Facilities and Services Division

Change Management Process

RECOMMENDATIONS REPORT

(STAGE 1)

10 December 2010
1. Executive Summary

The Facilities and Services (F&S) Division at the Australian National University (ANU) has a mission to ‘enable academic excellence at the ANU through integrated and innovative facilities and project delivery’. To achieve this mission and the goals outlined in the F&S Strategic Plan 2010-2015, the Division must transform itself into a learning organisation of ‘best practice’ that can quickly respond and adapt to the internal and external environment. A change management process has been initiated under the ANU Enterprise Agreement 2010-2012 (Clause 69) to support and guide this transformation.

The overall change management framework for the Division is structured around four key stages. Stage one of the process focuses on stakeholder consultation and gathering information in response to a set terms of reference. The outcome of this stage is to report summarised findings and strategies to address perceived organisational weaknesses. Further work is undertaken to refine recommendations for implementation (Stage two and three) which is evaluated with overarching strategic guidance (Stage four). All stakeholders will be invited to participate in each stage of the process throughout 2010-2011.

The purpose of this report is to remain true to the framework above and present the findings and recommendations from Stage one of the change management process. All consultation meeting notes, self review documents, individual meetings and client feedback were considered in developing the document. Due to the tight timeframe, the report does not address the terms of reference in detail (concentrating on TOR a, b and d below), or repeat the content available on the change management web site.

This report is designed around areas of strategy, structure, systems, style (leadership), staff, skills and services to ensure that all necessary organisational elements are considered and aligned to support the vision outlined in the F&S Strategic Plan. It is envisaged that the content of this report will provide direction and stability for staff and customers as 2011 approaches.

2. Introduction

The Director, Facilities and Services (F&S) initiated a change management process on 13 October 2010. The aim of the process is to transform the Division into a learning organisation of ‘best practice’ that is able to deliver the goals outlined in the F&S Strategic Plan (2010-2015) and meet the challenges of the internal and external environment, particularly the expectations of customers.

The terms of reference established were:

a. Identify 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.

3. Process

The consultative process (Stage one) began on 13 October 2010 via the release of the Managing Change Document: http://facilities.anu.edu.au/internal/files/1382_F&S-Change-Management-Document-2010.pdf. A staff meeting on 27 October 2010 initiated the consultation process through an organised schedule of meetings with staff. The purpose of the meetings was to capture comments from staff in response to the terms of reference and other key issues. The meeting schedule is at Attachment A.
• There were thirteen formal F&S group meetings conducted during this period. Notes from the meetings were formalised and uploaded onto the web site for information: http://facilities.anu.edu.au/internal/index.php?pid=1461

• The process also included a Self Review opportunity to allow managers and their teams to address questions about previous and current arrangements, resources, efficiencies and innovation and future plans. The majority of areas within the Division submitted self review documents;

• Approximately three staff accepted the opportunity for individual meetings during the process; and

• Eight written submissions were received from F&S customers (Attachment A).

4. Scope
This is a Division wide change management process, and comprehensive information was provided from staff and customers about a range of issues, ideas, solutions and future options. Not all feedback could be incorporated in this report but comments have been recorded for consideration during other stages of the process.

The report does not make reference to remote sites such as Kioloa Coastal Campus, Siding Spring Observatory and North Australia Research Unit however the implementation of the proposed recommendations will impact on the operations of these areas.

5. Objectives of the Change
The University has no interest in providing an experience that will result in staff and customers being ‘worse off’ but the intention is to build on the existing strengths within F&S and address obvious weaknesses that may impact on the Division’s ability to deliver the goals highlighted in the Strategic Plan. Some of the benefits that will emerge on implementation of this report are:

For Staff:
• A simplified organisational structure with clear reporting lines and responsibilities;
• Creation of a ‘healthy’ workplace culture;
• Co-location of staff and services;
• Enhanced people management capabilities and support;
• Increased transparency, accountability and input into decision making;
• Enhanced understanding of the core business of the University; and
• Creation of a culture of feedback about performance.

For Customers:
• Enhanced focus on planning and alignment of resources with strategic priorities;
• Accessible, high quality and consistent management information and reporting;
• Access to F&S staff who possess appropriate knowledge, skills and expertise;
• Genuine customer service and client engagement; and
• Productive, efficient and effective services.

For the University:
• Continued competitive advantage for the University in the provision of high quality and innovative facilities and facilities management;
• Enhanced focus on planning, and alignment of resources with strategic priorities;
• High quality and consistent management information and reporting;
• Productive, efficient, and effective service division;
• Enhanced collaboration across the University between academic colleges/service divisions; and
• An ability to attract and retain skilled employees.
6. Strategy

A significant amount of work has already been invested in developing the F&S Strategic Plan 2010-2015: http://facilities.anu.edu.au/files/2122_FS-Strategic-Plan-2010-final-190710.pdf and constructive and positive feedback was received from staff and customers about this achievement. There was broad agreement from the consultation process that strategies need to be developed and implemented to ensure the goals outlined in the plan are communicated and understood by F&S individuals and teams and how their work directly contributes to the broader organisational goals. This will ensure that a new shared vision for F&S is realised.

Recommendation 1: Senior Management develop detailed business plans that reflect priority areas of the F&S Strategic Plan in partnership with their teams.

Recommendation 2: Senior Management to meet with customers on an annual basis to discuss the Strategic Plan and report on performance against specific goals.

Recommendation 3: Senior Management to revise the F&S Strategic Plan once the ANU Strategic Plan is updated and communicate this to staff and customers.

Recommendation 4: The Division should establish a Capital Works Master Plan as a priority.

7. Structure

Feedback from the consultation process revealed that the structure of F&S requires immediate attention. Both staff and customers acknowledged that it had served the University well in the past, but changes within the ANU and its operating environment now challenge its relevance. The previous and current structures are at: http://facilities.anu.edu.au/index.php?pid=1139 and Attachment B.

Customers perceive the Division as a ‘loose grouping of independent units removed from the rest of the University’ and staff confirmed this through the consultation process where reference was made to ‘silos’, uncooperative team relationships, and their inability to explain some elements of the structure to customers. This structural weakness undermines the exceptional performance and dedication of the majority of staff and their ability to offer efficient and effective services to customers.

In proposing an alternate organisational structure (Attachment C), the following principles were applied:

- Alignment with ANU and F&S strategic goals as outlined in appropriate strategic plans;
- Financial viability;
- Alignment with the globally accepted asset management cycle (Attachment D);
- Organised around key functional areas, not individuals;
- Flexibility, interconnected, collaborative, transparent and accountable;
- Logical to clients; and
- Flatter in design to empower staff and reduce layers of decision making.

Major changes between the current structure and the proposed structure include:

- Any tasks relating to technical and engineering services should be integrated and made the responsibility of one portfolio;
- Delivering annual forward year programs aligned with University, College and Divisional strategic plans and budgets will be the responsibility of the planning portfolio;
- All infrastructure projects (capital, small/minor and planned) are to be delivered from the infrastructure project delivery area;
- The Facility Operations group will be divided into areas that best reflect the asset management cycle. Technical functions will be transferred to planning, project functions will be transferred to the infrastructure project delivery team and maintenance delivery will be transferred to the operations portfolio;
- The structure will be supported by corporate services; and
- All (ongoing and casual) administrative resources within the Division will be the responsibility of the corporate services portfolio.
Recommendation 5: Implement the functional structure for the Division identified at Attachment C which is aligned with globally accepted practice in asset/facilities management. A detailed organisational chart will be produced to support this.

Recommendation 6: Senior managers to establish working parties to document and clarify services and roles and responsibilities of teams. This will be reviewed by a steering group to ensure duplication is reduced, efficiencies achieved and what is presented is logical to customers. Any changed positions will be sent to the Divisional Staffing Committee for assessment before approvals are given.

8. Systems

The majority of staff and customers acknowledged that the Division did not possess business processes and appropriate systems in three critical areas; electronic data management, space management and project management. In addition, customers expressed frustration about the Division's inability to provide responsive, transparent and consistent information on a range of areas when requested. This has resulted in some academic colleges duplicating systems (i.e. space). The time and resources invested in organising information for stakeholders without access to the above is an inefficiency that could easily be eliminated with appropriate investment.

Customers and staff also flagged frustrations with existing systems in terms of their user friendliness, responsiveness to clients, fit for purpose and the technical expertise required to maintain them. For example, the infringement system is old, maintained by an external company and ANU (DOI) has one staff member who can assist in this area. In addition, ANU (DOI) will only correct problems with the parking system and is reluctant to make enhancements. There are enormous possibilities for achieving efficiencies within the parking system if the current rules/regulations/eligibility were simplified.

Mixed feedback was received about the maintenance management system (Maximo). Unfortunately this system is not fully supported by the Division and this lack of commitment, especially allocating funding to make enhancements/changes in response to staff and customer needs, hinders F&S’s ability to provide an improved service. There needs to be an agreement about the level of Divisional support and consistent (divisional) use for this package for its image and useability to improve.

There is sufficient evidence to suggest that staff do not understand the role of the Business Solutions Office (BSO) within F&S, who amongst other priorities have an ANU mandate to support systems to an expected level. This goal is difficult to achieve when the BSO are not involved in all system activities across the Division. A closer working relationship between people working on systems is essential. Areas creating new systems or maintaining control of their own systems should be avoided, particularly when it is not core business and they lack an understanding of ANU (DOI) and BSO services. These trends have resulted in frustrations by other areas of the ANU when F&S amend/change aspects of systems without appropriate consultation. The BSO should assume leadership for providing this support and guidance.

One of the other areas requiring enhancement is record management practices, particularly retention and completion of files, proactive follow up of audit recommendations and the implementation of the procurement project to facilitate robust policies and procedures, eliminate risk and enhance efficiencies. In general, there is a perception that the Division would benefit from more consistent, transparent and documented policies and procedures. It has been noted that some areas of F&S follow practices inconsistent with other areas of the University.

Recommendation 7: Implement and resource a project, planning and delivery system that comprises of the following components as a matter of priority: Client Services Portal, Project Management System, Space Management System and Electronic Data Management.

Recommendation 8: Evaluate the following systems: Parking, Infringement, Access Control (Cardax) and Maintenance Management (Maximo) to ensure they meet both customer and staff
needs and expectations, the appropriate technical support is available and resourced to appropriate levels.

**Recommendation 9:** The Corporate Services Portfolio accepts responsibility for all staff involved in system development and maintenance, including knowledge management. These staff should report to the BSO and be members of the Operational Management Group within F&S which has overall responsibility for Divisional systems.

**Recommendation 10:** All administrators, project coordinators and managers/supervisors undertake records management training through the ANU provided courses.

**Recommendation 11:** The Risk Management and Audit Office to conduct business process improvement reviews for the following areas to improve efficiencies and effectiveness of service:

- Corporate Services - Financial Services, Human Resources, Business Solutions and IT (2010-2011);
- Parking (2011); and

### 9. Style (Leadership)

Staff were clear and consistent in their feedback about what they need from their leaders, managers and supervisors to achieve the goals outlined in the F&S Strategic Plan and the change management process. All staff need leadership, and will generally achieve a higher level of performance if they understand what is expected of them. Staff indicated supervisors, managers and senior managers require the following skills and attributes:

- Ability to provide a clear vision and direction;
- Ability to lead by example;
- Responsive and transparent decision making;
- To be accessible and visible to staff;
- Consistent, respectful and fair at all times;
- Ability to provide constructive feedback about performance; and
- Acknowledge, recognise and celebrate individual and team success and achievements.

The majority of feedback from staff and customers through the consultation process touched on the perceived dominant culture within F&S, and its reputation within the University community. Feedback indicated that F&S has a reputation of a ‘telling culture rather than a listening culture’ and examples were received from clients feeling ‘frustrated and blocked’ by inflexible policies and procedures as well as evidence of outdated attitudes and workplace behaviour. Customers felt that service outcomes were very dependent on personal networks.

Whilst customers were generally skeptical about the Divisions ability to change, a strong message from the majority of staff is that cultural change is an essential outcome of the change management process. It is envisaged that implementing the proposed recommendations will begin to achieve this goal. Sections 8, 9 and 10 outline recommendations.

### 10. Staff

The Facilities and Services Division comprises of 146.72 FTE staff (as of 1 December 2010). The majority of F&S staff are at levels ANU Officer 2 – ANU Officer 5, with 67% of the workforce being male and 33% female. Senior female staff comprise of only 3% of the Divisions workforce. Staff turnover for the Division is 5.1%. 20% of staff are aged over 55 and above. This presents a number of challenges for the workforce over the next five years. More information about the ANU workforce is located at: [http://info.anu.edu.au/hr/workforce_planning](http://info.anu.edu.au/hr/workforce_planning)
For the Division to realise its goals, human resources must be an integral part of the strategy of the organisation. Emphasis must be focused on hiring the best staff, providing them with rigorous training and mentoring support, and challenging them to reach their professional limits to achieve professional excellence.

In addition, it is important F&S remain focused on technical expertise, knowledge and skills to deliver important outcomes. However, feedback from staff suggests they want access to professional management and supervisory support not only technical guidance. There are also some examples where staff have been asked to take on responsibilities where they do not have the appropriate qualifications, technical expertise and skills. People management, particularly the management of more complex issues is not the sole responsibility of the F&S human resources office. This needs to change so that managers and supervisors take an active part in effectively managing staff.

**Recommendation 12:** Enhance capacity in strategic and operational human resources management to ensure cultural change is supported and planning is considered in the following key areas:
- Workforce, succession, talent management and OHS;
- Performance Management;
- Staff recognition strategies;
- Grievances and complaints; and
- Training and professional development.

**Recommendation 13:** Strengthen recruitment and selection processes with all vacant positions, particularly ANU08 and above advertised externally and in accordance with ANU policies and procedures. All new positions should be referred to the Divisional Staffing Committee for classification advice.

**Recommendation 14:** Develop a comprehensive induction program for new staff that complements the ANU’s policies and procedures. An informal mentoring system should be an essential component of this program.

**Recommendation 15:** All change management programs within the Division should be overseen/led by the General Manager, Corporate Services to ensure that the expected change management process is followed, staff consulted and broader organisational considerations are incorporated before recommendations are implemented.

**Recommendation 16:** Revise the purpose, membership, and meeting schedule for the F&S staff consultative committee to concentrate on providing an avenue for open and honest feedback from staff and less focused on management reporting.

### 11. Skills

The rapid pace of change within the University and external environment has resulted in many staff within F&S not being able to adjust and adapt to new expectations in the workplace. This has presented gaps in confidence and capabilities within the Division including professional financial and human resource strategy and leadership, innovative business practices, communication and marketing expertise, professional customer service, procurement, quality assurance and professional management and supervisory skills.

Despite recognising the need to enhance individual and team feedback, there is a general defensiveness within the Division when this is attempted. The dysfunctional culture that staff and customers experience can be attributed to gaps in confidence and capabilities in people management, inability to deliver constructive feedback, poor understanding of organisational policies and procedures, outdated work practices and limited knowledge and experience of performance benchmarks and expectations in other areas of the University or external organisations.
Constructive feedback was received in group meetings on staff training needs. This reflects a willingness to improve the level of skills within the Division. Access to training has been inequitable in the past, and examples were provided from some staff who have not had access to training/professional development in the last five years. Given limited resources, the majority of funding for training beyond 2010 will be targeted to areas of specific need on a group basis, rather than individuals accessing external programs. Training will be assessed around needs identified in the annual statement of expectations process.

**Recommendation 17:** Develop an annual training and development program in partnership with the Human Resources Division. This should be organised around mandatory and non-mandatory training and professional development options and made available to all staff.

**Recommendation 18:** Develop and implement strategies to improve the feedback culture within the Division beginning with the Statement of Expectation process. This should include training, checklists, guides and examples of best practice. The Division should aim for 100% completion rates by 1 July each year which will be a KPI in all managers and supervisors SOE’s.

**Recommendation 19:** A series of compulsory KPIs related to training should be incorporated in all F&S Statement of Expectations in order to improve the organisational culture and overall performance in key competencies. This should include completion of:

- Ready 4 Work (on-line);
- Cultural Awareness (on-line);
- Customer Service @ ANU (tailored session);
- Too much to do and not enough of you (tailored session);
- E-Mail Essentials (on-line); and
- Efficiency and Effectiveness (on-line).

In addition, supervisors and managers will be expected to complete:

- Ready 2 Manage (on-line);
- Supervisor Development Program (on nomination);
- Staff Selection Briefing; and
- Writing Effective Selection Criteria and Job Advertisements.

**Recommendation 20:** Due to limited resources, professional development opportunities to attend conferences and interstate workshops will be approved based on need, consistent high levels of performance and equitability across the Division. Staff who attend conferences/workshops will be required to submit a report outlining benefits to the Division and the staff member to present these in the appropriate forum.

**12. Services**

It is difficult to make specific recommendations about all services offered within or by the Division. The self review exercise provided a detailed understanding of teams and their ideas which will be used in discussions about roles and responsibilities. It is possible to make some general comments about customer service and engagement given staff and customer feedback. During the consultation process, staff members were adamant that one of the strengths of the Division was its people and their personal commitment, dedication and hard work for the University. Many customers confirmed that this was their experience but it was noted that this was inconsistent across the Division ranging from exceptional to complete disengagement of customers from specific areas and individuals. Staff were able to explain who their customers were and what defined a good customer experience in the consultation process, but unfortunately in practice this was not always supported by customer feedback. The Division does not have a good understanding of how customers view their services.

There was also the perception that the Division did not genuinely understand the operational imperatives of academic colleges and the pressures to deliver teaching and research programs and there was a large disconnect between college and the divisions plans. Another common theme was that F&S is seen as a reactive
organisation which is non-responsive, and there were examples provided by customers where the Division could have taken on more of a leadership role in certain areas.

**Recommendation 21:** Develop a service charter that describes the service experience a customer can expect from the Division. This allows for an open and transparent approach that all parties understand and can work within. The document should cover key information about the service delivery approach and the relationship the customers will have with the Division including:
- What the Division does;
- How to contact and communicate with the Division;
- The standard of service customers can expect;
- Customer basic rights and responsibilities; and
- How to provide feedback or make a complaint.

**Recommendation 22:** A communication and client engagement strategy is developed and implemented to enhance the Division’s relationship with its customers, in particular implementing regular client surveys and coordinated and structured visits to customers by senior officers. This will then feed back to service areas within F&S and will become part of group and individual performance management.

**Recommendation 23** Create a client services portal and conduct a review and resource the redevelopment of the F&S web site with the intention of organising the information in a logical, simple and informative way considering the needs of the customer/end user.

**Recommendation 24:** Reorganise F&S Financial and Budgeting Services in early 2011 with the outcome of providing an integrated and responsive financial service to the Division, and developing a closer connection with Finance and Business Services.

**Recommendation 25:** Integrate the F&S Business Solutions Office and Information Technology Services to offer a streamlined service and mitigate risk by sharing information and providing backup support. Develop an Information Strategy Plan that addresses IT needs and services over the next 2-5 years for planning and budget purposes.

**Recommendation 26:** Conduct a review of parking administration arrangements at the University to ensure services are aligned with ANU strategic priorities, efficiencies achieved and service delivery enhanced.

**Recommendation 27:** Undertake an evaluation of the newly implemented security arrangements after a reasonable period to assess whether it meets the needs of University, staff and customers.

**Recommendation 28:** As resources become available, establish a professional and qualified communications unit that provides a one-stop-shop for customers.

**Administration**

The Division currently has five FTE ongoing administrative positions with a number of temporary and casual appointments. All positions currently report to a different supervisor who determines work priorities for their immediate section. Access to administrative support is uneven across the Division, workloads and responsibilities vary, access to training inequitable and there is limited scope for team work, production of efficiencies or allocation of tasks to other staff in peak periods. As the Division experiences tighter budgets, it is essential to consolidate the administration, but staff must also change the way they work with and view administrative resources. Similar to other areas of the University, staff must obtain skills to also become self sufficient in a variety of tasks. Many staff expressed the need for lower level administrative support to manage
routine tasks such as photocopying, event and catering organisation, records management and delivering documents.

**Recommendation 29:** The Division creates a shared administration service group under the leadership and management of Corporate Services. The joint administration group will be based on a ‘reports to responsive to’ arrangement and will be responsible for providing high quality, consistent and efficient administrative support across the Division. The positions will be centralized for budgeting purposes and not attached to a section from 2011.

**Recommendation 30:** As administrative positions become vacant, some positions will be assessed and replaced with traineeships or general services officers to cater for routine administrative support required across the Division.

**Recommendation 31:** Develop a service charter for administration outlining the services that will and will not be provided to the Division.

Some of the activities the shared services administrative group will be responsible for are:
- Providing executive assistance to senior managers (general manager level and above);
- Providing routine administrative support to identified sections;
- Help desk contact and reception;
- Conference, catering and event support;
- Room bookings;
- Travel organisation;
- Ordering stationery; and
- Routine administrative support (mail etc).

**13. Resource Gaps - Staffing**

Many staff commented about the increasing resource constraints that were perceived to be impacting on their ability to provide excellent services and to be innovative and creative in problem solving. Resource constraints are a reality of all areas across the University, and tough discussions and decisions need to be made. However, there are other things that should be considered other than financial resources, particularly whether staff have the right mix of skills to be performing roles, different approaches and thinking about work practices and improving teamwork in general. The self review documents revealed that there were many examples where staff had delivered exceptional outcomes with limited resources, but unfortunately information is not shared across the Division. There are a number of priorities that need to be funded in the short and long term, some areas require support during peak periods or to complete a project.

**Recommendation 32:** To achieve the goals outlined in the strategic plan, resources are required in the following areas as a priority:
- Customer Services (immediate);
- Space (immediate);
- Systems (Q1 2011);
- Procurement (Q2 2011);
- Communications and marketing (including web) (Q2 2011); and
- Strategic Financial and Human Resource Management (immediate).

**14. Implementation**

This report makes broad recommendations in response to addressing the terms of reference identified for the change management process. The implementation of this report will depend on the next round of feedback from staff and customers, but it is expected that implementation will occur in 2011.
15. Comments

Whilst this paper communicates the essential elements to transform the Facilities and Services Division, the Director invites staff to make comments on this paper, particularly the proposed structure by providing written comments to the General Manager – Corporate Services by 17 January 2011 Karen.Hill@anu.edu.au or via the internal mail.

Karen Hill
General Manager – Corporate Services
Facilities and Services

10 December 2010
## Consultation Meetings

<table>
<thead>
<tr>
<th>Date</th>
<th>Meeting</th>
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<tbody>
<tr>
<td>21 October</td>
<td>All Staff Meeting: Change Management Process</td>
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<tr>
<td>25 October</td>
<td>Senior Management</td>
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<td>27 October</td>
<td>Divisional Management (Self Review Guidelines)</td>
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<td>27 October</td>
<td>Corporate Services and Administration</td>
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<td>28 October</td>
<td>Facilities Planning</td>
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<td>28 October</td>
<td>Capital Works</td>
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<td>29 October</td>
<td>Facility Operations (Maintenance Planning )</td>
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<td>29 October</td>
<td>Facility Operations (Maintenance Operations)</td>
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<td>8 November</td>
<td>Environment and Sustainability</td>
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<td>8 November</td>
<td>Gardens and Grounds</td>
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<td>10 November</td>
<td>Security and Parking</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</td>
<td>All Staff Meeting</td>
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<td>19 November</td>
<td>Parking</td>
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## Customer Feedback

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<tr>
<th>Date</th>
<th>Customer</th>
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<tbody>
<tr>
<td>5 November</td>
<td>Office of the Vice Chancellor (Executive Officer)</td>
</tr>
<tr>
<td>9 November</td>
<td>College of Asia and the Pacific</td>
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<td>12 November</td>
<td>College of Business and Economics</td>
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<td>12 November</td>
<td>Finance and Business Services</td>
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<td>12 November</td>
<td>Human Resources Division</td>
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<td>16 November</td>
<td>Risk Management and Audit Office</td>
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<td>19 November</td>
<td>College of Arts and Social Science</td>
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<td>19 November</td>
<td>College of Engineering and Computer Science</td>
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## Other Activities

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<tr>
<th>Date</th>
<th>Customer</th>
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<tbody>
<tr>
<td>20 October</td>
<td>Workshop for Corporate Services and Administration: Overcoming Immunity to Change – Individual Goals (Facilitated by the Human Resources Division)</td>
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<tr>
<td>5 November</td>
<td>Workshop for Corporate Services and Administration: Overcoming Immunity to Change – Collective Goals (Facilitated by the Human Resources Division)</td>
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<tr>
<td>23-24 November</td>
<td>Meeting and Survey of Administrators</td>
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Asset Management Cycle

**PLANNING**
- (Internal and External)
- ANU Campus Master Plan
- Planned Works
- Space Utilisation and Management
- CPDC Considerations/Approvals
- Heritage and Sustainability
- Engineering and Technical Services

**ACQUISITION/DEVELOPMENT**
- Project Development and Feasibility Study
- Client liaison/agreement to scope of work
- Financial and Budget management
- Engagement/Management of Consultants
- Project Management
- Project and Financial Reporting
- Handover/Takeover
- Defects List
- Defect Liability Period
- As constructed drawings including O&M manuals
- Contract administration
- Internal liaison/consultation
- DOI Coms

**DIVESTMENT AND ADAPTIVE RE-USE**
- Disposal of Plant and Equipment
- Adaptive Reuse

**OPERATION**
- Guidance to users
- Delivery of facilities maintenance
- Preventative, Statutory and Corrective
- Suitability for intended functions
- Campus and site services
# FACILITIES AND SERVICES - CHANGE MANAGEMENT REPORT (STAGE 1)

<table>
<thead>
<tr>
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<td>9. The Corporate Services Portfolio accepts responsibility for all staff involved in system development and maintenance, including knowledge management. These staff should report to the BSO and be members of the Operational Management Group within F&amp;S which has overall responsibility for Divisional systems.</td>
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<td>10. All administrators, project coordinators and managers/supervisors undertake records management training through the ANU provided courses.</td>
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<td>11. The Risk Management and Audit Office to conduct business process improvement reviews for the following areas to improve efficiencies and effectiveness of service:</td>
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<td>• Corporate Services - Financial Services, Human Resources, Business Solutions and IT (2010-2011);</td>
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<td>• Parking (2011); and</td>
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<td>• Maintenance Delivery (2011).</td>
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<td><strong>Staff</strong></td>
<td>12. Enhance capacity in strategic and operational human resources management to ensure cultural change is supported and planning is considered in the following key areas:</td>
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<td>• Workforce, succession, talent management and OHS;</td>
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<td>• Performance Management;</td>
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<td>• Staff recognition strategies;</td>
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<td>• Grievances and complaints; and</td>
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<td>• Training and professional development.</td>
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<td>13. Strengthen recruitment and selection processes with all vacant positions, particularly ANU08 and above advertised externally and in accordance with ANU policies and procedures. All new positions should be referred to the Divisional Staffing Committee for classification advice.</td>
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|            | 14. Develop a comprehensive induction program for new staff that complements the ANU’s policies and procedures. An informal mentoring system should be an essential component of this program.
15. All change management programs within the Division should be overseen/led by the General Manager, Corporate Services to ensure that the expected change management process is followed, staff consulted and broader organisational considerations are incorporated before recommendations are implemented.

16. Revise the purpose, membership, and meeting schedule for the F&S staff consultative committee to concentrate on providing an avenue for open and honest feedback from staff and less focused on management reporting.

### Skills

17. Develop an annual training and development program in partnership with the Human Resources Division. This should be organised around mandatory and non-mandatory training and professional development options and made available to all staff.

18. Develop and implement strategies to improve the feedback culture within the Division beginning with the Statement of Expectation process. This should include training, checklists, guides and examples of best practice. The Division should aim for 100% completion rates by 1 July each year which will be a KPI in all managers and supervisors SOE’s.

19. A series of compulsory KPIs related to training should be incorporated in all F&S Statement of Expectations in order to improve the organisational culture and overall performance in key competencies. This should include completion of:
   - Ready 4 Work (on-line);
   - Cultural Awareness (on-line);
   - Customer Service @ ANU (tailored session);
   - Too much to do and not enough of you (tailored session);
   - E-Mail Essentials (on-line); and
   - Efficiency and Effectiveness (on-line).

   In addition, supervisors and managers will be expected to complete:
   - Ready 2 Manage (on-line);
   - Supervisor Development Program (on nomination);
   - Staff Selection Briefing; and
   - Writing Effective Selection Criteria and Job Advertisements.

20. Due to limited resources, professional development opportunities to attend conferences and interstate workshops will be approved based on need, consistent high levels of performance and equitability across the Division. Staff who attend conferences/workshops will be required to submit a report outlining benefits to the Division and the staff member and present these in the appropriate forum.

### Services

21. Develop a service charter that describes the service experience a customer can expect from the Division. This allows for an open and transparent approach that all parties understand and can work within. The document should cover key information about the service delivery approach and the relationship the customers will have with the Division including:
   - What the Division does;
   - How to contact and communicate with the Division;
   - The standard of service customers can expect;
   - Customer basic rights and responsibilities; and
   - How to provide feedback or make a complaint.

22. A communication and client engagement strategy is developed and implemented to enhance the Divisions relationship with its customers, in particular implementing regular client surveys and coordinated and structured visits to customers by senior officers. This will then feed back to service areas within F&S and become part of groups and individuals performance management.

23. Create a client services portal and conduct a review and resource redevelopment of the F&S web site with the intention of organising the information in a logical, simple and informative way considering the needs of the customer/end user.
24. Reorganise F&S Financial and Budgeting Services in early 2011 with the outcome of providing an integrated and responsive financial service to the Division, and developing a closer connection with Finance and Business Services.

25. Integrate the Business Solutions Office and Information Technology Services to offer a streamlined service and mitigate risk by sharing information and providing backup support. Develop an Information Strategy Plan that addresses IT needs and services over the next 2-5 years for planning and budget purposes.

26. Conduct a review of parking administration arrangements at the University to ensure services are aligned with ANU strategic priorities, efficiencies achieved and service delivery enhanced.

27. Undertake an evaluation of the newly implemented security arrangements after a reasonable period to assess whether it meets the needs of University, staff and customers.

28. As resources become available, establish a professional and qualified communications unit that provides a one-stop-shop for customers.

29. The Division creates a shared administration service group under the leadership and management of Corporate Services. The joint administration group will be based on a ‘reports to responsive to’ arrangement and will be responsible for providing high quality, consistent and efficient administrative support across the Division. The positions will be centralised for budgeting purposes and not attached to a section from 2011.

30. As administrative positions become vacant, some positions will be assessed and replaced with traineeships or general services officers to cater for routine administrative support required across the Division.

31. Develop a service charter for administration outlining the services that will and will not be provided to the Division.

32. To achieve the goals outlined in the strategic plan, resources are required in the following areas as a priority:
   - Customer Services (immediate);
   - Space (immediate);
   - Systems (Q1 2011);
   - Procurement (Q2 2011);
   - Communications and marketing (including web) (Q2 2011); and
   - Strategic Human Resource Management (immediate).