STAFF CONSULTATION MEETING PARKING AND SECURITY
CHANGE MANAGEMENT PROGRAM
FACILITIES AND SERVICES DIVISION 2010 - 2011
MEETING NOTES

A summary of the meeting held on Wednesday November 10, 2010 at 9.30am at in the John Yencken Conference Room is provided below.

Present: Karen Hill, Change Manager (Facilitator)
Brett Byron, Daryl Anderson, John Monch, Sharon Ferry, Graham Pekin, Phil Reed, Ross McLoughlin, Mark Pritchard, Alex Chryss, Vanessa Lauf

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 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. The different stages of the change process were also explained briefly.

It was noted that today is the first day of the security change management implementation for night shift being outsourced.

Discussion Points

2. Strengths of F&S

- The work environment - the ability to work the entire campus.
- The people - The ANU community and the variety of work.
- Having to be versatile and the ability to think outside the box.
- ANU being ranked up there in terms of other Australian universities.
- The challenge of making people happy – in terms of parking issues.

3. Issues / Areas for Improvement

- Attendees concurred that communication both internal and external requires improvement.
- It was agreed that the physical location of parking and security could be improved – moving to the Union court was suggested. A central location for security, parking, lost and found, sale of bike helmets etc. The location must be close to parking.
- It was felt that there is a lack of communication – in particular regarding university projects.
- Greater recognition of what security and parking does would be helpful – to market what we are responsible for.
- Security not always involved in the planning stages or minor, major works and/or events. But left to sort the issues and problems out with limited resources.
- Parking rules and regulations very complicated and a lot of time is spent explaining them to staff and students. Highly technical.
- More work required on a communication program – such as a rewards program for positive behaviour eg. coffee voucher to a student wearing a helmet and correct reflective gear. There is a need to push positive rewards, not just negative policing.
- It was agreed that the areas (parking and security) are expected to do more with less resources.
- The F&S Division needs to sell its own praises. Greater promotion of good news stories required.
- It was felt that there is a lack of recognition for staff that have done outstanding work.
- Unrealistic workload expectations put on junior staff – resulting in enthusiasm waning and turnover.
- Attendees discussed the need of a bike patrol. This option could ease parking issues and response times.
- It was discussed that the campus and community is steadily growing with more new buildings being established with no matched increase in resources or staff i.e. have to do more with less.
- Increased reliance on electronic systems but when these systems fail it puts a huge strain on the resources. e.g Cardex system.
- It was agreed that staff need to rely on each other. On the ground and in the control room – but there are different views/standards; staff and contractors. It was felt that there is not enough funding for supervisors in general and therefore the contractors are not getting the supervision they need.
- Attendees explained that the security team now have high IT needs. Eg Cardex, CCTV’s, IRIS systems and the workload has significantly increased because of the new systems and the requests that come in via emails, calls and radio.
- It was suggested that the area needs a fulltime administrator - part-time is not enough for the administration support workload.

4. Different ways to be organised
- It was suggested that the structure of the parking office can be better organised in terms of layout and increased storage.

5. Leadership
- Attendees agreed that communication could be improved, and management needs to be aware that there are different effective ways to communicate both up and down.
- It was agreed that email is not the most effective way of communication and staff would actually appreciate more casual one-on-one feedback.
- There were issues raised over promised training never eventuating.
- Attendees felt that performance management and lack of ongoing effective feedback was of concern. It was discussed that this cannot just be through the statement of expectations and more candid feedback conversations are requested.
- Attendees discussed the challenges of holding meetings and keeping the lines of communication open to a group of shift workers. This includes communication between the night shift contractors and day shift staff. It is a problem to get all staff in a room at the same time for a meeting.
- It was felt there is a lack of recognition from higher up.
- There was concern that the ANU security group is seen as a ‘no where to go’ area.

6. Training ideas and Career Development
- It was felt that the leadership team need to demonstrate greater support for training and development and respond by freeing up funds.
- The ability to network and witness other universities and security forces.
- Specific cross cultural training.
- Supervisor’s positions are the way to develop and more up. A recent recruitment round of supervisors resulted in low morale and staff now sceptical. Lack of feedback for those unsuccessful.
- There needs to be a clear progression path to become a supervisor.

7. Clients
- It was felt that clients like to see (and feel more comfortable with) ANU security staff not contractors.
- There was concern that clients have an unrealistic expectation of parking on campus.
8. Do we have a culture of tolerating mistakes?
   - The process for underperformance does exist, but the experience of the process has been cumbersome and time consuming that some staff feel why bother.
   - It is perceived that some people get away with lots of things as the ANU is very nurturing. It was discussed that due to the confidential rules with performance management the team may not actually know that a staff member is actually being performance managed – impact on team work.
   - There was a concern that contractors cannot be performance managed within the ANU processes. For example, when contractors are (very) fatigued and lacking in effective communication and/or training;
   - It was felt that staff be given more defined role statements and clear guidelines on roles and responsibilities.
   - Attendees concurred that there is a need to identify strengths and weakness and management have these addressed.

Meeting was concluded at 11am