A summary of the meeting held on Thursday October 28, 2010 at 9.30am at in the John Yencken Conference Room is provided below.

Present: Karen Hill, Change Manager (Facilitator)
James Collet, Amanda Hart, Surender Vasudeva, Taina New, Brian McLeay, Tim Borough, Alec Gray, Jim Pollard and Paul Sjoberg

Apologies: Lisa Brown

In Attendance: Sally Webster, Senior Workforce Planning/Change Consultant (HR)

1. Meeting Purpose
Attendees were briefly updated by Karen Hill (facilitator) on the change management process to date and the objectives of the process; these being to capture and acknowledge the existing knowledge, expertise and strengths of the Division so it can move forward, leveraging and building on what works well and improving on what does not.

The facilitator explained the purpose and intention of the consultation meetings; to collect a broad range of information and feedback from Facilities and Services (F&S) employees. Information will be consolidated into a report and recommendations made to senior management. Employees will have the opportunity to comment on the report prior to any recommendations being implemented. The different stages of the change process were also explained briefly. Attendees were reminded of the opportunity for individual meetings if required and of the self review process for teams which will be facilitated by their manager.

Discussion Points

2. Strengths of F&S:
- The people - the way they come together the way we aim for excellence;
- The ANU status, GO8 membership and the strategic of the University;
- It was agreed that F&S has a very high level of knowledge within;
- The work – the variety of work where everyday can be different;
- The ANU physical environment and the work conditions;
- The ability to see tangible results of work completed and therefore you can see what improvements can be made; and
- Given a high level of autonomy.

3. Areas for Improvement
- Attendees concurred that communication both internal and external requires improvement;
- It was agreed that the physical location of F&S staff is a real hindrance – constraints since being separated
- Need a balance of autonomy with guidelines;
- There was concern that negative comments/feedback about the F&S Division tend to stick;
- Staff of the division need to be the ‘expert client’;
It was felt that quality assurance procedures would be helpful;  
The questions were asked do we learn lessons within F&S.  It was discussed that 'yes' on a individual level but not on a corporate sense;  
Staff can be too insular;  
Good feedback not passed down from supervisors, staff hear only the bad feedback;  
It was felt by the attendants that F&S staff has become cynical due to previous stop, start change processes;  
No proper consultation by staff at the coal face and therefore no ownership of the change.  The example, let's work as a team and do it my way was given;  
Clarification about roles and responsibilities – among other things would prevent overlaps;  
Areas don't get input into big projects.  E.g. security may need to be consulted;  
Prevent many double up and overlaps in responsibility;  
It was agreed that senior management may need to have more technical expertise; and  
The role of an urban planner was discussed.

4. Leadership  
The attendees noted that leadership needed to be:  
- Honesty;  
- Transparent;  
- Accessible;  
- Back staff up;  
- Flexible;  
- Equitable;  
- Regularly touch base with staff and  
- Improved consultation.

5. Making mistakes  
- It was agreed that F&S has a culture of favouring some staff;  
- There was concern that management don't have the skills to handle feedback or to reprimand when required;  
- Lack of regular feedback from supervisors; and  
- Discussed was the culture of some staff moving up the ranks due to contacts, not experiences.  In line with previous favouritism comments.

6. Client relationships  
- It was agreed that everybody (internal and external) is our client but it was felt that customer service is inconsistent within the Division, not all staff appreciate customer service;  
- Good feedback not being fed back through staff statement of expectations and or not given by supervisors;  
- It was agreed that better time management is needed to manage the workload better;

7. Training suggestions  
- Time management, Customer Service, Workplace Equity, Integrity in Management training, Strategies for dealing with bulling, Communication skills, People management for supervisors and Setting Statements of expectations.

8. What changes need to be made?  
- It was suggested that a position called ‘Client Liaison officer’ could be created to build and maintain relationships, networks, gather feedback - to be the face of F&S;  
- Lack of feedback at all levels;  
- Due to (location related) security levels staff unable to maintain client relationships;  
- So many physical locations of the division;  
- Too many meetings;  
- Management resistant to introduce construction best practice. Too concerned with administration;  
- It was noted that the trade’s staff are managed by fear and not treated equitably.

Meeting was concluded at 11am