A summary of the meeting held on **Friday 29 October at 2pm** in the **Lecture Theatre, Innovations Building** is provided below.

**Present:**
Karen Hill, Change Manager (Facilitator)

Brett McKie, Andrew Warylo, Glenn Beattie, John Bladen, Jack Ratz, Jacob Mercer, Andrew Shields, Jay Rawlings, Aaron Mitchell, Paul Trapani, Gerry Hilhorst, Bryce Comley, John Barbara, Greg Lowes, Craig Dillon, Stephen Portelli, Hendrich Shutterups, Brian O’Mara, Jim Guy, Peter Meusburger, Bruce Frost

**In Attendance:**
Nadine White (Workplace Change - HR Division)

### 1. Meeting Purpose
Karen Hill, as facilitator explained the rationale and stages of the change process including active consultation via meetings with all staff members: meetings with individual work groups (without management representatives); meetings with management in relation to the self review process.

Attendees were updated on the change management process to date and the objectives of the process; these being to capture the existing strengths of the Division so it can move forward leveraging what works well and improving on what does not. It was noted that some employees have expressed a fear of job losses as a result of the changes. The facilitator reiterated that this is not an intended outcome of the process.

The facilitator explained the purpose of the meeting and the rules of engagement, noting that staff, if not able to attend the session or were not comfortable in sharing their views in the open sessions, could meet individually with the facilitator or send feedback directly to her.

### Discussion Points

#### 2. Strengths of F&S
- Team spirit – people working well together to do well.
- Working environment and interaction with clients, good client rapport and trust.

#### 3. Areas for Improvement
- Morale is low amongst staff.
- Middle management needs to be more focussed on their role and accountabilities.
- A clearer direction and set of goals needs to be communicated, especially from middle management.
- Downward communication to staff could be improved at all levels – via email, face to face.
- Communications from middle management could be more positive and constructive, valuing teams and individual team members.
- Minimising the “them and us” approach between F&S staff and the Project Management team, and between F&S staff and technical contractors.
Evaluation and follow-up new processes and concepts to improve accountability.

Reviewing the role of the use of contractors either with a view to integrating with current F&S teams or building in-house skills and expertise, for e.g., refrigeration mechanics.

4. What should leadership and management do differently?
   - Respect us as a group, better communication and change the culture.
   - Take the time to find out what we need/require - listen to staff and client feedback.
   - Step up and be managers and have the skills to do what is required.
   - Provide constructive feedback on performance.
   - Provide feedback to middle managers on their performance.
   - Senior leaders need to define a pathway or procedure to ensure that middle management is accountable.
   - Build confidence by delivering outcomes.
   - Transparency with contract arrangements.
   - Improvements to the integration of project management and on-going maintenance – ensure that there is consistency in requirements (left hand talking to the right hand).
   - Improvements to the scheduling and ad-hoc requests.

5. Creativity and Innovation
   - No capacity to be creative, no rewards for being creative; no rewards for doing the best job you can.
   - Return to a zone approach where we got to know the zone, the people, the building and could take pride in our work, and deliver better outcomes.
   - Giving back customer ownership and accountability would permit creativity and innovation.

6. Customer Relationships – How Do We Know We Have Been Successful?
   - Return to a zone approach (as above)
   - We are over supervised; too many people are managing us.
   - Every block of ground is covered with a multi-storey building but there are no more men on tools.
   - Need to start highlighting areas for apprentices for the future.

7. Training
   - The majority of staff indicated that they had not experienced any induction or substantial training, other than mandatory training. Attendees reported a lack of on-the-job training.
   - It's an ageing workforce and there are no plans for apprentices now and into the future.
   - Apprentices in new or currently not resourced areas, for e.g., ceramic tiling.
   - Training suggestions: technical training, Customer training, Computer training, for e.g., everyone being able to access leave balances via HORUS, Time management, Communication training.

8. What do we need to do to improve professional conduct and accountabilities?
   - Toolbox meetings are needed.
   - Procedures, processes and consistency.
   - Tours of new buildings so we know what we are dealing with when it comes to maintaining them.
   - Access to computers.
   - Induction – especially on he dangerous stuff, chemicals etc.
   - Audits, follow-up, feedback and evaluations.

9. Other Discussion Points
   - Attendees wanted better access to computers and information sharing.
   - The F&S Staff Consultative Committee was discussed. Some attendees were aware of its existence, it wasn’t well regarded. Many attendees perceived it as top heavy and suggested a return to a grass roots approach.

Meeting was concluded at 3pm