quality and further study would need to be undertaken to identify the relevant attributes and stakeholders perceptions of those attributes. Moreover, metrics are lacking to measure some of the standard attributes of service quality and the creation of metrics from available data is problematic given the lack of consistency about what constitutes service quality in RTW.

The existing research literature on the topic provides little guidance either, with a range of employer, employee, medical and insurance agent outcomes being identified including: RTW rates, lost time, time off work, cost of claims, case closure rates, injured workers' experience of care, client satisfaction and employee's quality of worklife upon Return to Work. To progress a Service Quality Analysis for RTW Coordinators, agreement would need to be reached upon the attributes and the measures to be used (Franche et al. 2005, Rueda et al. 2012, Shaw et al. 2008).

Available data on RTW performance, however, indicated that a training effectiveness study for RTW Coordinator training could be undertaken. This study of training effectiveness is more limited than a service quality analysis but will still give some indication of the benefits for RTW performance of the WorkSafe approved two day RTW Coordinator training that is undertaken by RTW Coordinators. A proposed study design was developed in June 2012 in conjunction with the RTW Branch of WorkSafe and ISCRR (see Appendix 5.) and it is recommended that this study be undertaken in 2013 based upon claims data for 2011-12.

3.4. Evaluation of the Design of the Existing Two Day RTW Coordinator Training

The analysis of the current WorkSafe approved two day RTW Coordinator training in conjunction with the analysis of the survey of RTW Coordinators has identified some areas for the improvement and further development of the training, support and guidance that is provided for RTW Coordinators. Some clear areas of further development of training are evident.

In order to conceptualise these developments we apply the typology of RTW Coordinator competencies developed by Shaw et al (2008). This typology was developed from an extensive review of studies of the work of RTW Coordinators that were conducted between 1980 and 2007. The typology of RTW Coordinator competencies reflects the North American bias towards medically trained RTW Coordinators – in many US states RTW Coordinators are located in clinical, government, or insurance settings and not in the employing organization – but the typology remains the most comprehensive developed to date.

Shaw et al. propose 6 domains of RTW Coordinator competence including: 1) ergonomic and workplace assessment; 2) clinical interviewing; 3) knowledge of medical conditions; 4) social problem solving; 5) workplace mediation, and; 6) knowledge of business and legal aspects.

In the following sections we apply these domains to help conceptualise the areas for the further development of RTW Coordinator training in Victoria.

3.4.1. Introductory and Refresher Training On-Line

There is scope to develop the current suite of on-line supports that are provided for RTW Coordinators to include some self-paced training. This form of delivery is supported by the majority of RTW Coordinators (55%) and has the potential to address the training needs of some RTW Coordinators that are currently unmet.

In particular, the development of on-line modules may provide an opportunity to access training for some coordinators who do not currently attend the WorkSafe approved training due to time pressures, cost pressures and the lack of a local offer of training. On-line provision can help to address all of these barriers to participation in training and may also be attractive to those RTW Coordinators who chose not to attend training but who do make use of the existing WorkSafe support services. The provision of on-line training may bring more coordinators into the pool of those who have undergone some form of WorkSafe approved training. There is potential for self-paced, on-line training to bring some of the 27% of RTW Coordinators who are not currently engaged in any WorkSafe approved training programs into such programs.

The provision of on-line training may also address the needs of some RTW Coordinators for refresher training to maintain the currency of their training. Return to Work Coordinators who may benefit from such training include: RTW Coordinators who change their work role or change employer; RTW Coordinators who move to Victoria but have trained interstate; RTW Coordinators who manage claims on an as-needs basis and who may not manage a claim for extended periods, and; RTW Coordinators who have attended the WorkSafe approved two

day course in the past, but who seek to update their training and refresh their skills. Of those who had attended the current WorkSafe approved RTW Coordinator training, 30% indicated a need for refresher training.

There are indications then of some significant demand for basic induction training and basic refresher training from the cohort of RTW Coordinators. This training could be effectively supplied through an extension of the current WorkSafe on-line services to include some self-paced training modules.

The kind of training that would best meet the training needs of the coordinators identified above is that which would fall into Category 6: Knowledge of Business and Legal aspects. On-line modules could be developed that covered the basic administration of RTW and provided refresher training that reflects changes in legislation, regulation and the practice of claims management. The current research suggests that failures in the basic administration of claims leads to a lack of trust and poor communication between employer and employee and this is associated with poor RTW rates. Basic administrative failures that have been identified in Australian research include: failure to provide information to injured workers; lack of defined procedures for RTW; failure to provide suitable duties; failure of communication between the workplace and treating health professionals; failure of communication in the workplace between injured workers, co-workers and managers, and; failure to offer redeployment. The development of some accessible on-line training in the basic administration of RTW may help to address such failures and lead to an improvement in RTW rates (Franche et al. 2005, James et al. 2011, Kenny 1995, MacEachen et al. 2006, Roberts-Yates 2003).

3.4.2. Advanced RTW Coordinator Training

The current WorkSafe approved two day RTW Coordinator course is well received and well regarded by coordinators but there is clearly scope to develop WorkSafe approved RTW Coordinator training further. There is already an offer of advanced training for RTW Coordinators and there are some areas of further skill development that RTW Coordinators would like to see addressed. In particular, RTW Coordinators have expressed a preference for more training in solving problems encountered in the claims management process. They seek further training in dealing with treating health professionals and occupational rehabilitation providers; and they seek further training in dealing with agents, understanding the agents' claims management process, understanding claim entitlements and understanding the effect of RTW on insurance premiums. Return to Work Coordinators are also seeking further skill development in their mediation, negotiation and influencing skills to facilitate social problem solving and improve RTW.

The provision of such training would fall into Categories 4) Social Problem Solving and 5) Workplace Mediation, identified above. This is training that would enhance RTW Coordinators abilities to deal with complex claims and the general management of claims where problems arise in the workplace, or between the workplace and external service providers such as agents or treating health professionals. As well as providing advanced training in claims management and the facilitation of RTW, an advanced training course should skill RTW Coordinators in the development of a workplace culture of returning to work. Such training could, for

example, include short, standardised modules that coordinators could use to train managers and supervisors in the workplace, in the benefits of RTW.

The provision of advanced training would meet the needs of those RTW specialists who work predominately in large organizations. This group of coordinators is the group least satisfied with the current WorkSafe approved RTW Coordinator training (see Table 15.), finding it to be of lesser value and relevance to their work. An analysis of the survey results found some significant but moderate negative correlations between organization size and satisfaction with the WorkSafe approved RTW Coordinator training.

There is clearly scope to further improve the offer of RTW Coordinator training by providing advanced training that meets the needs of those coordinators working in large organizations where the demands for coordination are different to those in smaller and medium sized organizations. These coordinators handle large volumes of claims and hence any improvement in their ability to manage claims should result in some significant improvements in RTW rates.

Table 15. Correlations of Organization Size with RTW Coordinator Training Satisfaction

Item	Pearson Correlation 2-tailed
Quality of the last WorkSafe approved RTW Coordinator training course attended	-.175 sig=.016
Value to your job of the last WorkSafe approved RTW Coordinator training course attended	-.193 sig=.008
Important to attend WorkSafe approved RTW Coordinator training	-.149 sig=.039

The kind of advanced training proposed would be an extension of the currently successful WorkSafe approved two day RTW Coordinator training. Classroom-based training employing experiential learning through simulations and observations to develop skills in communication, negotiation, influencing and mediation should be used. This could be done in conjunction with the provision of more detailed knowledge about claims management and the effect of claims on RTW costs. Any advanced training would include the analysis of complex case studies and some learning activities focussing upon the continuous improvement of workplace RTW policies, procedures and practices. Research studies suggest that it is improvement in the latter especially that can drive improvements in RTW rates (Franche et al. 2005, MacEachen et al. 2006, Rueda et al. 2012).

As well as meeting the needs of RTW specialists, a WorkSafe approved Advanced RTW Coordinator course would meet the demand from RTW generalists for the on-going development of their professional standards. The results of the survey show

that 90% of RTW Coordinators who had attended the current WorkSafe approved two day RTW Coordinator course supported the need for further training and indicated that they would be likely to attend an advanced RTW Coordinator course. The major perceived obstacles to attendance at advanced training were the cost of the training (37%), the lack of time to attend training (31%) and the lack of accreditation for the training (26%). Only 8% of respondents perceived a lack of organizational support as a potential barrier to participation in an advanced training course.

There is a demonstrated need for the further development of the current WorkSafe approved two day RTW Coordinator training. There is a significant group of coordinators for whom the current training does not entirely meet their needs and there is a larger group of coordinators who would welcome further professional development of their RTW practice. In both cases, training coordinators in the improvement of workplace policies, procedures and practices, developing their ability to solve problems encountered in the management of claims and developing their skills in communication, influencing, negotiation and mediation, has the potential to lead to improvements in RTW rates given that these RTW Coordinators are responsible for large numbers of claims.

3.5. Proposed Improvement Actions

The analysis of the feedback from the current two day WorkSafe approved RTW Coordinator training and the survey of RTW Coordinators has identified some clear areas for the improvement and further development of the training and support that is provided for RTW Coordinators. These improvement actions are focussed upon areas of RTW practice that research suggests should have the greatest impact upon RTW rates. The following WorkSafe RTW Coordinator training additions and enhancements are proposed, in order of priority:

1) Develop a WorkSafe approved “RTW Coordinator Basics / Refresher” on-line training course and update the existing WorkSafe approved 2 day RTW Coordinator training course.

The development of such training has the potential to meet the needs of a wide variety of RTW Coordinators including those:

- who do not currently attend any WorkSafe approved training
- who are new to the role of RTW Coordinator
- who have moved to Victoria but trained interstate
- who handle few claims and do not have recent claims management experience
- who have previously completed WorkSafe’s two day RTW Coordinator training, but who have not managed a claim in some time

The proposed training should be designed to serve as an introductory overview to the current WorkSafe approved 2 day RTW Coordinator training course and should become a compulsory pre-requisite for attendance at this course. As the topics and materials in the basics course will be closely linked to the 2 day course, both

courses should be developed, revised and updated together. This will avoid any overlap in content and repetition of materials.

The RTW Coordinator Basics / Refresher training should be flexible in its delivery such that the user could enter at any module and/or re-enter to finish other modules. The modules should be short and require no longer than 15 minutes each to complete. The learning activities in each module should be optional to allow those with limited time to access the basic knowledge only and complete the activities at a later time. Quizzes, for example, in this or any other online training should be optional.

The modules available in such training should include:

- Overview: Returning an Injured Worker to Work
- Understanding Employer's Obligations to Injured Workers
- Understanding Workers' Obligations and Rights
- Administering RTW in the Workplace
- Understanding the Claims Management Process
- Understanding WorkSafe RTW Support services (e.g. workshops, RTW Network, etc.)

The learning activities to support the above modules should include:

- On-line completion of dummy claims
- On-line activities involving the use of WorkSafe's RTW support services such as viewing a presentation on-line before completing a dummy RTW arrangement and/or answering a short quiz based on that material
- On-line completion of case studies, including a choice of industry specific cases

While the modules of the current training course would remain largely unchanged, materials 'moved' from the 2 day course to the RTW Coordinator Basics / Refresher online course should be outlined in the front of the course materials and limited time spent on them. The additional time saved in the course with the reduced focus on the 'basics' would be utilised by spending more time analysing case studies and developing coordinators' skills.

The learning activities to support the revised 2 day RTW Coordinator course should include:

- Multiple dummy claims and incident reports
- Multiple dummy RTW arrangements with industry specific options
- Multiple short quiz's' based on course material
- Audio-visual material to provide the perspectives of treating health professionals, injured workers, agents, managers and supervisors on the RTW process

The following materials may provide useful information/tools/templates for use in both the proposed RTW Coordinator Basics on-line course as well as the revised Role of a RTW Coordinator training course:

- Existing WorkSafe approved 2 day RTW Coordinator training materials
- RTW Coordinator Tool Kit
- RTW Compliance Codes
- AFOEM – health benefits of work position statement
- Select RTW Fund materials
- Previous editions of RTW News
- Previous presentations from RTW Coordinator Workshops and events

2) Expand and further promote the existing WorkSafe RTW Coordinator resources in addition to the proposed new on-line support materials, to underpin the further developments of RTW Coordinator skills and training.

The WorkSafe coordinator support materials are widely used by RTW Coordinators in conjunction with their participation in RTW training. They are used to consolidate skills and knowledge rather than substitute for training and represent a source of support and advice that is highly valued by RTW Coordinators.

The promotion and further development of existing RTW Coordinator resources should include:

- The RTW Coordinator Toolkit
- The RTW Compliance Codes
- RTW Network
- RTW Workshops and events
- RTW News, including RTW Coordinator discussion functionality

The development of new RTW Coordinator support materials should include:

- Development of an RTW Coordinator Basics / Refresher on-line training module which includes topic specific podcasts, videos, DVD's and multimedia materials
- Development of topic specific podcasts, videos, DVD's and multimedia materials for use in current Role of a RTW Coordinator training course
- Development of topic specific podcasts, videos and multimedia material from RTW Workshop activities and WorkSafe Week to be made available on-line as resources for RTW Coordinators
- Completion of dummy claim forms to refresh administrative skill and knowledge
- Regular, new RTW case studies that could be completed on-line

3) Develop a WorkSafe approved “Advanced RTW Coordinator Training” course.

This training would meet the needs of those RTW specialists and RTW generalists who seek to develop their own professional standards and improve RTW practice within their own organization.

This training would involve the completion of 1 day of seminar style training, plus the completion of out-of-class learning activities.

The following modules should be considered as part of any further or advanced WorkSafe approved training:

- *Claims management:* developing an understanding of the Agent claims management process, dealing with Agents, understanding the impact on premiums of RTW performance.
- *RTW arrangements:* Dealing with treating health professionals and occupational rehabilitation providers, using professional advice to plan RTW, identifying alternative duties (including basic job analysis), negotiating plans with workplace stakeholders, managing complex cases, solving social problems.
- *Injury management:* responding to injuries as they occur, understanding rehabilitation requirements for different kinds of injury, developing suitable RTW duties.
- *Workplace managers and supervisors:* training for RTW Coordinators to deliver a training session of up to 2 hours internally within their own organization for managers and supervisors involved in RTW.
- *Social Problem Solving:* standardised approaches to problem solving, reflection on personal development of communication, influencing, negotiation and mediation skills.
- *Advanced Topics in RTW:* current issues in RTW can be examined, for example 'RTW and the Ageing Workforce', 'RTW and Attitudes to Disability in the Workplace', 'the 7 Principles of RTW'

Learning activities should include:

- Simulations and role plays to develop social problem solving skills
- Group work on complex case studies
- Site visits to insurance agents
- Self-directed research projects / Small group research projects on workplace RTW best practice

4. Findings

1) The current WorkSafe approved two day RTW Coordinator training is very effective for those RTW Coordinators that attend. The training should be continued and enhanced with further learning activities. The course provides for good levels of learning and the experiential aspects of the course are valued by RTW Coordinators as they adjust to their role in coordinating RTW. The current WorkSafe approved two day RTW Coordinator training is strongly supported by RTW Coordinators. The course performs a valuable role in the induction and development of RTW Coordinators and should continue to be supported through updates and the development of new case studies and learning activities. Some adjustment to the course will be necessary if the RTW Coordinator Basics / Refresher on-line training is used extensively in preparation for attendance at the WorkSafe approved two day RTW Coordinator course.

2) There is a need and evident demand to provide some basic / refresher WorkSafe approved RTW Coordinator training. This training would be delivered on-line and would meet the needs of those RTW Coordinators who do not currently undertake WorkSafe approved RTW Coordinator training. The provision of such training has the potential to bring more RTW Coordinators into the pool of those who have undergone WorkSafe approved training. The training would also meet the needs of those RTW coordinators who need to refresh their training periodically such as those who handle few claims and do not have recent claims management experience. This training should address the basic failures in claims management that have been associated with poor RTW rates.

3) There is a need and evident demand to further develop the WorkSafe on-line support services available to RTW Coordinators. It is evident that the information and guides provided by WorkSafe form a substantial reference point for RTW Coordinators. These services can be extended through the provision of on-line education tools to provide a full suite of integrated support services. In particular, continuing education tools need to be developed beyond the very basic provision of PDF documents. New digital technologies make it cheaper and easier to provide audio in conjunction with PowerPoint slides so that whole presentations can be accessed and participants guided through the materials, important pieces of information highlighted and tips and hints given along the way. Likewise, it is relatively inexpensive to make an acceptable quality digital video recording of presentations, panel discussions and lecture style introductions of learning materials.

4) There is a need and evident demand for an extension of WorkSafe approved RTW Coordinator training to include an Advanced RTW Coordinator training course. This training would meet the needs of RTW Coordinators working in large organizations who specialise in the management of claims and the needs of RTW Coordinators generally for the further development of their professional skills and knowledge. There is an offer of advanced training evident and most participants (90%) in the current WorkSafe approved two day course have identified a need for further training. This training would focus upon the improvement of workplace policies and procedures for RTW and the development of social problem solving capability amongst RTW Coordinators to help them better manage the problems

encountered during RTW. These aspects of the organizational context of RTW have been identified as critical to the achievement of good RTW rates.

5) There is little evident need to move to Competency-Based Training (CBT) for WorkSafe approved RTW Coordinator training. The revision of the training materials and the development of proposed new training programs has raised the question of whether WorkSafe approved training for RTW Coordinators should become competency-based. There are several important considerations here. Firstly, RTW Coordinators currently undertake a variety of training programs in addition to those offered by WorkSafe. Some training is undertaken at TAFE, some at University and some with Private Providers. Competency-Based Training (CBT), however, is only recognised universally in the TAFE sector. Other providers have their own policies and procedures for the Recognition of Prior Learning (RPL) and these do not require that training be competency-based. Secondly, a movement to CBT would incur large compliance costs for WorkSafe and its training delivery agents. There would be significant set-up costs and on-going costs for course accreditation, student records keeping and the accreditation of training facilities. There are significant direct and indirect costs incurred in rewriting course materials to put them on a competency basis, writing new course materials such as mandatory core units that may extend the length of the training and provide little value to trainees, preparing accreditation submissions, establishing record keeping systems and preparing for compliance audits. These costs would be incurred each time the training was revised to reflect changes in legislation and RTW practice. These seem to be potentially large costs for relatively limited benefits, since the lack of CBT will not disadvantage any trainees. Only 26% of current trainees indeed, identified a need to move WorkSafe approved training onto an accredited CBT basis. Trainees seeking credits for their attendance at WorkSafe approved courses will be able to access RPL with their chosen further education provider, whether the training is competency-based or not.

6) There is a need to investigate the returns to RTW Coordinator training and this can be achieved through a Training Effectiveness Study. A project steering committee should be formed to progress the study in 2013 based upon the proposed study design developed in June 2012 in conjunction with the RTW Branch of WorkSafe and ISCRR (see Appendix 5.).

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Appendices

Appendix 1. Organizations Consulted

Allianz Insurance
Australian Industry Group
Construction, Forests, Mining and Energy Union – Construction Division
CGU Insurance
Community and Public Sector Union
Master Builders Association of Victoria
Nabenet
OccCorp
One Steel
Victorian Employers Chamber of Commerce and Industry
Victorian Trades Hall Council
Workplace HR Solutions
Woolworths
Xchanging

Appendix 2. RTW Coordinator Survey

Return To Work Coordinator Training

Q1 Improving Return To Work (RTW) Coordinator Training

Thank you for taking the time to complete this survey. The results of the survey will help inform the future shape of RTW training and this is a great opportunity for you to have your say. The survey will take between 10 and 15 minutes to complete. If you have any further questions about the survey please contact Richard Cooney at the Department of Management, Monash University. Tel: 9903 2607, Email: richard.cooney@monash.edu If you have a complaint concerning the manner in which this research is being conducted please cite Project Number LR2012000586 and contact Executive Officer MUHREC, Research Office, Monash University. 3800. Tel: 9905 2052, Email: muhrec@monash.edu

Q2 Are you involved in assisting injured workers from your workplace to Return to Work (RTW)?

- Yes (1)
- No (2)

If No Is Selected, Then Skip To End of Survey

Q3 Which of the following best describes your role in relation to RTW?

- I am currently appointed as a RTW Coordinator or will be appointed as a RTW Coordinator, if an injury occurs (1)
- I am involved in RTW at my workplace (e.g. as a manager or supervisor of an injured worker) but am NOT a RTW Coordinator (2)

Q4 For the purpose's of this survey, anyone with any responsibility for Return To Work (RTW) will be referred to as a RTW Coordinator

Q5 Select from the following to describe your workplace location for RTW duties? More than one may be selected.

- Metropolitan based in Victoria (1)
- Regionally based in Victoria (2)
- Based outside Victoria (3)

Q6 Select from the following states and territories to indicate where you have responsibility for RTW? More than one may be selected.

- Victoria (1)
- New South Wales (2)
- Queensland (3)
- South Australia (4)
- Tasmania (5)
- Western Australia (6)
- Northern Territory (7)
- Australian Capital Territory (8)
- Other Australian Territory (9)

Q7 During an average week what percentage of your time is dedicated to performing RTW duties?

_____ % of time spent on RTW duties (1)

Q8 Do you have other responsibilities for Occupational Health & Safety in the workplace besides your work as a RTW Coordinator?

- Yes (1)
- No (2)

Q9 Approximately how many years have you worked as a RTW Coordinator or been performing RTW duties?

- Less than 1 year (1)
- 1 year to less than 3 years (2)
- 3 years to less than 5 years (3)
- 5 years to less than 10 years (4)
- 10 years or longer (5)
- Don't know / Prefer not to answer (6)

Q10 Do you supervise any other RTW Coordinators in your workplace ?

- Yes (1)
- No (2)

Q11 In total, approximately how many workers compensation (medical and like and weekly compensation) claims did you handle in 2011?

_____ Claims (1)

Q12 How many OPEN workers compensation claims are you currently handling? Please specify for each type of claim.

_____ Medical and like only claims (1)
_____ Weekly compensation claims (2)

Q13 Thinking about your work as a RTW Coordinator, what areas of knowledge of Compliance and Legislation would you most like to extend?

- Understanding the Requirements of the Accident Compensation Act 1985 (1)
- Understanding other relevant legislation (e.g. equal opportunity) (2)
- Understanding the Rights and Obligations of Employers (3)
- Understanding the Rights and Obligations of Injured Workers (4)
- Understanding the Role and Responsibility of the RTW Coordinator (5)
- Understanding the Role and Responsibilities of Agents, treating Health Professionals and Occupational Rehabilitation providers (6)

Q14 Thinking about your work as a RTW Coordinator, what areas of knowledge of Premiums and Claims would you most like to extend?

- Understanding how to manage claims (1)
- Understanding the Agent claims management process (2)
- Understanding claim entitlements and weekly payments (3)
- Understanding premiums and how to reduce premiums through RTW (4)
- Understanding the required RTW record keeping (5)

Q15 Thinking about your work as a RTW Coordinator, which areas of knowledge of RTW Planning and Consulting would you most like to extend?

- Understanding the importance of RTW following injury (1)
- Understanding how to consult internally (e.g. with managers and supervisors) about RTW (2)
- Understanding how to plan a workers' RTW (3)
- Understanding how to identify and offer suitable duties (4)
- Understanding how to consult externally (e.g. with treating health professionals and agents) about RTW (5)

Q16 Thinking about your work as a RTW Coordinator, which areas of knowledge of Workplace Injuries and Injury Management would you most like to extend?

- Understanding how to deal with Musculoskeletal Injuries (1)
- Understanding how to deal with Psychological Injuries (2)
- Understanding how to deal with complex cases (3)
- Understanding how to improve RTW outcomes (4)
- Understanding early intervention approaches (5)

Q17 What is your highest level of educational qualification?

- End of School Certificate e.g. HSC (1)
- Vocational Certificate (2)
- Associate Diploma (3)
- Bachelors Degree (4)
- Graduate Diploma (5)
- Masters Degree (6)
- Doctorate (7)

Q18 How many people are employed either full-time or part-time in your organization?

- less than 10 employees (1)
- 11-20 employees (2)
- 21-99 employees (3)
- 100-199 employees (4)
- 200-399 employees (5)
- More than 400 employees (6)

Q19 What is the main industry of the firm or business unit that you work for ?

- Agriculture, Forestry & Fishing (1)
- Mining (2)
- Manufacturing (3)
- Electricity, Gas, Water & Waste Services (4)
- Construction (5)
- Retail Trade (6)
- Accommodation & Food Services (7)
- Transport, Postal & Warehousing (8)
- Information, Media & Telecommunications (9)
- Financial & Insurance Services (10)
- Rental, Hiring & Real Estate Services (11)
- Professional, Scientific & Technical Services (12)
- Administrative & Support Services (13)
- Public Administration & Safety (14)
- Education & Training (15)
- Health Care & Social Assurance (16)
- Arts & Recreation Services (17)
- Wholesale Trade (18)
- Other Services (19)
- Don't know / Prefer not to answer (20)

Q20 How many WorkSafe endorsed 2 day RTW Coordinator training courses have you attended?

- Never attended a WorkSafe endorsed 2 day RTW Coordinator training course (1)
- Attended one or more WorkSafe endorsed 2 day RTW Coordinator training courses (2)

If Attended one or more WorkSa... Is Selected, Then Skip To In which year did you last atten...

Q21 What barriers, if any, have you encountered in attending WorkSafe's endorsed 2 day RTW Coordinator training course?

- Not applicable - I have not encountered any barriers (1)
- The training is not relevant to me (2)
- I do not have the time to attend training (3)
- My organization does not support me attending the course (4)
- The training is too expensive (5)
- Two days is too long for me to be out of the workplace (6)
- There is no training offered near where I work (7)
- Other sources of information are adequate for me to complete my work as an RTW Coordinator (8)
- Don't Know / Prefer not to answer (9)

Q22 Are there any other barriers that you have experienced in attending WorkSafe's endorsed 2 day RTW Coordinator training? What support might help you to overcome any of the barriers that you have experienced?

Q23 Have you undertaken any other Return to Work related training, aside from the WorkSafe endorsed 2 day RTW Coordinator course, to help you complete your Return to Work duties?

- Yes (1)
- No (2)

If No Is Selected, Then Skip To If you were able to attend the WorkSa...

Q24 If you have undertaken RTW related training other than the WorkSafe endorsed 2 day RTW Coordinator course, how many RTW related courses or units have you undertaken through the following providers?

- _____ At a TAFE College (1)
- _____ At a University (2)
- _____ Through a Private Provider (3)
- _____ Through a WorkSafe Agent (4)
- _____ Other (5)

Q25 If you have undertaken RTW related training other than the WorkSafe endorsed 2 day RTW Coordinator course, can you give the name and duration of any completed courses that you have undertaken?

Q26 If you were able to attend a WorkSafe endorsed 2 day RTW Coordinator training course, how valuable do you think that it would be in helping you perform your RTW duties?

	Not at All Valuable (1)	Somewhat Valuable (2)	Valuable (3)	Very Valuable (4)	Extremely Valuable (5)
How Valuable would the WorkSafe RTW training be to you? (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q27 Do you have any further comments or suggestions about what WorkSafe could do to assist RTW Coordinators?

If Do you have any further com... Is Empty, Then Skip To End of Survey
 If Do you have any further com... Is Not Empty, Then Skip To End of Survey

Q28 In which year did you last attend a WorkSafe endorsed 2 day RTW Coordinator training course?

- 2006 (1)
- 2007 (2)
- 2008 (3)
- 2009 (4)
- 2010 (5)
- 2011 (6)
- 2012 (7)

Q29 How many WorkSafe endorsed 2 day RTW Coordinator training courses have you attended?

- 1 (1)
- 2 (2)
- 3 (3)
- 4 (4)
- 5 or more (5)

If 1 Is Selected, Then Skip To What prompted you to attend the last ...

Q30 If you attended a WorkSafe endorsed 2 day RTW course on more than one occasion, what were the main reasons for attending again?

- I wanted to refresh my training (1)
- I changed employer or work role (2)
- I had no claims for a period (3)
- Employer or Agent suggestion (4)
- Don't know / Prefer not to answer (6)

Q31 What prompted you to attend the last WorkSafe endorsed 2 day RTW Coordinator training course?

- I was appointed as an RTW Coordinator (1)
- My employer recommended that I attend (2)
- My WorkCover agent recommended that I attend (3)
- A WorkSafe Inspector recommended that I attend (4)
- My workload of claims increased (5)
- I needed to develop my capability as an RTW Coordinator (6)
- Don't Know / Prefer not to answer (7)

Q32 How would you rate the quality of the last WorkSafe endorsed 2 day RTW Coordinator course you attended? Was it poor quality or good quality training?

	Very Poor Quality (1)	Poor Quality (2)	Neither Poor nor Good Quality (3)	Good Quality (4)	Very Good Quality (5)
Quality of the WorkSafe RTW Coordinator Course (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q33 How valuable was the last WorkSafe endorsed 2 day RTW Coordinator course you attended? How valuable was it for performing your RTW duties?

	Not at All Valuable (1)	Somewhat Valuable (2)	Valuable (3)	Very Valuable (4)	Extremely Valuable (5)
How Valuable was the WorkSafe endorsed RTW Coordinator training to you (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q34 How important do you think it is to attend a WorkSafe endorsed 2 day RTW Coordinator course?

	Not at all Important (1)	Relatively Unimportant (2)	Neither Important nor Unimportant (3)	Very Important (4)	Extremely Important (5)
How important is it to attend (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q35 What, if anything, should be improved or removed from the WorkSafe endorsed 2 day RTW Coordinator course?

Q36 What are the key skills that you use as a RTW Coordinator? Please rank these skills in order from 1 'most used' to 6 'least used'.

- _____ Communication skills (1)
- _____ Influencing skills (2)
- _____ Mediation skills (3)
- _____ Negotiation skills (4)
- _____ Administrative skills (5)
- _____ My own personal time and stress management skills (6)

Q37 What skills would you like to develop further to increase your effectiveness as a RTW Coordinator? Please rank these skills in order from 1 'most like to develop' to 6 'least like to develop'.

- _____ Communication skills (1)
- _____ Influencing skills (2)
- _____ Mediation skills (3)
- _____ Negotiation skills (4)
- _____ Administrative skills (5)
- _____ My own personal time and stress management skills (6)

Q38 If further WorkSafe endorsed training was provided for experienced RTW Coordinators, how likely is it that you would attend such a course to extend your current skills and knowledge?

	Not at All Likely (1)	Not Very Likely (2)	Likely (3)	Very Likely (4)	Extremely Likely (5)
How likely is it that you would attend further training (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q39 Which approaches to learning would be most appealing to you in an advanced RTW Coordinator course? You can select more than one.

- On-line learning I can complete in my own time (1)
- Doing my own research on aspects of Return to Work to improve my knowledge (2)
- Undertaking a workplace project to improve Return to Work in my workplace (3)
- Working on complex case studies and coming up with solutions (4)
- Reading prepared materials and discussing them (5)
- Don't know / Prefer not to answer (6)

Q40 What would be the major obstacles to your participation in an advanced WorkSafe endorsed RTW Coordinator course? Please indicate all.

- Not applicable - I have no need for advanced training (1)
- No time to attend advanced training (2)
- High cost of training (3)
- No formal qualification from the training (4)
- No organizational support to attend advanced training (5)
- Current sources of information and support are adequate for me to develop my knowledge and skill (6)
- Don't know / Prefer not to answer (7)

Q41 If you have undertaken RTW related training other than the WorkSafe approved 2 day RTW Coordinator course, how many courses or units have you undertaken through the following providers?

- _____ At a TAFE College (1)
- _____ At a University (2)
- _____ Through a Private Provider (3)
- _____ Through a WorkSafe Agent (4)
- _____ Other (5)

Q42 If you have undertaken RTW related training other than the WorkSafe approved 2 day RTW Coordinator course, can you give the name and duration of any completed courses that you have undertaken?

Q43 Do you have any further comments or suggestions about what could be done to assist RTW Coordinators in their work?

Appendix 3. RTW Courses

COURSE PROVIDER	COURSE NAME	COURSE INFORMATION
Kangan Institute	Occupational Health and Safety For Managers and Supervisors (Occupational Health and Safety for Managers and Supervisors Certificate) RTW Coordinator Course (Statement of Participation on Completion) Diploma of Occupational Health and Safety Diploma of Business	Learn the occupational health and safety rights and responsibilities in the workplace, of employers, supervisors and employees. Topics include OH&S legislation, rehabilitation and compensation, hazard identification, risk assessment and risk control, and developing a safety culture. (\$390-\$430 1 day course) Return to Work Coordinator Training is two day course for Return To Work Coordinators, Managers and those wishing to learn more about the RTW process. Kangan is accredited by WorkSafe to deliver this course and normally conducts it over two sessions a week apart. <ul style="list-style-type: none"> • Day 1 covers the return to work process and the role of the return to work coordinator. It provides information that the return to work coordinator will need to support and assist employers and injured workers. • Day 2 covers background information and underlying skills that will assist a return to work coordinator to facilitate the successful return to work of injured workers. (\$450 2 day course over 1 week) Course Module: Manage Rehabilitation or Return-to-Work Programs. This course is designed to train occupational health and safety practitioners for industry and those already employed in occupational health and safety. It also assists those seeking employment in this field, and provides an integrated and practical approach to occupational health and safety. (\$4,792 1 year part time) Course Module: Manage Rehabilitation or Return-to-Work Programs. This course provides an advanced level of corporate understanding. The course prepares you for running a business, office supervision and office management. (\$4,792 1 year part time)
AW Workwise	RTW Coordinator Training	This training will provide return to work coordinators with: 1. Knowledge about the legislative expectations of their role and the role of their employer. 2. Practical tools and advice about how they can build on these expectations to implement effective return to work practices. (\$350)
VECCI	VWA Endorsed Role of a RTW Coordinator	Know your rehabilitation obligations and facilitate a smooth transition back to productivity. (\$430-\$450 2day course)
Kinetic Health	Harmonisation – Rehabilitation and RTW Coordinator for NSW and Victoria	This course is designed for Queensland registered Rehabilitation and Return to Work Coordinators who require knowledge to effectively operate within the workers' compensation systems of New South Wales, Victoria and Queensland. Successful completion of course will enable the participant to register as Rehabilitation Coordinator with the New South Wales and Victorian WorkCover authorities.
Rehabilitation Outcomes	RTW Coordination Introduction	WorkSafe Victoria accredited training (2 day course). Benefits of this course include: <ul style="list-style-type: none"> • Development of basic skills and knowledge in the management of workplace injuries including legislative requirements. • Ability to identify suitable duties and assist injured

<p>Work Conditioning Services</p> <p>CGU</p> <p>QBE</p>	<p>Advanced RTW Coordination Training</p> <p>RTW Coordinator Training</p> <p>Introduction to RTW Coordination (Certificate of Completion)</p> <p>Advanced WorkCover & RTW Management</p> <p>Cross border RTW training</p> <p>Role of RTW Coordinator</p>	<p>workers to return to work as soon as possible</p> <ul style="list-style-type: none"> • Demonstrate competency for the RTW coordinator role, as required by WorkSafe. • Strategies for communication with treating doctors, agents and health professionals. • Network with other RTW coordinators in your local area. <p>Complex Case Management for Experienced RTW Coordinators (1 day course)</p> <p>Accredited by Worksafe to provide a 2 day 'Return to Work Coordination' training either in your workplace with a minimum of 5 employees or at our preferred locations.</p> <p>This training package is designed to provide return to work coordinators with knowledge about the legislative expectations of their role and the role of their employer. Practical tools and advice are offered about how they can meet these expectations by implementing effective return to work practices. The course is run over two days and covers topics including:</p> <ul style="list-style-type: none"> ▪ The importance of return to work, occupational rehabilitation and risk management policies in the workplace. ▪ The responsibilities & requirements of the RTW Coordinator. Return to work policies and return to work plans. ▪ Methods, techniques and tools that can be used to support injured workers. ▪ Responding to workplace injuries. (\$370-\$390) <p>If you have completed the 2-day Role of the RTW Coordinator course and are looking to take the next step and become involved in strategically managing your WorkCover issues, then this course is for you. Working through a number of case scenarios, our facilitator and guest subject matter experts will guide you through the complexities of managing difficult return to work and injury management issues. Over the 2 days of the course, you will hear from an OHS and Industrial Relations Lawyer, Technical Managers, Injury Management Advisors and Rehabilitation experts specialising in behaviours and communication techniques. (\$585-\$650)</p> <p>This course is designed for RTW Coordinators and Workers Compensation managers who have previously attended an introductory level RTW Coordinator training session. This course will be particularly valuable to RTW Coordinators who manage claims in multiple jurisdictions. (\$265-\$295 1 day course)</p> <p>This training session has been developed to provide the information and skills for RTW Coordinators to support employers and facilitate the successful return to work of injured workers.</p> <p>Learn about the functions and requirements of a Return to Work Coordinator. Develop the skills required, including:</p> <ul style="list-style-type: none"> • How to coordinate the return to work of an injured worker and how to complete effective return to work plans • How to monitor return to work to ensure its success and sustainability • How to communicate effectively with injured workers and others involved in the return to work process <p>(\$270-\$310 2 day course)</p>
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Gallagher Bassett	Role of a RTW Coordinator RTW Responsibilities For Line Managers	Completion of this course will enable participants to: <ul style="list-style-type: none"> • Relate the importance of Return to Work to Occupational Health and Safety • Understand and fulfil the key responsibilities of the Return to Work Coordinator's role, and • Create and complete Return to Work Plans and Offers of Suitable Employment. This course is designed to assist Line Managers to understand their responsibilities for Return to Work of their injured employees. Completion of this course will enable Line Managers to: <ul style="list-style-type: none"> • Gain a better understanding of the Accident Compensation Act, • Gain a better understanding of their role in the Return to Work Process, • Provide useful tips to ensure a sustainable Return to Work is achieved, and • Demonstrate completion of a Return to Work Plan and Offer of Suitable Employment.
Ai Group	Role of the Return to Work Coordinator	The course has been designed to equip Return to Work Coordinators (RTWCs) to fulfil their obligations under the Accident Compensation Act, increase the effectiveness of returning to work and, subsequently reduce the direct and indirect costs to your business of WorkCover claims. Help your RTWC to help you; invest in the development of the skills they need to ensure the employer meets their legal obligations and minimise cost. (\$759-\$935 2 day course)
Recovre	Role of the Return to Work Coordinator RTW best practice and benefit of early intervention Role of RTW Coordinator Advanced RTW Training for Managers, Supervisors, Team leaders	The course is designed to provide participants with skills and knowledge in the management of workplace injuries. Participants are assisted in developing or consolidating key skills, strategies & knowledge essential to working as a return to work coordinator. (\$430 2 day course) This 1 Day course is aimed at Leadership, Supervisor and Human Resources personnel that require some understanding of the Best Practice principles in a RTW and will demonstrate how implementing an early intervention program can reduce the cost and duration of workers compensation claims, in addition to positively influencing compliance, reducing liability, plus improving overall incident rates and improving RTW rates. (\$250) This course has been designed to further assist experienced RTW Coordinators develop their skills in effectively managing the return to work of long-term complex cases. On occasion, the course content may change to reflect the current climate within the Workers Compensation and Injury Management arenas (\$250 1 day course)
Nabenet	RTW Management System Worksafe Accredited RTW Coordinator Training	Often a RTW Coordinator is restricted with their time and relies on other to be actively involved in the RTW process of an injured worker. This training can be developed to assist Managers, Supervisors, Team Leaders in key skills, strategies and knowledge essential to improving this process. The package is composed of three parts – an injured employee toolkit, a Supervisor/Management toolkit and a RTW Coordinator toolkit. This package ensures the implementation of a best practice injury management process and provides additional support to injured workers. This two day training program will provide participants with

<p>Okubasisa</p> <p>P-E Handley-Walker</p> <p>RMF consulting services</p>	<p>Advanced RTW Claim Management Training</p> <p>RTW Coordinator Training</p> <p>Role of a RTW Coordinator</p> <p>OHS for Managers & Supervisors One day Extension course</p>	<p>knowledge about legislative expectations of themselves and their employer as well as practical tools and advice on how they can build on these expectations to implement effective return to work practices.</p> <p>This two day training program will provide participants with the knowledge to lower premium, achieve sustainable RTW outcomes, create a positive workplace culture. It will help participants build on their experience as a RTW Coordinator and excel in RTW & claims management.</p> <p>Has WorkSafe approval to present the two day Return to Work training.</p> <p>This course addresses all RTW Coordinator competency requirements and covers:</p> <ul style="list-style-type: none"> -The return to work process and the role of the RTW Coordinators. -Information that the RTW Coordinators will need to support and assist employers and injured workers. -Information and underlying skills that will assist RTW Coordinators to facilitate the successful return to work of injured workers. <p>The aim of this one day course is to update managers' and supervisors' knowledge and skills to assist them to fulfil their duties and responsibilities under the OHS Act 2004, Accident Compensation Act 1985 and the Victorian OHS Regulations 2007.</p> <p>This course has been designed to update managers and supervisors who have recently attended a five day initial OHS training course for health and safety representatives.</p> <p>This course has been designed to build on your attendance at the five day HSR training. In particular it will focus on:</p> <ul style="list-style-type: none"> • the roles and responsibilities of managers and supervisors • determining, implementing & monitoring OHS control measures (review) • providing information, instruction, training, support and supervision to all workers and return to work objectives • reporting on OHS & review of the course through a committee exercise • course evaluation
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Appendix 4. Feedback Form for WorkSafe Approved 2-Day RTW Coordinator Training

Training Organisation: Name of Approved Provider

Training Module: **ROLE OF RTW COORDINATOR** Date:/...../.....

Name of trainer: _____

Your Role/s RTW Coordinator Supervisor H&S Rep Other (please specify) _____

1. Learning:

In relation to my job, the information provided in the training will be:

Of no use at all 1 2 3 4 5 Very valuable

Before the training my knowledge/skill in this topic was:

Non-existent 1 2 3 4 5 Comprehensive

At the end of the training my knowledge/skill in this topic is:

Non-existent 1 2 3 4 5 Comprehensive

My improved learning in this topic was helped by the skills and experience of the trainer:

Not at all 1 2 3 4 5 Extremely well

I will be able to put my improved learning into practice immediately/when the situation arises:

Not at all 1 2 3 4 5 Completely

The training facilities were appropriate for a learning environment:

Not at all 1 2 3 4 5 Completely

2. General

What were the key **strengths** of the training?

How do you believe the training could be **improved**?

3. Overall I rate this training program as:

Ineffective 1 2 3 4 5 Effective

If you are willing to be contacted further by WorkSafe regarding your participation in and your thoughts about the course please complete the following details. Providing your details will also allow WorkSafe to keep you up to date with information, publications and tools through the RTW Register.*

Title.....
Name.....
Company.....
Address.....
Telephone number.....
Email.....
Position.....

***Privacy Statement**

WorkSafe Victoria acknowledges and respects your privacy. Your contact details will be used to enable WorkSafe to communicate with you for the purpose of supporting, training and advising you in all aspects of your return to work role, to request your input into future WorkSafe activities to improve return to work outcomes and to assist you generally in meeting your responsibilities under the Accident Compensation Act. Your contact details will be handled in accordance with WorkSafe's Privacy Policy, which can be accessed at www.worksafe.vic.gov.au, and will remain strictly confidential. Your details can be accessed or amended by contacting the RTW Branch on (03) 9641 1652. You can also contact this number if you no longer wish to be registered on the RTW Coordinator Register.

Appendix 5. Return to Work Training Effectiveness

This analysis will compare the RTW performance of organizations with current trained RTW Coordinators (defined as RTW Coordinators trained in 2011-12 after the most recent amendments to the Accident Compensation Act) with that of organizations with no current trained coordinators (that is with RTW Coordinators trained before 2011).

The indicators of RTW performance to be used are listed below along with the individual and organizational characteristics that will be controlled for in the comparison of the two groups. Claims data for 2011-12 will be available through the Compensation Research Database in early 2013.

Organizational Characteristics

Employer Size
 Self-Insured
 Current Trained RTW Coordinator

Individual Injured Worker Characteristics

Age
 Accident Type (mental / physical)
 Disability Type (perm / temp)

Organizational Return to Work Performance

Injury Start Date
 Return to Work date
 Resumed Work F/T or P/T
 Claim Status (RTW with new or current employer, same or different duties, etc.)
 No. of Days the Employer paid compensation
 No. of Days the Scheme Paid Compensation
 Total Amount of Weekly Compensation Paid