

Human Resources Initiatives

At the request of the EOA Co-ordinator and EOS Group in response to issues raised by you; Simon Berry the HR Manager at TRL reports on the Human Resource Management issues to be progressed over the coming weeks.

Aussie Rules is the greatest team game played in this country and I could not help but notice similarities confronting our great game and TRL.

The perennial punching bag of the supporter is the CEO and the Commissioners. Who can resist a comment or three on their:

- Performance
- Focus on the bottom line (\$)
- Lack of consultation with their customer base
- Attitude towards supporting the struggling local teams and
- Strategies to sustain the AFL into the next century?

Any supporter of the game could do a better job of running the game than Ross Oakley. Or could they?

Irrespective of how well managed any line of business is, management will always be subject to close scrutiny. However unlike the AFL, we at TRL have forums such as the Participative Approach and EOS to move forward cognisant of staff opinion and input.

Here in TRL we have a plethora of information from all levels of staff about problems and issues that require attention. How well TRL management deal with the 'people issues' as we move towards the new mode of working is CRITICAL to our future success and viability.

Some of the critical issues identified by the TRL Working Party, Employee Opinion, Management and the Unions are:

- Management Development
- Management Style
- Staff Training & Development
- Career Path Planning & Opportunities
- Job Classification
- Promotions/Higher Duties
- PDR
- Part Time Employment
- Telecommuting
- Study Assistance
- Redundancies
- Staff Allowances.

Many of these issues will be dealt with by the formation of Work Groups (represented by Management, CEPU, CPSU & HR) that will commence in the next few weeks.

HR Policies

As Amanda Jenkins reported in the FIFO issue of 19 April 'Career Issues' are the number one issue for staff. TRL needs to have a consistent approach to the application of HR policies and it is clearly evident that we have problems with uncertainty of policies & inconsistency in the application of policies that result in inequities and poor staff morale within TRL.

My team has commenced compiling the Corporate/ NTG/TRL policies on Staff Movements, Appeals & Reviews, Separations, Employee Complaint Settlement, Study Assistance, Job Classifications & Re-classifications, as an initial document to assist the Work Group in tackling these issues and any other issues that Amanda Jenkins or you can feed into the Work Group.

Work Group nominations will be sought from Management and both Unions during the week commencing 29 May.

Career Structure

Discussions are still continuing between TRL Management and the Unions on how best to tackle the issues associated with the most appropriate career structure/profiles/skill mix for TRL upon translation into our new structure and beyond. However, it is envisaged that a Work Group will be formed in the next two weeks and I should be in a position to advise you of the Group, its representatives and their Terms of Reference in the next newsletter.

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WIN forum: An opportunity to meet other women in NTG

Rye Senjen, from the Artificial Intelligence Systems Section at TRL, went along to the first WIN (Women in Networks) Forum held recently. The topic was self development, and a number of speakers presented their views. In this article Rye describes what she thought of the event.

Human Resources Initiatives (continued)

Training and Development

A Work Group will be formed to develop a Training & Development framework that will identify strategies, action plans and processes to support staff with their career aspirations and to equip management & staff with the necessary skills, values & behaviours to meet the business imperatives of TRL.

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In addition the Work Group will be asked to develop the most appropriate framework

to plan a T&D budget for TRL and the processes (and owners) associated with determining Section/Project/Program requirements and the management of such budgets.

The first meeting is planned for early June.

The CEPU representatives are Rick Coxhill and George Dhosi, the CPSU representatives are Geoff Goode and Kerry Hinton with Management representatives Helen Gillies and myself.

I welcome comment and enquiries on these Work Groups and any other HR issues and can be contacted on (03) 9253 6441.

I look forward to reporting back to you in future FIFOs as these Work Groups progress.

Cheers, Simon Berry

The 23rd of May saw NTG's first WIN (Women in Networks) Self Development Forum. As I arrived I was heartened to see the theaterette slowly filling. TRL women were well represented, of course that's not hard as there are so few of us.

I had not come with any particular expectations, but was soon pleasantly surprised as the morning unfolded. I do not want to go into a detailed description of what each speaker said, except to say that each talk was interesting and inspiring. Instead I would like to report on the key issues that the talks highlighted for me.

Most of all I liked the human (or some might say feminine) touch of each speaker, as they not only talked about 'objective' issues, but put these into a more personal context. Hearing how other women planned their careers and achieved against often large odds was at once humbling and inspiring.

There were plenty of tips too, on how to proceed with one's career planning (goal setting, time management, team support etc.) as well as lessons these women had learned.

Interestingly and positively the women presented having children not as an obstacle to their respective careers, but an important aspect of their lives, that employers must take into account.

None of the speakers had a straight forward career, in the sense of choosing a path and sticking to it. Instead, (and I think that's quite typical for women), the speakers described how they made two or three major career changes during their lives and the positive effects the changes had.

Overall I felt it was time well spent, and I am looking forward to the next forum. Hopefully the next 'forum' will give women more opportunity to do some actual networking, by meeting each other and sharing experiences, rather than just sitting in a theaterette and being talked at.

Nevertheless a beginning has been made. Maybe the women of TRL should start by getting together on a regular basis (working lunch for example).

Rye Senjen, Artificial Intelligence Systems Section, ext. 36109.



Programs - How, What Why and When

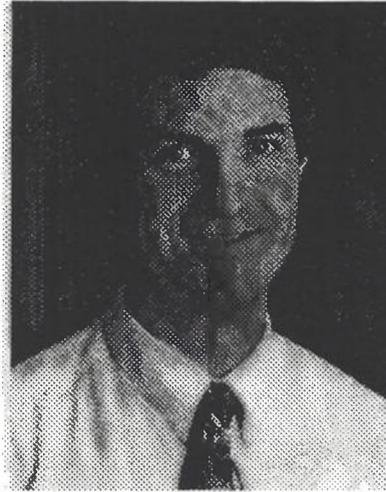
Part 2 - How will they be led ?

Doug Kuhn reports on the progress of the Transition Implementation Team.

The programs for 1995/96 were listed in the previous FIFO. The three largest strategic programs, Broadband Service Delivery, Mobility Services and Systems & Network Integration will each have a full-time leader and new positions are being created for these roles. As these positions report to the Research Director, appointments will be made by the new Director.

The other 18 programs will be led by staff as part of their normal job function and thus, program leaders will be new functions but not be new or additional positions. The Working Party identified the role and responsibilities of a program leader last year and these have recently been revised

and enhanced by the JIT.



Have Your Say - Nothing to Say This Week . . .



If you have a question or an issue you'd like to raise - send it in to FIFO.

We haven't any contributions for this section this issue, but the editorial team would like to encourage you to use this column in future issues!

Now that the programs for 1995/96 have been defined it's possible to determine the appropriate reporting path for each program leader. Factors taken into account when deciding a reporting path of a program leader include: the size of the program, the number of sections involved, the relative contribution of each section involved, the size of the section being managed by the Section Leader to whom the program leader would report, and the number of programs reporting to a particular Section Leader.

For most programs the leader will report to a Section Leader who has a strong interest and involvement in the program. The program leader need not necessarily come from the same section as the Section Leader who is responsible for the program. A small number of program leaders will report to a Branch Manager rather than a Section Leader.

It is planned to seek expressions of interest from across TRL for the people to take on the role of program leader. As the task of program leader will require a mix of leadership, people and technical skills, training will be available for those who take on this challenging role.

For further information, please contact Doug Kuhn on (03) 9253 6655 or Barbara Armstrong on (03) 9253 6269.

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What's in the Next Issue?

In the next issue of FIFO, Amanda Jenkins will present a report on the work she has completed during the last three months as EOA Co-ordinator.

We will also have an article on the Investment in Excellence Program, and the TRLers involved in this valuable initiative.

And much, much more!



From Telecom to Telstra

Alan Mitchell, Manager Corporate ID for TRL provided this article on the transition from Telecom to Telstra.

Effective 1 July 1995, we will complete our Corporate Identity change program by changing our domestic trading name from Telecom Australia to Telstra. We began changing our Corporate Identity back in 1993 when we replaced the old orange roundel and the blue OTC logo with the T symbol. At the same time we changed our legal name to Telstra Corporation Ltd and overseas trading name to Telstra. From 1 July, we will be known as Telstra both at home and overseas.

Rationale Behind the Change

With increasing competition, and deregulation approaching in 1997, we need a name that is distinctive and uniquely ours. A name which can be registered in Australia and in our growing markets overseas. We are increasingly serving the same customers both here and overseas so we need one unique name, that reflects our commitment to grow our international business, our new strategic directions and our involvement in the new age of multi-media services. We are no longer 'just a phone company'.

Timeline for the Change

With domestic preselection being launched and the company being the subject of heightened public attention and awareness, 1993 was not the time to change the company's domestic trading name from Telecom Australia. It was, however, always intended to ultimately trade under one name, and the Telecom and Telstra identities were designed to work together.

Changing the name of an organisation the size of ours does not happen overnight and so the changeover needs to be both gradual and well co-ordinated.

Our customers will really start to notice the name change in our advertising which will change mid June and on their bills which will change from July 1, the 'official' changeover date.

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Allan Mitchell

(Editor's note: Well, actually this is not a picture of Allan - but it looks a lot like him . . .

What Will it Cost?

By gradually implementing the identity change, we will be able to keep the focus 'low key' and incur minimal extra costs. We have deliberately been running down old stocks and supplies for some time. These stocks will be replaced with new ones which carry the new identity as required.

What can you do?

From July 1, we should all answer our 'phones with "Telstra". Use up existing supplies of items like stationery, brochures, products and equipment before producing or using new ones. Uniforms will not need to be changed, but when your new ID card is updated later in the year it will change to Telstra.

If you are involved in the production of material for TRL, you should ensure that you adhere to the new Corporate Identity guidelines.

Any unit which produces material that does not follow the corporate guidelines may be directed to destroy the material and reprint it. The unit will then be liable for the costs incurred so it is vital that the corporate identity is correctly used.

Questions?

If you have any questions regarding corporate ID or the change from Telecom to Telstra, please contact Allan Mitchell on (03) 9253 6200.