Facilities and Services
Change Management Process: Stage 1

Process, Emerging Themes (SWOT) & Future Activity
Agenda

• Process: Stage 1
• Consultation Methods
• Self Review Process
• SWOT Analysis
• Divergent internal views
• What do staff want from our leaders/managers?
• Worse case scenario from the process?
• Where to from here?
• Other activities linked to the change management process
• Questions and feedback
Process to Date

Initiated via the Change Management document (13 October 2010)

<table>
<thead>
<tr>
<th>Date and Time</th>
<th>Meeting</th>
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<tbody>
<tr>
<td>21 October 2.00-3.30</td>
<td>All Staff Meeting: Change Management Process</td>
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<tr>
<td>25 October 10.00-11.30</td>
<td>Senior Management</td>
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<tr>
<td>27 October 9.30-11.00</td>
<td>Divisional Management (Self Review Guidelines)</td>
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<td>27 October 1.00-2.30</td>
<td>Corporate Services and Administration</td>
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<td>28 October 9.30-11.00</td>
<td>Facilities Planning</td>
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<tr>
<td>28 October 2.30-3.30</td>
<td>Capital Works</td>
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<tr>
<td>29 October 11.00-12.30</td>
<td>Facility Operations (Maintenance Planning )</td>
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<tr>
<td>29 October 2.00-3.30</td>
<td>Facility Operations (Maintenance Operations)</td>
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<td>8 November 10.00-11.30</td>
<td>Environment and Sustainability</td>
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<td>10 November 9.30 –11.00</td>
<td>Security and Parking</td>
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<td>10 November 2.00 – 3.30</td>
<td>Gardens and Grounds</td>
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<tr>
<td>11&amp; 12 November</td>
<td>Individual Meetings (on request)</td>
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<tr>
<td>18 November 3.00 - 4.00</td>
<td>All Staff (afternoon tea provided)</td>
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Consultation Methods

• **Written submissions** were received from Service Divisions and Academic Colleges.
  – No individual submissions were received from F&S staff (some e-mails).

• **Group Meetings** were all well attended, constructive, robust and informative. Impressed with level of engagement and honesty from staff.
  – Questions designed around key topics – strengths, weaknesses, creativity and innovation, relationships, process and systems, leadership, training and development and culture.

• **Individual meetings.** Opportunity used by some staff (3-5)

• **‘Immunity to Change’ Sessions.** Run by HRD for Corporate Services and Administration. Introducing a different approaches to change management. Focused on individual and collective goals and the process by which this can be achieved – and understanding the assumptions and reasons why we have not been able to do this.
Self Review Process

- Led by Managers. Requirement to meet and consult with their team.
- Self Review process covered:
  - Past and Present Arrangements;
  - Current strategies in place for improving administrative efficiencies, innovation in work practices, systems and processes and client and customer engagement, particularly with academic colleges;
  - Future plans.
- Majority of Self Review documents have been received.
- Feedback suggests that the self review process was a good and worthwhile exercise.
SWOT Analysis: Strengths

- **What do we do well?** What unique resources we can draw on? What do others see as our strengths?
  - Does not reflect information from the self review process or written submissions from clients.
- Commitment and dedication to ANU and F&S mission;
- Physical environment (ANU campus);
- Connection with all areas across the campus;
- People – ‘team spirit’, ‘can do attitude’ and a ‘common sense approach’;
- React quickly to specific emergency issues – ‘we deliver!’
- Job diversity, autonomy and willingness to innovate;
- Strong teamwork evident in some sections; and
- Technically strong (variable).
Weaknesses

- **What can we improve? Where do you have fewer resources than others? What are others likely to see as our weaknesses?**
- Dispersed location;
- Collaboration and communication (internal) – ‘silos’, ‘kingdoms’ and ‘empires’;
- Disconnected business processes between teams;
- Culture – ‘blame culture’, ‘favoritism’, ‘fear of speaking out’, ‘mistakes tolerated depending on who you are’, ‘inequities’, ‘sink or swim’, ‘boys club’ and ‘closed shop’ = defensiveness;
- Unclear structure, roles and responsibilities, delegations and job design;
- Management and supervisory capabilities, particularly lack of feedback to staff;
- Workforce, succession and talent management;
- Information and records management (key systems); and
- Inconsistent customer service (follow up) and inefficient work practices.
Opportunities

- What good opportunities are open to you? What trends could you take advantage of? How can you turn your strengths into opportunities?
  - Shared Vision and Strategy – Planning, Selling and Listening;
  - Organisational structure, reporting lines and governance (revisit and clarify);
  - Staff and Skills - Performance Management; Training and Development; Induction Program, Workforce and succession planning and talent management;
  - Style (leadership) – strengthen people management capabilities (all levels);
  - Systems and Process – Introduction of relevant systems to capture data, management reporting, business process mapping, records management, procurement and contract mgmt, administration and financial procedures;
  - Relationship management - feedback from clients, marketing, web design, client engagement, performance benchmarking, regular client surveys.
Threats

• What trends could harm you? What is your competition doing? What threats do your weaknesses expose you to?

• Failure to genuinely engage with clients/customers = ‘irrelevance’;
• Inability to attract and retain high-quality staff and to transform and renew the organisation (impact on delivery of strategic plan);
• Committed to negative aspects of culture;
• Failure to co-locate (benefits of not realised);
• Budget cuts due to inability to meet performance expectations; and
• Reputational impacts.
Divergent Internal Views

- **Client relationships (ANU)** – ranging from good feedback about individuals but section and organizational performance ‘unknown’ and ‘unspoken’. No data on how we compare, or if customers are satisfied.
- **Innovation and Creativity** – some individuals and groups felt this was embraced and essential, others felt that this was not encouraged or rewarded (time and resources impact).
- **Knowledge, skills and expertise** – a view was that this was our strengths but feedback suggests it varies across sections (particularly in relation to keeping knowledge/skills updated and relevant).
- **Views about change** – constant change hinders performance versus change has not come quick or fast enough.
What do staff want from our leaders?

- Clear vision and strong direction;
- Lead by example;
- Responsiveness and transparent;
- Accessible and visible;
- Timely decision making;
- Respect and fairness;
- Remove barriers and obstacles;
- Accountable;
- Offer constructive feedback on performance;
- Acknowledge, recognize and celebrate success.

During change, leaders and managers need to adjust their leadership styles (vision, empowerment, building consensus etc)
What is ‘worse case’ scenario from the process? Your views.

- No change;
- Budget cuts;
- Job loss;
- Reduced capacity;
- Management allows some people to ‘opt out’ of changes; and
- Expansion of management.
Where to from here?

Completing Stage 1 (November 2010):
• Continue to receive client feedback:
  – Written submissions;
  – Client survey;
  – Focus Groups (where necessary); and
  – Liaison with Union/staff representatives.
• Writing the recommendations report (late November).

Stage 2: Recommendations (December 2010)
• Dissemination of the recommendations report for comment;
• Consultation process (December);
• Make suggested changes (February).

Stage 3: Implementation 2011
Other Activities Linked to the Process

- **Please update your entry on the ANU Directory** (clients are having difficulty finding staff);
- Recruitment of new positions on hold (other than those already approved)
- F&S re-location to Innovations: [http://facilities.anu.edu.au/internal/?pid=1311](http://facilities.anu.edu.au/internal/?pid=1311)
- Projects with Risk and Audit Office – Fraud Profile, Fraud Awareness, Contract Management Audits, Business Process Improvement.
- Reconciliation Action Plan (Working Party)
- Training and Development Opportunities
- Divisional Staffing Committee
Questions and Feedback

- Areas for improvement in the change management process;
- Did your views change from your initial thinking about the process?
- Was anything missed? If so, what?
- Any other comments?

- Feedback to Karen.Hill@anu.edu.au or a representative in HRD (either Nadine White or Karen Ford)