

JUNE 1989

TELECOM

news



DOING IT BETTER

—

TELECOM'S MISSION STATEMENT

—

SPECIAL
EDITION



The New Telecom	2
The New Telecom- One Year On	3
How we have changed- The New Board	4
The Mission Statement and Corporate Plan	6
The Mission Statement	7
Vision	8
Values	9
What is the purpose of the Mission Statement	10
Our Changing Environment ..	12
Personal Statement from Mel Ward	14
Personal Statement from AlexMorokoff	15
Personal Statement from Doug Campbell.....	15

Issued by: Staff Communications

Corporate Communications Directorate

16th Floor, 199 William Street,

Melbourne, Victoria, 3000.



THE NEW TELECOM

On July 1, 1988 Telecom underwent the most significant changes since its inception.

Those changes affected not only the structure of our organisation but also our culture and philosophy.

In the past, we provided a telephone service.

Today, we not only provide the people of Australia with a telephone service but we also provide them with the opportunity to dial to the other side of the world from the comfort of their car or to transmit written messages with electronic mailing systems and a host of other services which link Australians instantly with people, information and images anywhere in the world.

Today, we are a government business enterprise that operates in an environment characterised by continuous change and our planning must take that into account.



THE NEW TELECOM ONE YEAR ON

On July 1, 1989 we will adopt our Mission Statement - the statement which will guide us in all our activities in this new environment.

The Mission Statement will provide a framework for clear corporate and business objectives for every area of Telecom. It is a living document and a means by which all of us can share a common commitment; the commitment to make Telecom into the most respected enterprise in Australia.

The Mission Statement has been prepared to reflect the demand for accountability and performance that all organisations are now facing.

As a business that impacts on every Australian, Telecom must ensure that it can meet the demands for change and growth.

The last year has seen an impressive commitment by Telecom people to this vision. The Mission Statement will formalise this vision and offer the means for every one of us to play a vital role in the new Telecom.

HOW WE HAVE CHANGED - THE NEW BOARD

The changes at Telecom have affected all levels. We are no longer a statutory authority with a Board of Commissioners but a Corporation with a new Corporate Board managing a Government business enterprise.

The Board is responsible for the development of the objectives, policies and strategies of Telecom and the decisions they make will impact on the way all of us work.

The appointment of this commercially oriented Board provides the opportunity for the Board and Telecom management to work together in reinforcing the changes that have already taken place and in meeting the challenges of the future.



Telecom's Managing Director, Mel Ward with Alex Morokoff, Chairman of the Australian Telecommunications Corporation Board and Doug Campbell, our new Deputy Managing Director.

The new Board is:

ALEX MOROKOFF, Chairman of the Australian Telecommunications Corporation Board.

BILL DIX is the Managing Director of Ford Australia, Deputy Chairman of our Board and Chairman of its Finance Committee.

MARGARET JACKSON is a chartered Accountant and Chairman of Nelson Parkhill B.D.O. Services. She is also Convener of our Audit Committee.

ELIZABETH BRYAN is General Manager of the Investment Division of the Australian Industry Development Corporation.

GRAHAM EVANS is the Secretary of the Department of Transport and Communications.

BILL MANSFIELD is the Assistant Secretary of the ACTU and a former Secretary of the ATEA.

ALAN WOODS was until recently the Secretary of the Department of Defence. He is Convener of our Corporate Committee.

NEIL INALL is a well known television presenter and a partner in Cox Inall and Associates, the Rural Communications Company.

MEL WARD, as we all know, is the Managing Director and Chief Executive of Telecom. He is also a member of the Board.

The Board will meet on a monthly basis and has already started the detailed planning that is required for Telecom's future.



THE MISSION STATEMENT AND CORPORATE PLAN

The key tool in the new orientation of Telecom is the Mission Statement. This provides the framework for the Corporate Plan which sets out our major initiatives and goals for the next three years.

The Corporate Plan is Telecom's agreement with the Government about where the business is heading and the way in which we will get there.

It is also our blueprint for the future.

The major thrust of the new Telecom is that customers come first. We are determined to improve the quality of our service to customers, wherever and wherever they might be.

Every person within Telecom can play a part by making a personal commitment to improve

the service they offer to their customers. Quality of service is the number one priority for all of us in the years ahead.

To ensure that all of us have the means to improve our quality of service, there are a number of vital steps that must be taken.

We must continue, and where possible speed up, the modernisation of the network.

We must provide for the growth of the network.

We must create new strategic and commercial business opportunities.

We must ensure that all our resources are effectively managed.

The Mission Statement will provide the framework to allow this to happen.

But, while the Mission Statement provides the framework, it is us, the people of Telecom who will make it happen. It is our individual personal commitment to the vision of a better Telecom that will ensure we reach our goals.



THE MISSION STATEMENT

Telecom Australia is a major public enterprise, committed to excellence, and to winning the benefits of an expanding world of communications and information services, for all Australians.

Our customers come first. We are dedicated to providing world-class telecommunications services affordably and equitably, to fulfill their needs.

Our people make this possible, through an acceptance of individual responsibility and accountability, and through co-operation and teamwork.

Our business success is the key to our future. Our aim is to operate profitably, but with full recognition of our vital social role, and to be measured as one of the most efficient and effective telecommunications companies in the world.



VISION

Telecom will be an excellent Australian enterprise which services its customers in an effective, entrepreneurial and caring way;

We will be an internationally competitive company providing Australia - and Australians - with the benefits of communications, information services and technical innovation.

We will:

Recognise that Telecom's business ranges from core network services to highly competitive markets in all the rapidly expanding world of communication and information services;

Operate as ONE TELECOM by managing our diverse business with the operating styles and practices necessary to meet the differing needs of different customers and to achieve business success.



VALUES

WE WILL ACHIEVE THIS MISSION BY FOCUSING ON THREE CORE VALUES:

CUSTOMERS COME FIRST

We will be customer driven in developing and delivering world standard communication solutions for our diverse customer groups.

- Provide quality, timely and caring service for our customers;
- Efficiently and effectively build today's - and tomorrow's - quality telecommunications networks for the benefit of Australia and all Australians.
- Develop and deliver in Australia, and overseas, profitable products and services based on Telecom's strengths.

OUR PEOPLE MAKE IT POSSIBLE

Through leadership the Board and Management will create a working environment in which our people:

- Make decisions;
- Understand and manage the risks in making those decisions;
- Accept responsibility;
- Are accountable for their results.

We will positively encourage and recognise the contribution of Telecom's people and be committed to the continuing development and training of staff essential to achieving these objectives

BUSINESS SUCCESS BUILDS OUR FUTURE

We will continually strive to improve our business performance.

We will:

- Generate a commercial return on the assets invested in our business;
- Ensure that our business thrusts consistently support the social goals set by government;
- Promote business growth and expansion based on customer-driven quality, cost-effectiveness and the innovative application of technology and skills.

Telecom will always conduct its business ethically and in line with the best commercial practices.

WHAT IS THE PURPOSE OF THE MISSION STATEMENT?

The Mission Statement provides the strategy for the improvement of all services offered by Telecom.

It applies to everyone within Telecom and it is only through the personal commitment of each of us that it will be a success.

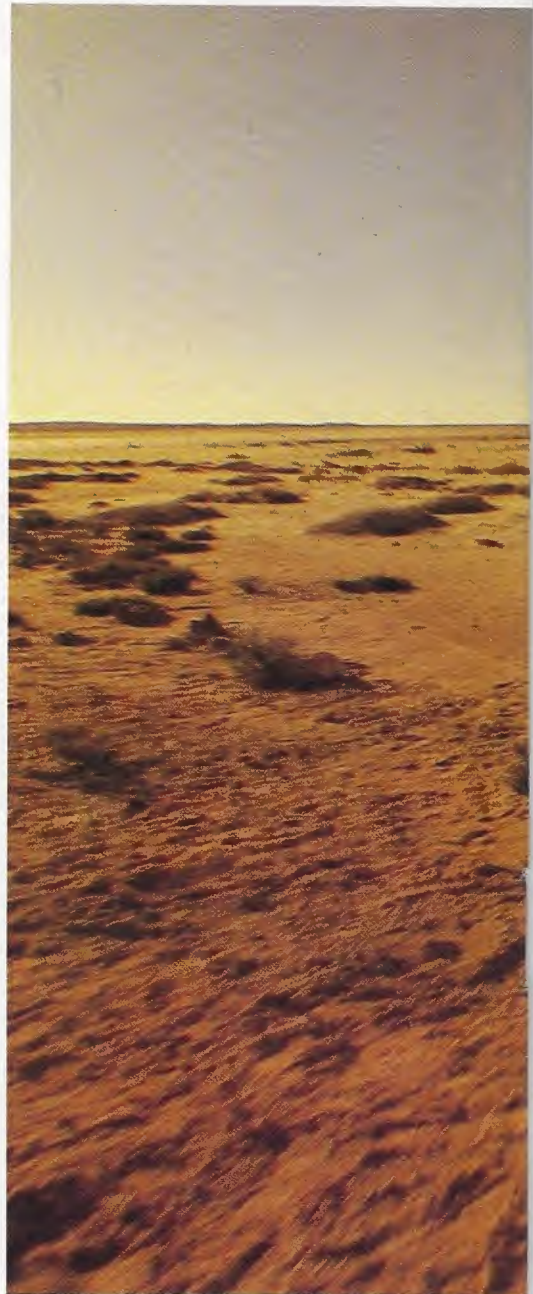
The Mission Statement is about

Improving our performance to customers.

Improving leadership of our people.

Improving business performance.

It means that each of us will be able to play a part in this improvement and that we will be assisted in doing so by the management of Telecom who have each made their personal commitment to this Mission Statement.







OUR CHANGING ENVIRONMENT

There was a time when Telecom was run by engineers, and some may say, for engineers. We were organised by functions and administered by state boundaries. The system was bureaucratic and inflexible.

That is no longer the case. For the past year we have been operating as the new Telecom, with four major operating Divisions reflecting our customer sectors.

Today we aim to provide a service that is driven by the needs of the customer and the structure reflects that commitment.

The new Telecom is no longer sheltered from the real world by the government's protective arm. In our new environment we must always look for the better way to do the job or the new idea that will carry us to a better service.

During the past year the people of Telecom have shown that they have the initiative and ability to work together to provide a better service to our customers.

The Mission Statement is the next step in the drive to deliver that service.



PERSONAL STATEMENT FROM MEL WARD

One of the challenges that Telecom faced was to find the best people available to lead and manage the organization on a day to day basis.

Mel Ward was selected as the most experienced person to take on the challenging role of Managing Director, whilst Doug Campbell was selected for the wealth of experience he could bring to the position of Deputy Managing Director.

For this special edition of Telecom News, Mel Ward talks to us about his personal vision for a Telecom that is finely tuned to the needs of all its customers.

“Each of us at Telecom has faced challenges in recent years as we have moved from being a government department to a government business organization with accountability to the government and the wider community.

“There are still many challenges ahead of us, and July 1, 1989 represents a major step forward for Telecom.

“On this date we will formally adopt the Mission Statement, outlined in this special edition of Telecom News.

“This is our statement about the overall direction that Telecom will take in the coming years. It provides the framework for the making of policies and the setting of objectives. Importantly, it is not a static document but a living statement that will allow us to meet the challenges of the future.

“I believe that each one of us has a vital role to

play in making sure that Telecom succeeds as a government business enterprise in the coming years.

“We must consistently strive to work as one body towards the common goal of providing a better service for all of our customers.

“The past twelve months have seen remarkable commitment by everyone at Telecom and I firmly believe that it is this unified approach that has enabled us to meet the challenges presented to us.

“However, the one thing that we can be sure of in the coming months is that there are more challenges around the corner.

It is up to each of us to ensure that we can meet them.

“The management of Telecom have recognised that an integral part of improving our services to customers is improving our commitment to the training and development of our people. We will positively encourage and recognise the contribution of our people to the achievement of our objectives.

“The details of the Mission Statement are outlined elsewhere in this special edition of Telecom News and I urge you to pay particular attention to these pages.

“The Mission Statement is not only the working document for Telecom as an organization, it is also a blueprint for the future for all Telecom people.



”

PERSONAL STATEMENT FROM ALEX MOROKOFF



The future of Telecom Australia lies in a commitment from every one of us to provide a better service.

Here the Chairman of our Board, Alex Morokoff, talks to Telecom News about the Mission Statement and what it means to him.

“I’m sure that over the past twelve months each of you have been aware of a new sense of direction in Telecom, coupled with a commitment to improve the level of service that we offer to all of our customers.

“I am pleased to be able to say to you that the new Board of Telecom firmly believes that each of us can play a key role in a new and better Telecom.

“Our job is to position Telecom as a world class telecommunications company in an environment that will continue to change at a rapid pace.

“The Board has strong management expertise and with your commitment can bring to reality the vision of a Telecom that is geared to the needs of our customers, not just in words but in deeds.

“The simple message is quality of service and this means service to all our customers, wherever and whoever they might be.”

PERSONAL STATEMENT FROM DOUG CAMPBELL



This is really the first opportunity there has been of introducing our new Deputy Managing Director, Doug Campbell. We are sure that you will be seeing a lot more of him. Doug states:-

“It is particularly important to me that Telecom is committed to being a world class organisation, as I have come to Australia from Canada and I know that Telecom is already ranked amongst the best on a world wide standard.

“I firmly believe that we can retain and improve that standing so that Telecom will be judged as second to none.

“Our Mission Statement is the key to our success and I know that it can give each of us the direction to improve the service we offer to all of our customers.

“I believe that we can do better than better; I believe that we can be the best. Each of us has a part to play in making Telecom the best telecommunications company in the world. I give you my commitment that this is my aim.”