A summary of the meeting held on Friday 29 October at 11.00 in the Seminar Room, Innovations Building is provided below.

**Present:**
Karen Hill, Change Manager (Facilitator)
Keith Wallace, Bob Hall, Jamie Van Aalst, Brenton Inkley, Anne Holmeberg, Barry Pratt, Kanthasamy Mohan, Andrew Smith, Ben Williams, David Simpkins, Duncan Taylor, Terry Wyatt, Greg Brierley.

**Apologies:**
N/A

**Absent:**
N/A

**In Attendance:**
Karen Ford (Change Consultant - HR Division)

### 1. Meeting Purpose

Attendees were updated 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 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.

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.

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

- People and relationships;
- Team structure enables knowledge sharing within the team;
- Ability to react quickly to a wide range of issues.
3. Areas for Improvement
   - Co-location of F&S teams (preferably in open plan work environment) to remove “silos”;
   - Communication and collaboration (seen as a priority focus area); attendees noted that there is a poor and inconsistent information flow between teams in the Innovation and John Yencken buildings; interactions are “disconnected” and information is sometimes presented in a “confrontational” manner;
   - More value placed on the knowledge and inputs that employees in the Innovation building can contribute to the Division;
   - Projects: attendees stated that during handover / takeover of new works they would like to see improved information sharing across the Division and a more connected approach to project management in general (for example, clear allocation of accountabilities, standard processes and agreed timeframes).

4. What can Leadership do to take the Division Forward (what can be done differently)?
   - Provide role clarity to F&S employees; “strong direction” and “frameworks” were agreed to be important so that employees understand the scope of their role while at the same time allowing autonomy so that (within these frameworks) people can “make the job their own” and have a sense of responsibility;
   - Enable training and development; it was agreed that while the division is technically strong there is a need for the development of people management capabilities;
   - Process improvement (better processes – technical);
   - Governance; ensure that meetings which people are required to attend are of the right type and are constructive with a clear purpose / objective / outcome.

5. How could F&S Jobs be Made more Rewarding and Enjoyable?
   - Management should be more responsive;
   - Limit the amount of written information that is distributed (should be relevant and concise);
   - Implement an induction to F&S for new starters;
   - Improve the new starters process generally (example an email to advise of new starters);
   - More interesting work; there was a widely held view that the group often get the “dregs” of the jobs and there is frustration when some areas of ANU do their own works;
   - Pay scales should be consistent across ANU eg for electricians.

6. Creativity and Innovation
   - ANU provides lots of potential opportunity in this regard due to its range of buildings and technologies;
   - There was a widely held view that there is a strong “blame culture” in F&S which can inhibit creativity and innovation; mistakes are not “allowed” for some and there is a focus on “fixing” and of risk management;
   - People will “go to the top” rather than attempting to resolve issues locally (“squeaky wheel”);
   - Attendees expressed their frustration with the number of projects that start and then “go no where” and there is no reason or further explanation provided (links to communication and process management issues noted above). Prior to commencing work on a project there should be a mechanism for people to understand if a project is likely to “get up”. It is frustrating when time is wasted and also impacts contractors and ANU’s relationship with them (quotes are made and nothing happens);
   - The tendering process is inefficient and should be reviewed;
   - ANU should do its own project management as there are time and cost savings to be made.

7. Who are the Clients and Customers of F&S?
   - F&S has a wide range of clients and customers; anyone who reports a job request is a client / customer;
   - Technical - people who report issues;
   - Can be internal and external.

8. What does Good Customer Service Look Like?
   - A “win-win” for both parties;
   - “On time - on budget”;

Consultation Meeting
Review of Facilities and Services Division 2010 - 2011
Page 2 of 3
Customer satisfaction;
It was noted that customers would have a diverse view of F&S depending on the rapport they have (for example internal clients may have a view that F&S is “taking money” but in fact F&S are seeking to obtain a fair price for work allocated).

9. **What Changes Should be Made to the F&S Division?**
   - Improve the process for engaging with clients;
   - Process for determining quality over cost;
   - Improved processes for interaction with local building maintenance staff;
   - Education across ANU regarding the role of the Division;
   - Account manager model;
   - Structure and process for preparing a business case;
   - Induction program for new starters;
   - More opportunities for training and development and a division-wide training plan (who should receive what) including finance and budgets, OHS, legal aspects of contract management, people management and writing statements of expectations;
   - Centralised training budget;
   - Senior management should be more “available”;
   - Integration of ANU Green; currently operating as a separate unit – disconnected.

10. **What Impedes Best Practice in F&S Division?**
    - Poor communication - attendees commented on being “isolated” and on the lack of updates on key issues;
    - Lack of training and development; some attendees commented that they were not permitted to attend industry meetings and did not have opportunities to update their skills.

11. **What does Professional Conduct Mean?**
    - Respect;
    - Integrity;
    - No personal criticism / “attacks”;
    - Treat everyone equally (no “us and them” mentality);
    - Value and utilise the knowledge and expertise of others

12. **Describe the Worst Case Scenario of the Change Process?**
    - No change; no outcome.

13. **Other Discussion Points / Questions**
    - An additional IT resource for the Division is needed and there should be coverage from 7.30 am when many employees in F&S commence work;
    - Asset management and project management - attendees requested clarification on the future of Maximo and the opportunity to input (from a user perspective) into the process for selecting a replacement (this did not happen when Maximo was implemented).

Meeting was concluded at 12.30am