1. Background

The Facilities and Services Division finalised its Strategic Plan in July 2010 after a process of consultation with its staff earlier in the year. The Division established its mission to 'Enable academic excellence at the ANU through integrated and innovative facilities and project delivery', and has committed itself to several strategic priority areas:

- Facilities Planning
- Asset Management
- Capital Works
- Operations
- Sustainability and Heritage
- Residential Accommodation
- Marketing, Communication, Client Interaction and Industry
- Business Support Services


Given the approval of the Strategic Plan (2010), the Division would now like to announce its intention to undertake a formal change management process as specified under the ANU Enterprise Agreement 2010-2012 (Clause 59). The aim of this process is to build on our existing strengths, and transform the Division into a knowledge based organisation of ‘best practice’ to successfully achieve the goals within the Strategic Plan.

Unlike other service divisions or academic colleges within the ANU, the Facilities and Services Division has not undergone an external review or major change management process in the last 5-10 years. Smaller change processes have occurred in work groups to address particular needs but in some cases these changes have been isolated from broader organisational goals or client needs. The profile and current organisational structure of the Division is at Attachment A and B.

The Facilities and Services Division is currently located across nine locations; John Yencken Building, Innovations, Molly Huxley, Arts Centre, RSC Workshop, Gardeners Depot, PSC, Leonard Huxley, Baldessin Car Park Station.

2. Status and Notification

This document is the first step of the process in developing a formal proposal for workplace change relating to the transformation of the Facilities and Services Division. The University is drafting this document to set out its specific proposal for your information and it is being circulated to:

- Staff directly affected;
- Nominated staff representatives; and
- Clients affected (Internal) (see Attachment C).

3. Rationale for the Change

The aim of the change management process is to transform the Facilities and Services Division into a knowledge organisation of ‘best practice’ that is able to deliver the goals outlined in the Strategic Plan and meet the challenges of the external and internal environment. The environment in which the Division operates has changed substantially over the last 2-3 years, and the Division’s strategy, structure, staff, skill mix and leadership/management must continually adapt to these changes in order to remain competitive and relevant within the organisation.

Some major changes within the environment include:

- Significant investment in the University from the Commonwealth and Territory Governments which has resulted in the growth in capital works projects to support academic excellence. This impacts on all components of the Division;
• Changes to legislation or legislative requirements;
• Expected participation in national and international benchmarking against key performance indicators;
• Increased internal requirements for planning at all levels;
• Increased demands by all stakeholders for responsiveness and quality management information and reporting;
• Changes to the University organisational structure from a silo based institution to a collegiate structure of Colleges as well as a refocus from central administrative divisions to service divisions;
• Increased competition for financial resources and alignment of budgets against strategy and performance;
• Greater emphasis on performance management, professional human resource practices and management and leadership capabilities;
• Enhanced expectations from clients for quality customer service, greater engagement, transparency and accountability and a culture of continuous improvement;
• Technological advances in facilities management and external environments; and
• Development of more effective structures to allow for succession planning and career advancement.

The changes in the environment have created gaps in terms of structure, culture, work systems and practices and improvements are required in:

• Assessing and ensuring staff capability aligns with University and Divisional strategic priorities and client needs;
• Customer/client responsiveness;
• Understanding of the University’s research and education priorities;
• Ensuring efficient and productive work practices when operationalising the strategic plan;
• Transparency and accountability of operations;
• People and performance management capabilities at all levels; and
• Critical mass/flexibilities of staff numbers/numbers to response to client needs.

4. Nature of the Change

The majority of the change within the Division will be determined by the consultation process itself, but the items considered to be not-negotiable are:

• The Strategic Plan 2010-2015 will be the guiding document for the change process and outcomes;
• The structure will be designed and resourced based on facilities planning, capital works projects, corporate services and campus services;
• The Division will operate within its existing budget allocation;
• Financial resources are likely to shift within the Division and budget allocations will be based on performance against key performance indicators; and
• Human Resource delegations will be centralised to ensure consistency in practice and will be supported by the Divisional Staffing Committee.

5. Terms of Reference

The process will address the following terms of reference:

a) Identify the skills, expertise and experience that will be required to support the Division’s mission to ‘Enable academic excellence at the ANU through integrated and innovative facilities and project delivery’;
b) Identify an appropriate structure that supports the mission of the Division and its strategic goals;
c) Determine leadership roles and responsibilities and appropriate supervisory and portfolio arrangements;
d) Identify strategies that will result in greater efficiencies in process, systems or practices;
e) Create a framework for the performance management of the Division’s service delivery – benchmark current client and staff satisfaction, create expectations and standards and implement periodic review; and
f) Identify strategies to create an environment that attracts and retains high quality staff.
6. Impact of the Proposal

It is foreseeable that the impact of this proposal will involve:

- Changes in organisational structure to focus on strategic objectives;
- Changes in reporting relationships for some personnel;
- A change in roles, responsibilities, job design and focus for some personnel within the Division;
- Introduction of significant technological changes (particularly electronic data management and project management systems);
- Significant changes to work practices;
- Relocation and co-location of the majority of the Division;
- Changes in the profile of the Division and relationships with external stakeholders - higher education sector, government and industry;
- Revised and updated position descriptions in accordance with the above (dot point 3); and
- Revised Statement of Expectations for some personnel to reflect changes.

The University's Commitment

This change proposal is business driven change and the University will seek, wherever possible, to avoid redundancies. Where staffing reductions are likely, they will be managed and achieved through the following principles:

- Natural attrition;
- Negotiated separations;
- Fixed term pre-retirement contracts;
- Mutually agreed conversion to part time employment;
- Leave arrangements (LSL; LWOP) either short term or as part of transitional arrangements; and
- Secondment or internal transfer.

Staff redundancies, where unavoidable, will be subject to the University's redundancy provisions.

7. Representation

Throughout this process staff members may be represented, seek advice or assistance at any time from a person of their choice, excluding a barrister or solicitor.

8. Potential Benefits

The outcomes of this process will be:

- Financial, human and material resources will be allocated based on strategic priorities and performance;
- Co-location of the Division and accommodation that will enhance the Division's image, reputation and capability to deliver outcomes to the ANU;
- Enhanced commitment to people management through consistent and equitable policies on recruitment, professional development, performance management and workforce planning;
- Clarity of roles and responsibilities of staff;
- Creation of a structure that facilitates career paths, back up support and mentoring;
- Efficiencies and productivity through the use of technology and appropriate systems;
- Enhanced reputation within the University through a focus on client interaction and customer service and communications and marketing achievements; and
- Enhanced profile and collaborative relationships with external stakeholders – higher education sector, government and industry.
9. Management of the Change Process

The change management process will be managed by Karen Hill, General Manager (Corporate Services). The General Manager will act in association with the Director and will consult with interested and appointed parties.

10. Project Administration

Timeline & Meetings

The consultation process will begin on 13 October 2009. Meetings with staff will take place from 21 October – 12 November 2010. A report will be presented to the Director in the week of 29 November 2010. A schedule of consultation meetings is below. Staff members are requested to attend a meeting that best relates to their work area.

<table>
<thead>
<tr>
<th>Date and Time</th>
<th>Meeting</th>
<th>Location</th>
</tr>
</thead>
<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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<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>
<td>John Yencken Conference Room</td>
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<td>Capital Works</td>
<td>Seminar Room, Innovations</td>
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<tr>
<td>29 October 11.00-12.30</td>
<td>Facility Operations (Maintenance Planning )</td>
<td>Seminar Room, Innovations</td>
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<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>8 November 2.00-3.30</td>
<td>Gardens and Grounds</td>
<td>Innovations Lecture Room</td>
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<tr>
<td>10 November 9.30-11.00</td>
<td>Security and Parking</td>
<td>John Yencken Conference Room</td>
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<tr>
<td>11 &amp; 12 November</td>
<td>Individual Meetings (on request)</td>
<td>General Manager, CS Office</td>
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</tbody>
</table>

Resources

Shirley Winton will provide administrative support to the General Manager throughout the consultation process. For those staff requesting individual meetings with the General Manager (other than those meetings listed above), please contact Shirley.Winton@anu.edu.au or telephone extension 56498 in the week of 8 November for an appointment.

11. Self Review (Internal Procedures)

Each Manager in the areas specified below (Page 5) is requested to meet with their team and develop a 2-4 page self review document for submission by 12 November 2010 which outlines the following:

- A brief history of the area;
- A section addressing the present circumstances of the Unit (outline current physical, financial and human resources of the administrative unit);
- Current strategies for improving:
  - Administrative efficiencies;

Change Management Document – Facilities and Services
Prepared By: Karen Hill (GM, CS – F&S)
- Innovation in work practices, systems and process; and
- Client and customer engagement, particularly with academic colleges.

- A section addressing the future plans of the unit, including at least two proposals for improvement and development in the next 3-5 years; and
- Relevant appendices

Finance  
Space Planning  
Capital Works  
Environment and Sustainability
Human Resources/Heritage  
Client Services/Drawing Office  
Business Solutions/Engineering Services  
Gardens and Grounds Security and Parking

NARU, SSO and Kiloa

A template will be available for Managers to use as a guide and distributed at the meeting of 27 October 2010.

12. Responses (From F&S Staff)

The Director invites all staff of the Division to make comments on the Terms of Reference (p. 2) by:

a. Attending the appropriate meeting listed above; and/or
b. Submitting written comments to the General Manager (Corporate Services) by 12 November 2010 COB to Karen.Hill@anu.edu.au or via the internal mail.

13. Responses (From Clients)

The Director invites Academic Colleges, Service Divisions and other interested stakeholders to make comments on the Terms of Reference (p. 2) by submitting written comments to the General Manager (Corporate Services) Karen.Hill@anu.edu.au by 12 November 2010. Depending on time and resources, a survey and/or focus groups will be established to obtain further information if appropriate.

Prepared By: Karen Hill (General Manager, Corporate Services)

Authorised By: Mick Serena (Director, Facilities and Services)
Attachment A: Facilities and Services Profile

<table>
<thead>
<tr>
<th></th>
<th>Staff FTE</th>
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Operating Grant (R23) Budget Sheets: [http://info.anu.edu.au/Finance_Functions](http://info.anu.edu.au/Finance_Functions)
Total Capital Expenditure (Capital Asset Management Survey) 2010

### Staffing FTE 2007-2010

![Staffing FTE 2007-2010](chart1.png)

Note: Increase in budget between 2009 and 2010 is a result of a revised budget structure.

### Recurrent - Operating Grant (R23) 2007-2010

![Recurrent - Operating Grant (R23) 2007-2010](chart2.png)

### Total Capital Expenditure 2009-2012 (Projected)

![Total Capital Expenditure 2009-2012 (Projected)](chart3.png)

Change Management Document – Facilities and Services
Prepared By: Karen Hill (GM, CS – F&S)
Facilities and Services Division
June 2010

- Director
  - Facilities and Services
    - Associate Director
      - Capital Works
        - Capital Works
        - Facilities Operations
      - Facilities Planning
        - Planning (Master Planning)
        - Space Planning
        - Heritage
        - Engineering Services
        - Drawing Office
    - Facilities and Site Operations
      - Environment and Sustainability Office (ANU Green)
      - Gardens and Grounds
      - Security and Parking
      - Remote Sites (NARU, SSO, MSO & Kicca)
    - General Manager
      - Corporate Services
      - Business Solutions and Quality Assurance
      - Business Support Systems
      - Finance
      - Human Resources/Client Services Unit
Attachment C: Stakeholder List

Facilities and Services

Office of the Vice Chancellor
- Executive
- Communication and External Liaison
- Legal Office
- Council and Boards Secretariat
- Risk Management and Audit
- Halls of Residence and University Accommodation
- Endowment Office

Dean, General Manager and Facilities Manager
- College of Arts and Social Sciences
- College of Asia and the Pacific
- College of Business and Economics
- College of Engineering and Computer Sciences
- College of Law
- College of Medicine, Biology and Environment
- College of Physical and Mathematical Sciences

Director and Manager of Service Divisions
- Registrar and Student Services
- Human Resources
- Research Office
- Marketing
- Finance and Business Services
- Information Services
- Statistical Services

Students
- Undergraduate Students (ANUSA)
- Postgraduate Students (PARSA)

External Clients (where appropriate)