

EOA Co-ordinator Activities

Amanda Jenkins has written this piece on her activities as Employee Opinion Action (EOA) Co-ordinator.

EOA Coordinator activities so far:

- Initiated FIFO, fortnightly TRL newsletter. Member of editorial (my specific role is to solicit material for FIFO) and production team.
- Spoke at meetings of sections and TRL groups.
- Collated issues
- Together with the EOS Group prepared report and recommendations (report excerpts indicated by italics):

Recommendation: Communication

"A significant number of TRL staff would like regular briefing (by the Director) on important issues, with explanation of what they mean for TRL, and clearly understandable achievement targets (ie what modifications to people's work will be required to realise these plans). Branch meetings are another forum for senior management plans to be put into the context of the work of the branch and translated into terms meaningful to staff."

Action to date: Re Director of the Laboratories providing info; Noel Teede decided it was more appropriate to wait for the permanent incumbent to do this. I have had a brief preliminary discussion with Graham Shepherd this week to begin to discuss these issues. Will seek feedback from Branch Heads and staff as to whether there has been an opportunity to incorporate discussion of management plans into branch meetings yet.

Recommendations: Career issues

"The EOS group recommends that the TRL Consultative Committee establish a representative working group to work with HR to examine and improve policies and procedures, and their application within the Labs".

Training & Development

"The EOS Group recommends that HR develop, in consultation with a representative steering committee, a Training and Development Framework which will include strategies and processes (including PDR) to identify training needs and coordinate training programs, and ensure a training and development budget is adequate and administered in the most effective way."

Continued over the page.

Extension of time

Amanda Jenkins' time as the EOA Coordinator has been extended.

Amanda's initial 3 month appointment as our Employee Opinion Action Coordinator finished on 5 June. However, since many things remain to be done, including the return of the results from the April survey, the Director has approved the EOS Group's recommendation that Amanda continue in the role for a further period.

During the last 3 months Amanda has visited 37 groups within the Labs to discuss EO issues. These visits, together with pre-existing issues from the last EOS, have raised over 100 matters of concern to staff which have been assembled and correlated under various headings (see MSMail shared folder, EOA/EOS). Using those headings, the EOS Group (Rick Coxhill, CEPU; Peter Ostojic, CPSU; Geoff Mitchell, management rep; and Simon Berry, HR) and Amanda, have identified the process owners and referred many matters to them for resolution. Progress is being reported fortnightly in FIFO, another initiative instigated by Amanda to provide a forum for staff feedback and comments on matters specific to TRL.

Unfortunately, the delays in reshaping TRL have slowed the resolution of EOS issues. However, now that the new Director has arrived things should start to move more rapidly. As a point of focus for staff input, developing and reporting on initiatives specific to TRL, the EOA Coordinator position is expected to remain active for some time yet.

'Signed' The EOS Group.

The FIFO Newsletter

FIFO is a fortnightly newsletter for all TRL staff. It is produced by the Promotion & Communication section at TRL. We welcome your feedback and contributions.

The editorial team consists of Tanya Waterson-Clark, Science Writer (03) 9253 6704 and Amanda Jenkins, Employee Action Co-ordinator (03) 9253 6741. Our offices are on 1/M8.

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EOA Co-ordinator Activities (continued)

Action to date: Training and development, and 'career' issues were also raised as major concerns by the unions in their ratification of the re-structure. Participative groups to examine such issues have been established.

Recommendation: Admin Issues

"Action could involve - establishing channels for providing constructive criticism to help Business Support Office (BSO) lift their game."

Action to date: Still working on this one. Feedback on staff concerns has been provided to Mike Chirgwin (FACS), and Terry Walsh, Simon Wyatt, Terry Dillon (team working on the organisation of General Admin functions in TRL).

Recommendation: Management

"As executive job descriptions and accountabilities for the 'new' TRL are currently being developed, it is an opportune time to acknowledge the following staff feedback and feed it into the development process."

Action to date: It seems that the points raised in the report on this topic have been, broadly speaking, reflected in the new executive job descriptions and accountabilities.

re:- *"Make accountabilities public and provide information on the mechanism by which management is assessed against these accountabilities. Staff are keen to include a component in this assessment which is based on staff assessment of performance."*

Action to date: No response as yet.

- Have spoken to a number of individuals on specific issues - where appropriate, have acted to find and relay information back to them
- Involved in publicising EOS and responding to queries re EOS. Return rate estimate - 60%.

- Provided feedback on staff concerns and issues to the Director of Research and Transition Team.

- Provided input as required to Staff Development & Feedback Scheme /Continuous Development Process (SDFS/CDP) Group.

- With R&IT Staff Comms,

initiated discussions with Noel Teede, HR & Transition Team re piloting the 'Investment in Excellence' (IIE) personal development program in TRL. Currently organising the pilot. (More about this in the next issue of FIFO.)

- To promote increased knowledge of TRL programs, suggested and encouraged Human Factors, Human Communication Section to present details of the Human Factors Program to TRL staff.

As the Human Factors program is contained within the one section, this program is ready for presentation. Other programs are in the process of 'solidifying'.

To Do

- Continue working with the process owners to clarify and resolve (where possible) issues raised by staff.
- Get feedback from the Consultative Committee as to what role they would like the EOS Group and EOA Coordinator to play.
- EOS: There is to be a 'conference' of EOS Co-ordinators, probably in the third week of June to debrief EOS, and provide assistance to Coordinators with preparing results for distribution, and planning the distribution processes.
- EOS results to be released mid July. Results will then be presented to all staff - one (2?) presentation to Clayton staff in the auditorium, separate presentations to remote groups.
- There will be a (corporately) recommended way of addressing results eg focus groups/task forces (along the lines of Continuous Improvement model).
- Evaluation of the IIE pilot.
- Support for the SDFS/CDP group during the process of implementing the schemes, and evaluation of the trials.
- Support for the new joint work groups (ie Career Structure, Training & Development) if required.
- FIFO to be evaluated as a communication tool. A 'comms' audit is relevant to this evaluation (important for understanding alternative means of communication)

- who has a PC
- who has only limited access to a PC
- who has MSmail
- who has access to shared folders
- who has access to WWW (World Wide Web on the Internet)

Information obviously falls through technological 'cracks', I'm not sure anyone knows the dimensions of the cracks.

I don't want to work isolated from your feedback. Let me know your thoughts on the EOA Coordinator position, progress, future activities.

Amanda Jenkins, EOA Coordinator, (03) 9253 6741.

... initiated discussions re piloting the Investment in Excellence personal development program at TRL ...

General Administration at TRL

Terry Walsh sent in this piece on General Administration.

General Administration (GA) came into being as a direct result of the N&TG Blueprint. At the same time, the Regional Human Resources (HR) Services group was established to take care of all HR advisory/staff movements, training and development and compensation and rehabilitation matters, the Personnel Client Service Centre was established to attend to all staff matters, e.g. leave, higher duties, overtime, assistance with studies, etc. and the Finance Client Service Centre was established to centralise the payment of all invoices for goods and services purchased within N&TG.

General Administration (GA) was identified as being those administrative functions not directly aligned to Human Resources or Finance related activities. These administrative functions, as identified, included accommodation, internal communications, fleet administration, finance agent, corporate cards, Cabcharge (taxi vouchers), purchase, petty cash, ID card administration, technical publications/bulk printing service, stationery & office machines, interstate travel, overseas visits and registry (incoming and outgoing mail).

Here at TRL, the GA staff, who are not part of TRL's staff establishment, report directly to the Manager, Group General Administration, Finance and Administration, Business Support Services, N&TG - Michael Long.

The current GA staff at TRL are:
David Clutterbuck, Leesa Fawcett, Rose Fernandes, Ronnie Flanagan, Kathy Kingstone, Sophie Nakulski, Rick Nelson, Steven Mackinnon, Sandra Powe, Maryann Oliver, Sarah Rischitelli, Maree Scott, Cathy Seidl, Joan Simpson, Steven Tarpkos, Chandra Williams, Elinore Williamson and myself, Terry Walsh.

In an effort to better understand the administrative needs of TRL and to enable a smooth transition, in line with the NTG Blueprint, Simon Wyatt, a Project Manager with Group General Administration and myself have recently held discussions with, and made presentations to, many of the management at TRL. In addition, Noel Teede as the Acting Director of Research, seconded Terry Dillon, Branch Admin. Manager for TST, to assist

both Simon and myself to identify all those other administrative tasks which are required here at TRL and that may not be deemed as General Admin.

As a result of the above, it is anticipated that within the next few weeks, the TRL GA Consultative Committee will sit down with a cross section of TRL management and staff to best determine TRL's wider administrative requirements. This Committee currently consists of myself (replacing Erryn Ford), Simon Wyatt, GA management representative, Terry Dillon, as the BAM (Branch Admin Manager) representative (replacing Phil Sweeney), and Ian Moran, as the CPSU representative. I had been the CEPU representative, prior to taking on the role as GA Manager at TRL.

Some minor changes have already been implemented, with the agreement of the GA staff and these include:

- common access to Cabcharge taxi vouchers, regardless of Branch/building,
- the delivery of mail on a building basis, rather than on a Branch basis,
- and soon to follow, the rationalisation of petty cash advances on a building basis,
- and the centralisation of the purchase function to building M8.

For further information, please contact Terry Walsh on (03) 9253 6611.

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Human Factors



Many people around TRL are keen to learn more about what other groups are doing, and in general find out what's going on at the Labs. As an EOA initiative, the Human Factors Group will present details of the Human Factors Program to TRL staff, on 29 June 1995, 11 - 12.00, M8 Auditorium.

Executive job descriptions

Doug Kuhn, Transitions Implementation Manager has sent in this piece.

All current TRL executive positions are affected by the restructure in one way or another. While some of the executive positions already exist in the current structure (for example, Branch Heads and Section Heads), the content and emphasis of most of these jobs will alter significantly because of the introduction of new positions such as the Program Managers and Business Managers. Some will also change because of the merging and splitting of sections and the creation of new branches.

All executive positions ultimately will be affected because of the need to revise the job descriptions to include accountability for the mode of working issues identified by the Working Party. The starting point for the job descriptions was the excellent work done by the Working Party. This needed to be supplemented by more specific details required by the Hay rating system (a system similar to OCR (Occupational Classification Rating) but for executive positions). These additional details included dimensions of the job, numbers of staff, budget, key challenges of the job, key working relationships, and knowledge, skills and experience required. The current executive job descriptions were of little help.

We expanded the Telstra list of Key Management Behaviours (against which managers are assessed) to include some additional behaviours which "are considered as crucial behaviours to this TRL management position."

To date the following job descriptions have been written:

General Manager for each of the two technical branches, General Manager - Business Development, General Manager - Strategy, Program Managers for the Broadband, SANI and Mobility programs, Executive level Section Leaders, Business Managers for CI&E, C&C and NTG.

These have been checked and edited by your representatives on the Joint Implementation Team and have been sent to Corporate HR to be rated. At the time of writing this article no reply has been received. When the job descriptions are finalised they will be made available to all TRL staff.

Other executive positions within TRL will need to be re-written to make them consistent with those listed above.

The accountabilities in the executive job descriptions provide a framework for the development of more detailed and specific accountabilities which are written and agreed on a regular basis by the appointee and their manager.

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Have your say

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

John Hollow has sent us this piece on the feasibility of doing away with the hard copy version of FIFO and transmitting it electronically.

As the Manager of Computer Facilities and Networks, the group responsible for the computer infrastructure, I would state that the computer network still has a long way to go to providing easy, friendly UNIVERSAL access to such documents electronically.

Until our group is resourced better, or there is a radical drop in the diversity of platforms and configurations of computers and a radical improvement in the knowledge of use of such technology and a radical improvement in the coverage level (i.e. all computers fully configured with the required software, tested, and suitable for non-experts) then paper versions are needed.

Conclusions:

- One option would be to provide BOTH electronic and paper (this is probably the best option).
- it is NOT currently feasible to drop the paper version because only say 40% of TRL staff would cope properly with the electronic version.

John Hollow