Facilities and Services

Change Management Program 2010-2011: Process
Agenda

1. Strategic direction and plan
2. Starting points
3. Stages in the change management process
4. Why change: The environment
5. Emergence of gaps
6. Key change and how do we get there?
7. The boundaries and guide posts
8. Impacts, consequences and benefits
9. The Process
   • Expectations and Timetable
10. Questions
11. Afternoon tea
F&S Strategic Plan 2010-2012

1. **Mission** is to ‘Enable academic excellence at the ANU through integrated and innovative flexible facilities and project delivery”:  
   - Directly contribute to the ANU’s academic mission; and  
   - We should be excellent in our enterprise as our academic colleagues are in theirs.


Starting Points

- We aim to have genuine consultation with the Division and our stakeholders.
- We are not working to any other plan.
- Encourage you to assist in identifying issues, get involved in formulating the solutions and support change and its implementation.
- Senior management does not have all the answers.
- Not everything will make the agenda, but we will attempt to explain why.
- Respect differences in how individuals deal with change. Feelings of fear, anxiety, worry and frustration. For some excitement – not moving fast enough.
- The myth: ‘Stability is good, Instability is bad’
- The history: changing nature of change.

Aim is to build in and encourage a culture of ‘change resilience’ within F&S.
Stages in the Change Management Process

1. **Initiating the Change Process:** (Contemplated, Change Management Document, General not Specifics, Extensive Consultation, “Not easy to see how this will impact on me”).

2. **Proposed Recommendations for Moving Forward:** (Recommendations Report covering key organisational elements to support a shared vision – strategy, structure, staffing, style (leadership), skills and systems, consultation process not as extensive as first stage but opportunity to comment, Action, “This is how it will affect/impact on me”)

3. **Recommendations and Implementation** – Implementations Report (incorporating comments in second stage), some consultation and moving forward to implement the recommendations. Institutionalisation.

4. **Evaluation** – has the change met expectations and goals? What is working and what is not? Self Reflection and possible minor changes.
The Process of Transition

- Can I cope?
- Anxiety

- At Last something's going to change!
- Happiness

- What impact will this have?
- How will it affect me?

- This is bigger than I thought!
- Fear

- Did I really do that?
- Threat

- Denial
- Change? What Change?

- I'm offill this isn't for me!
- Guilt

- Disillusionment
- Who am I?

- Gradual Acceptance

- Moving Forward

- This can work and be good

- I'll make this work if it kills me!

- Hostility

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Why Change: The Environment

External
1. Significant investment $ from governments \(\rightarrow\) capital works.
2. Legislative requirements, benchmarking and technological advances.
3. Enhanced expectations for greater accountability, transparency and management reporting.

Internal
1. Re-organisation within the ANU.
2. Increased demands for responsiveness and quality management information and reporting.
3. Increased competition for financial resources.
4. Enhanced performance management, HRM practices and management and leadership capabilities.
5. Greater expectations from clients for quality customer service, genuine engagement and continuous improvement.
Emergence of Gaps

Due to environmental changes + current organisation = gaps are now evident in structure, culture, work systems and practices. Some examples:

1. Assessing and ensuring staff capability aligns with ANU and F&S strategic plans.
2. Customer/client responsiveness.
3. Quality management information – and appropriate systems.
4. Understanding core business of the University.
5. Efficient, productive and innovative work practices when operationalising plans.
6. People and performance management capabilities at all levels.
Learning organisations are those that have in place systems, mechanisms and processes, that are used to continually enhance their capabilities and those who work with it or for it, to achieve sustainable objectives - for themselves and the communities in which they participate.

http://www.skyrme.com/insights/3lrnorg.htm

Learning Organisation: “A Learning Company is an organisation that facilitates the learning of all its members and continually transforms itself” (M. Pedler, J. Burgoyne and Tom Boydell, 1991)
How do we get there?

- F&S Strategic Plan (First step).
- Establish a change management process designed to encourage genuine consultation and information gathering at all levels within the Division, and our clients and key stakeholders (about gaps and solutions).
- Open and honest communication and feedback directed at the Terms of Reference.
- Build on existing strengthens and address gaps.
- Provide space and opportunities for personal/team/Division self-reflection.
- Establish a program of incremental change with appropriate support (over three – five year period).
- Increase staff engagement.
The boundaries and guide posts

1. Terms of Reference

2. “Not negotiable” Items:
   • Strategic plan will be the guiding document.
   • Structure designed around facilities planning, capital works projects, corporate services and campus services.
   • Work within the existing budget allocation.
   • Shifting of financial resources and budget based on performance against key performance criteria.
   • HR delegations will be centralised with the support of the Divisional Staffing Committee.
Impacts and Consequences of Change

1. Changes in organisational structure to focus on strategic objectives - reporting relationships (for some), roles, responsibilities, job design and focus.
2. Introduction of significant technological change.
3. Significant changes to work practices.
4. Relocation and co-location of the majority of the Division.
5. Change in relationships with our external and internal stakeholders.
6. Revised documentation such as role statement and SoE (where appropriate).
Benefits of Change

1. Resources directed to strategic priorities and performance.
2. Co-location of the Division - image, reputation and capability.
3. Enhanced commitment to people management.
4. Clear roles and responsibilities for staff.
5. Creation of a structure that facilitates career paths, training, back up and mentoring.
6. Renewed relationships with our clients.
7. Enhanced involvement for staff in decision making.
8. Efficiencies and productivity gains through the use of new technologies.
9. Enhanced reputation (internal and external).
What is expected of you?

1. Remain **engaged** throughout the change management process. You can do this in Stage 1 by:
   a) Written submissions against Terms of Reference (individual or team);
   b) Attending nominated meetings (individual meeting request will not be sent to staff);
   c) Participate in your teams self review process.
   d) Regularly visit the web site (weekly):

2. Think creatively – offer solutions and keep an open mind.

3. To investigate and respond to facts.

4. Seek support if needed:
   - Change Manager
What to expect of the change manager?

• Integrity of all the stages in the process, particularly as it relates to consultation.
• Facilitate the meetings: ask a lot of questions and challenge the status quo.
• Ensure consultation notes and resources are available on the web.
• Ensure participation is encouraged at all levels.
• Conscious raise and educate on issues (where relevant).
• Gather the information and write the report.
• Speak with individuals and teams if concerns or problems.
• Provide regular updates to staff.
• Manage the human resource issues that arise during change management.
• Manage expectations and act as a central point for clients and representatives.
# Timetable

<table>
<thead>
<tr>
<th>Date and Time</th>
<th>Meeting</th>
<th>Location</th>
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<tbody>
<tr>
<td>21 October 2.00-3.30</td>
<td>All Staff Meeting: Change Management Process</td>
<td>Robertson Lecture Theatre, RSBS</td>
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<tr>
<td>25 October 10.00-11.30</td>
<td>Senior Management</td>
<td>Director’s Office</td>
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<tr>
<td>27 October 9.30-11.00</td>
<td>Divisional Management (Self Review Guidelines)</td>
<td>John Yencken Conference Room</td>
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<tr>
<td>27 October 1.00-2.30</td>
<td>Corporate Services and Administration</td>
<td>John Yencken Conference Room</td>
</tr>
<tr>
<td>28 October 9.30-11.00</td>
<td>Facilities Planning</td>
<td>John Yencken Conference Room</td>
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<tr>
<td>28 October 2.30-3.30</td>
<td>Capital Works</td>
<td>Seminar Room, Innovations</td>
</tr>
<tr>
<td>29 October 11.00-12.30</td>
<td>Facility Operations (Maintenance Planning )</td>
<td>Seminar Room, Innovations</td>
</tr>
<tr>
<td>29 October 2.00-3.30</td>
<td>Facility Operations (Maintenance Operations)</td>
<td>Innovations Lecture Theatre</td>
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<tr>
<td>8 November 10.00-11.30</td>
<td>Environment and Sustainability</td>
<td>John Yencken Conference Room</td>
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<tr>
<td>10 November 2.00-3.30</td>
<td>Gardens and Grounds</td>
<td>Innovations Lecture Room</td>
</tr>
<tr>
<td>10 November 9.30-11.00</td>
<td>Security and Parking</td>
<td>John Yencken Conference Room</td>
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Questions