

# Efficiency and Effectiveness Review

*Simon Berry reports on the Efficiency and Effectiveness (E&E) Review.*

Articles on the Telstra Support Function Effectiveness and Efficiency Review have appeared in *Our Future* and other publications over the last few months. However I'm sure most TRLers have only a scant understanding of what the Review means to us at TRL.

The Review will see functions and staff in TRL that are not directly part of our core business 'peeled' out of TRL and placed under Telstra Function Managers.

The E&E Steering Committee have identified 15 broad functions that will move from Business Unit line control. These categories are: Audit, Corporate Affairs, Finance, Fleet, General Administration, Human Resources, Internal Communications, Learning, Legal, Marketing, Materials, Planning, Property, Security and Travel.

Line Managers will have responsibility for specifying the quantity and the quality of service delivered by the Support Functions. Function Managers will be responsible for how Support Function services are delivered and will be responsible for the delivery of the quantity and quality of service required by Line Managers, in the most effective and efficient manner. The Function Manager will have control and accountability for all staff (and budgets) involved in the delivery of the Support Functions.

The E&E Steering Committee has established a Telstra wide 'Resources Identification & Analysis Team' to facilitate the staff and budget peel out process. Mike Chirgwin and I have been nominated to work with the RIA Team to assist TRL management to identify staff performing support functions and define them into the 15 generic support areas.

The 1st of October 1995 has been set as the effective date for the transfer of line control and the institution of budgets for the remainder of the financial year, recut along support function lines.

As more information on this exercise is provided to me I'll keep you informed of developments

This review may seem like 'deja vu' of the

NTG blueprint only on a grander scale. One hopes that it is managed and implemented in a manner that provides an optimum service to the line, and is cognisant of, and sensitive to, the staff involved.

## Senior Officers Agreement

*Simon Berry sent us this piece on the Senior Officers Agreement.*

Members of the 'Senior Officers' negotiating team (Michelle Bisset from CPSU, Noel Bretag from CEPU and Bob MacKenzie and Stuart O'Keefe from Corporate HR) conducted briefings on the 'Senior Officers Agreement' in Melbourne on 20 July 1995.

Although it has taken nearly two years for the team to agree on the Seniors, the Agreement is still in 'draft' form to allow the Unions to present it for membership comment and endorsement. Once membership sign off has occurred the Agreement can be ratified by the Industrial Relations Commission.

The Agreement provides the opportunity for management to create Senior Officer Grade 7 positions ONLY within the job families of 'Project Management', 'Product Management' and 'IT Specialist'. The Senior Officer Grade 7 level is pitched between the upper PTTO and Professional Grades and the Executive structure and staff will be appointed as Seniors (with Award and General Conditions of Service provisions). Telstra will undertake annual market surveys which determine the base salary 'envelope' that all Seniors will be paid with the payment of bonuses linked to individual performance.

A rigid process will be introduced to ensure consistency across Telstra with regard to the creation of these positions. Joint Telstra/ Unions Review Teams have developed Benchmarks for each of the job families.

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# Training and Development

*Simon Berry reports on some HR and staffing initiatives of interest to TRLers.*

Since alerting you to the impending formation of the TRL Training and Development Work Group, in the FIFO issue of 31 May, the Group has now met on five occasions.

The Group comprises representatives from the CEPU (George Dhosi and Rick Coxhill), the CPSU (Geoff Goode and Kerry Hinton, with Martin Kibel representing them at the last two meetings) with Bob Warfield, Anita Dammary from ITG HR (Helen Gillies' proxy while Helen is on LSL), and myself representing TRL management.

The Work Group spent the first three meetings gaining an understanding of the current processes operating within TRL in regard to the management of training and development (T&D), business planning and the training budget, and we have considered our Terms of Reference at the last two meetings.

We have set a timeframe of the end of September 1995 to develop a set of recommendations for adoption and implementation by management. As we have set ourselves a wide range of issues to consider we will be eliciting your views and ideas, during the life of the Work Group, through the running of some staff forums.

Although our Terms of Reference are still in draft form, I wanted to take this opportunity to allow you to view them, so you have an understanding of the issues to be addressed.

## Draft Terms of Reference

### Goal

As required to meet Telstra's business imperatives develop and recommend an effective Training and Development strategy for TRL.

### Scope

The recommendations outlined in this document apply throughout TRL. Implementation of the recommendations is outside the scope of this Work Group. The recommendations will be submitted for consideration to the TRL CC and for approval and implementation to RLC.

The Work Group will seek input from all TRL staff. Issues such as, promotion, discipline, and staff assessment will not be part of the scope of this Work Group. The time frame for the Work Group is 29 September 1995.

### Processes

Examine the use of T&D within TRL. This will include:

- \* Gaining an understanding of the current processes operating within TRL, such as business planning, budgeting, and management of T&D plans.
- \* Consideration & use of the issues raised by the staff during the staff input process.
- \* Examination of the T&D available from Telstra Learning, available externally, and developed internally by Branches of TRL

Develop the measurement criteria & processes to achieve the goal, which will include the following:

- 1 The development of an effective means of two-way communication to staff on T&D, including Team Brief, E-mail.
- 2 Identification of the importance and commitment to T&D within TRL.
- 3 T&D as a standing agenda item at TRL CC meetings.

### Deliverables

A report that will address:

- 1 The Work Group objectives.
- 2 The needs for T&D in TRL.
- 3 How to encourage and support employees in developing to their full potential.
- 4 The running of T&D forums, or other 'information gathering' processes available to all staff, for their input.
- 5 A documented process for the development, introduction & maintenance of T&D plans for TRL Branches, taking into account the budgeting & resourcing requirements necessary for the success of the T&D plans.
- 6 An ongoing communication process to inform staff on the development & application of T&D programmes within TRL.
- 7 The use of SMS & MANTIS (with input from staff), to support effectively TRL's T&D requirements.

Continued on the next page.

*... we will be eliciting your views and ideas, during the life of the Work Group, through the running of some staff forums ...*



# Career Working Group Begins

## Training and Development (continued)

- 8 A recommendation regarding career management for all career streams in TRL.
- 9 The need for a management development program(s), which address TRL's specific management development needs.
- 10 A recommendation of T&D 'solutions' which encompasses alternative learning methodologies in addition to traditional classroom training, (e.g. job rotation, secondment, coaching, mentoring, multimedia self-paced learning), and which addresses both technical and personal development needs of TRL staff.

### Desired impact

TRL Consultative Committee's consideration of the recommendations of the Report, and full endorsement/support for the commencement of implementation of these recommendations.

The Work Group welcome comments and enquiries from you. Please stay tuned for further announcements, in particular on the running of the staff forums.

If TRL wants to introduce Senior Officer

## Senior Officers Agreement (continued)

positions, we are required to prepare 'real' Job Descriptions that would be submitted to a 'Cross Business Unit' panel for their consideration and grading.

It cannot be anticipated that all Project Managers will be upgraded, and staff will not be automatically translated, as normal Selection Processes will apply.

It is envisaged that in time the Senior Officers Agreement will be expanded to include other Grades and job families, however, the introduction of the Seniors career stream into TRL will require consideration by the TRL Council.

The level of attendance at the briefings surprised the organisers and after standing for two hours, I was advised that they had run out of handouts! I have requested a copy of the Agreement and upon receipt I will issue copies to Managers for circulation.

*This piece is from Doug Kuhn, Transition Manager.*

A Career Working Group (WG) has been formed to consider career-related issues at TRL and met for the first time on Friday July 14th.

Representatives on the WG are Bob Owers and Shane Peacock from the CEPU, Peter Ostojic and Martyn Kibel from the CPSU, Simon Berry from HR and Doug Kuhn from management. At the inaugural meeting Dan Cerchi was also present and Amanda Jenkins was invited to present a summary of career issues identified by the EOS initiatives. This WG complements a Training and Development WG that has been meeting regularly in recent months.

The approach will be staged, and in Phase 1 career issues arising out of the restructure are being considered. There are concerns about some roles disappearing and responsibilities changing significantly with the migration to a matrix mode of working. This has created a number of anomalies that need to be addressed and resolved. This phase is due for completion at the end of August.

In Phase 2 longer-term issues will be considered including the promotion / reclassification process and how it is applied, the possible introduction of new classifications such as Seniors and IT grades, gender and cultural inhibitors to advancement, the balance of people across different levels within TRL and how that compares with Telstra and, how to achieve the required skill mix at TRL. This stage will begin after the completion of Phase 1 and is expected to be completed by February 96.

I am sure that all of the WG members mentioned above would welcome any ideas, comments or suggestions so please feel free to contact them.

Doug Kuhn



*... there are concerns about some roles disappearing and responsibilities changing significantly ...*

# Employee Opinion Survey Return Rates

## TRL EOS Return Rate - 72%

The corporate return rate was 61.25%, so TRL is well above average. For your information here's how TRL compared with the rest of NTG.

|                                 |            |
|---------------------------------|------------|
| <b>Network Technology Group</b> | <b>59%</b> |
| Interconnect Unit               | 88%        |
| Information Technology Group    | 80%        |
| <b>Research Unit</b>            | <b>72%</b> |
| NTG Group Human Resources       | 71%        |
| Business Support Services       | 66%        |
| Network Products                | 54%        |
| NTG Other Head Office Units     | 32%        |

The breakdown of the TRL EOS return rate follows.

The results of the 1995 Employee Opinion Survey (EOS) will be available in early August. A briefing on TRL EOS results will be conducted by Alan Bedford (Group Manager - HR Work Systems Unit) and Gary Berger from ISR (the company contracted to process EOS results).

The briefing session will last two hours and focus on TRL results in the 1995 survey and compare these with the 1994 results.

The tentative date for presenting TRL results is Monday 7th August, 1995. Details of the presentation will be provided closer to the date.

## Meet TRL's new receptionist

My full name is Nicola Lane and I am working with Telstra for approximately another 6 weeks as a temporary receptionist.

I am 26 years old and originally from Christchurch, New Zealand. I moved to Australia in 1976, so I have definitely lost most of my kiwi accent, with exception of a few words, "fish and chips".

I enjoy sleeping in, chocolate, dancing, sketching, painting, I love animals, listening to a wide range of music, photography, going out for dinner and socialising with family & friends.

## 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 on (03) 9253 6741. Our offices are on 1/M8.



## Have your say

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

In this issue, Allan Mitchell, Manager of the Promotion & Communication Section, answers some questions that have come in to FIFO.

*Too many non-important visitor tours of the Labs are run (e.g. school groups).*

The Promotion & Communication Section (P&C) co-ordinates the visits program at the Labs.

We limit the number of school visits to four per year, and these are organised through a company called Knowbiz.

We are also taking steps to try to combine the smaller groups of Telstra visitors to lessen the impact on the 'real' workers at TRL.

In the last 12 months the number of visits to the Labs has increased from 101 per year to 165 per year.

We do knock back visits - otherwise we would be overrun. We don't think that we run any unimportant visits.

*Let staff know about visitor tours so they can participate and learn from them.*

While we try to involve appropriate presenters, and we often call on people outside P&C to help conduct visits - we also try to run them with a minimum of fuss and disruption to the business of TRL.

From this week, a schedule of expected visitors to TRL for each week, will be distributed to all Section Heads in TRL.

*On-line access by all staff to the RLR index would be useful.*

The NIRC and P&C are currently working on restoring and making available a list of all publications from TRL. We hope that this will be available soon.



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