

## Albury Wodonga Health: Facilities & Maintenance Services Restructure

Dear Member,

Attached is correspondence the HSU has received from Albury Wodonga Health regarding a proposed restructure to Facilities & Maintenance Services.

### Member feedback requested

The HSU industrial team is currently reviewing the potential impacts of the proposed restructure upon affected employees. We are now seeking feedback, views and comments from our members.

Please review the attached documentation and provide comment and feedback by 5 April 2019. You can submit it by email to [luke.maroney@hsu.asn.au](mailto:luke.maroney@hsu.asn.au) with subject line *AWH Facilities & Maintenance*.

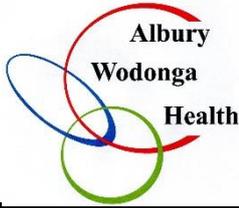
**Not a member of the HSU? Now is time to join and have your say! You can join online at [www.hsu.asn.au/join](http://www.hsu.asn.au/join) or call 1300 HSU NSW and join over the phone.**

A union's effectiveness and negotiation power depends upon the strength and density of its membership base. Join your work colleagues today by becoming a member of the Health Services Union and help us continue to protect and improve your working life.

In unity,



Gerard Hayes  
Secretary, HSU NSW/ACT/QLD



# CHANGE IMPACT STATEMENT

<b>CAMPUS:</b>	Cross Campus
<b>DEPARTMENT:</b> <i>(if applicable)</i>	Infrastructure (Facilities & Maintenance Services)
<b>OPROGRAM:</b> <i>(if applicable)</i>	

## 1. Brief Description of Change Proposal:

Creation of the cross-border Albury Wodonga Health (AWH) Service in 2009 provided an opportunity to amalgamate the pre-existing and separate Albury and Wodonga Engineering teams. Since 2009 continual review of the engineering teams identified a number of efficiencies that could be gained through rationalising the management and trade structures, ultimately resulting in the recent formation of the Facilities & Maintenance Services (F&MS) team. That said, elements of the pre-existing engineering structure and culture remain, being the location and duties of the Administration Officer at Wodonga and a Wodonga centric trade team. Those remaining elements contribute to confusion, duplication of effort and communication issues that ultimately affect the efficiency of the F&MS team.

Following on from the amalgamation 'Infrastructure' aims to create further efficiencies by embedding Asset Management and condition based maintenance practices along the lines of ISO55000 guidelines, maximising the use of technology to facilitate 'self supervised' trade staff and establishing sound service level agreements and contracts. These changes will impact on the specific duties of supervisory and administration staff.

However, it is recognised that proposed changes to F&MS services delivery across the campuses can only be implemented via an agile and flexible trade team. Consequently, this change proposal has also considered the trade team balance and its suitability for the future direction of F&MS.

The thrust of this change proposal will be to modify the roles and responsibilities as briefly detailed in the following paragraphs:

### 1. Administrative Officer Positions

Review of the current PDs of the existing Administration Officers identified tasks that are not administrative in nature and cross into the technical management and asset planning roles. By removing those tasks capacity is created to accept the new challenges of improved administration support, reporting and customer satisfaction functions. Tasks to be removed are, in broad terms, as follows:

- Contractor liaison and contract management are more appropriate in the Planner and Assistant Manager roles.
- The chemical register requirement also sits in part with the Planner and management team and the Emergency Coordinator (which is an established position external to F&MS).
- Updating the assets and maintenance contracts sits with the Planner.

Importantly, the changes to the role of the existing Administration Officers will reduce duplication and will amalgamate two positions into one. This amalgamation will free up one FTE position.

This change proposal will create a 'Systems, Improvement & Client Services Officer – F&MS' position that is focused on three key result areas being improved and consistent administrative support to the technical team, improved reporting and improved customer satisfaction.

## **2. Maintenance Supervisor Engineering**

To support the transformation from reactive to planned maintenance this change proposal will also modify the existing Maintenance Supervisor Engineering position to decrease the level of trade supervision and replace that component of work with increased focus on Asset Management, maintenance planning, contractor management systems and compliance monitoring.

## **3. Carpenter Position**

The change proposal will abolish the current Carpenter FTE position and create a new FTE Trades Assistant position.

## **2. Current Situation:**

### **1. Administration Officers**

The Position Description (PD) for the Administration Officers has departed from traditional administration duties to include elements of asset management and trade and contractor liaison that would normally sit with qualified and experienced trade coordinators. Further, the reduced size of the Wodonga team places the incumbent in a difficult position of being a direct conduit to the client groups regarding tasks and priorities. Consequently, the current incumbent at Wodonga is drawn into client and trade related issues and prioritising, sometimes in conflict with what has been planned by the Albury based trade supervisors and managers. This situation leads to uncertainty and conflict.

The site arrival of contractors includes reception tasks though mostly the issuing of passes and keys which generally requires the presence of administrative staff, at times due to other areas of concentration the Wodonga Administration Officer may not always be at the desk and as such the reception activities are inefficient.

It is anticipated that centralised administration support from the Albury site will negate the conflict and confusion currently experienced across the two sites. Equally, by paring back the trade related and reception duties opportunities exist to replace those duties with duties that directly support the strategic direction of the Infrastructure team. The proposed organisational structure and PD reflect the above issues and strategies.

### **2. Maintenance Supervisor Engineering**

This supervisory position has evolved over recent years in response to changes in the management structure, including vacancies in management positions, and a shifting of roles and responsibilities as the pre-existing engineering group transformed into the current F&MS model. Changes to the Work Order management system (BEIMS) and the profile of the F&MS trade group, including the contractor to internal trade balance, have also influenced the role of the position. Importantly, the actual tasks currently undertaken by the incumbent have evolved from short term influences rather than a considered change. The result is that the existing PD does not reflect the actual requirements of the role, resulting in the incumbent being uncertain of their role, responsibilities and authority.

### 3. Trade Team Balance

A significant advantage of a small internal trade team is that the team is agile and can quickly respond to critical issues. However, as planned maintenance strategies are adopted there is a reduction in reactive maintenance, ultimately affecting the balance between internal trade staff to external contractors. Over recent years the internal trade team numbers have reduced in response to the shift in maintenance philosophy and practices. The remaining small team includes licenced trade staff though the team's effectiveness is impacted if tasks requiring several people to attend result in licenced trade staff undertaking low level support activities.

Populating the team with a Trade Assistant to undertake the low level support activities will release licenced trade staff to appropriate level tasks.

### 3. Proposed Situation:

It is proposed that F&MS move further toward the Planned Maintenance philosophy which dramatically changes the way in which the trade team, Administration, maintenance supervisor and the management team conduct their business. Key changes are as follows:

#### **Planned Maintenance:**

F&MS will focus on planned maintenance and long term sustainability of assets, which introduces new concepts of condition assessments, life cycle costing and development of five, 10 and 30 year Asset Management Plans. The planned approach requires a resource and processes capable of undertaking or conversely coordinating the condition assessments.

#### **Compliance:**

F&MS will ensure compliance requirements are met through accurate registers, monitoring of contractor performance and audits on specific risk areas.

#### **Improved Data Collection and Analysis:**

To ensure that F&MS targets are being met it is important to gather data and present performance reports. These reports will include aged work orders, available hours, KPI targets on completion. Reports will also be required for organisational purposes such as mandatory training, leave commitments and licencing and training.

#### **Single Point of Contact:**

To create capability in the Planner and management areas a single point of contact will be created to screen emails and calls to reduce the many distracting contacts currently made to the Planner, management and trade teams. This will allow them to remain focussed on the technical priorities.

#### **Customer Service Focus:**

F&MS will introduce a culture of Customer Service which in its mature form will ensure timely responses, better communicate status and risks regarding service delivery and monitor complaints and act on the root causes of the complaints.

**Team Agility:**

It is proposed that the trade team will be centred at Albury and will undertake tasks in a mobile 'self-supervised' manner via the improved task detail, better communication and use of electronic tools available. A similar approach will be taken with contractors. The mobile trade team will not require on-site administration support at every site including Wodonga. To achieve a more mobile team the team balance will be modified to introduce a Trades Assistant thus reducing the demand of low level tasks on the licenced trade team. Review of the tasks undertaken by the Carpenter indicate the tasks to be predominantly unlicensed work and the few licenced tasks can be undertaken by external parties. This position lends itself to be converted to a Trade Assistant role.

**Contracts and Contractor Management:**

F&MS will create panels of contractors to allow greater flexibility in contractor management and improve response to times. The contractor panels will generally be managed by a new Planner position.

**Use of Technology:**

F&MS is increasing its use of technology including the remote work requests and contractor management systems and will also incorporate electronic sign-in/sign-out, programmable key boxes and access to service documents through supplier portals. These initiatives will reduce the requirement for a presence at the reception counters.

**Continuous Improvement:**

F&MS will implement a culture of continuous improvement by identifying wastage and duplication and implementing improvement projects in a structured manner.

**4. Benefits and Cost Savings of Proposed Change:**

The organisational benefits are as follows:

- Position Descriptions will match the needs of the organisation and needs of the individuals
- Planned Maintenance tasks, most of which are compliance related, will receive appropriate priority
- Duplication of administrative services will be negated
- The trade and contractor support teams will be more planned and mobile
- The contractor management system will improve
- Campus knowledge will be spread across a wider group
- One FTE will be released
- One FTE will be reduced in level

**5. Effects of Change Proposal on Staff in your Department (include aspects such as EFT numbers, shift / penalty rate changes, location changes, etc. Also attach a listing of actual staff that will be affected).**

The proposed change will have the following effects:

- The two current Administration Officer positions will be reviewed post consultation and may be considered excess as per the guidelines in the Managing Excess Staff of the NSW Health Service Policy Directive, link: [https://www1.health.nsw.gov.au/pds/ActivePDSDocuments/PD2012\\_021.pdf](https://www1.health.nsw.gov.au/pds/ActivePDSDocuments/PD2012_021.pdf)

- The new position of 'Systems, Improvement & Client Services Officer – F&MS' will be created to support the strategic objectives of the recently formed Facilities & Maintenance Services (F&MS) team.
- An external and merit based recruitment process will be commenced to recruit to the new position of Systems, Improvement & Client Services Officer – F&MS.
- Modify the existing Maintenance Supervisor Engineering PD to reflect the revised roles and responsibilities.
- Centralise the trade team at Albury.
- Abolish the Carpenter position and create a new FTE Trades Assistant.
- Create an improved contractor management system and establish panels of external contractors.
- Improve focus on compliance activities and the monitoring and reporting on those activities.

#### **6. Will Staff have to be Retrained to Achieve Proposal?**

There is potential to train staff recruited into new positions.

#### **7. Measures to Mitigate Effects on Staff.**

Consultation will be inclusive and follow a timeline in accordance with Enterprise Agreements and policies in Victoria and relevant NSW Awards, Policies and Procedure and AWH will ensure that the consultation process is genuine, transparent and will consider all issues raised.

All staff members will be consulted throughout the consultation process and before finalising the restructure.

All staff in the Department are encouraged and have the right of a support person or a representative from the Health Associations Unions in both NSW & Victoria throughout the consultation process. As Manager, I will make myself available to meet with any staff member and their representatives as requested.

Assurance is given to all staff in the Department, that principles of merit, equal opportunity, transparency and fairness will be applied in developing the final structure.

Assurance is given that the required timeframes for consultation for employees (including representatives), will be provided to assure genuine participation to occur, in an informed way and to have regard for all the circumstances of the changed proposed.

To assist all staff throughout the review process, staff are encouraged to seek employee wellbeing assistance from People & Workforce throughout the period of change. People & Workforce will ensure an independent go-to-person from the Wellbeing team is engaged for the members of the Department to meet with and talk to as we enter the consultation phase of the restructure.

Access to our Employee Assistance Program through Benastar will be available to all staff in the Department. This program provides professional counselling and support services, it is an independent, free service and is accessible 24 hours a day by calling 1300 360 364.

During the consultation period, all staff will be supported personally and professionally to ensure their wellbeing is maintained and reduce any anxiety they may have.

#### **8. Effects of Proposal on Services / Staff in Other Departments.**

It is anticipated that during the period of consultation that the team in the FMS Department will continue to deliver the optimum customer service model to all Departments within AWH.

If there are disruptions from unplanned leave, these will be considered and managed accordingly, considering everyone affected.

It is anticipated the delivery of the next strategic roles proposed structure, will ultimately deliver a more strategic, proactive service model to the organisation.

Where there is a need for temporary resources to be appointed to support the team, they will be sought and obtained.

Staff whose roles are not both affected and not affected by the proposed change will be constantly monitored to ensure that their wellbeing is assessed and they are supported.

If during the consultation period another Department reports a change or concerns in the support or service they are receiving this will be explored and resolved.

## 9. Timeframe and Dates for Proposed Change.

Consultation will commence on 20 March 2019 In accordance with the EBA, the following timelines will apply:

- **Step 1:** 20/3/19 (Wed) – AWH to provide the Change Impact Statement to Employees and Health Associated Unions.
- **Step 2:** 3/4/19 (Wed) - Written Responses from Employees and/or Health Associated Unions.
- **Step 3:** 10/4/19 (Wed) to 17/4/19 (Wed) – Consultation Meetings Convened
- **Step 4:** 17/4/19 to 1/5/19 (wed) - Further AWH response if necessary
- **Step 5:** 15/5/19 (Wed) – Possible alternate proposal developed and tabled from employees or Health Associated Unions.
- **Step 6:** 15/5/19 to 29/5/19 (Wed) – Employer considers alternative proposal and makes final determination

## 10. Details of Staff / Health Associated Union Consultations Conducted to Date (if any).

20th March Meeting with affected employees conducted with the following in attendance:

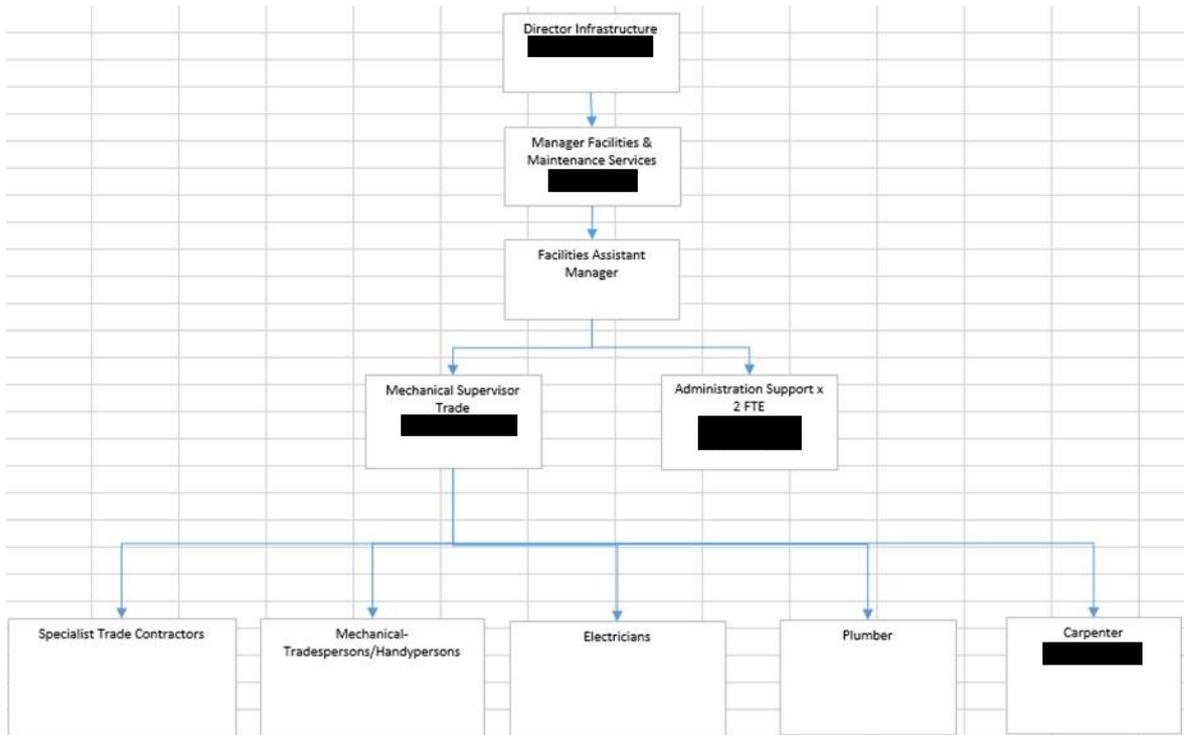
- Tracey Gaddelin from the Health Services Union
- Russel Sheppard, Director of Infrastructure
- Peter Jones, Manager Facilities & Maintenance Services
- Jonathan Cochrane, Employee Wellbeing, Early Intervention and WHS Business Partner
- Toni Meehan, Workforce Relations Advisor
- Cade Johnston, Maintenance Supervisor
- Troy Gabriel, Mechanical Tradesperson
- Helen Senczak, Administration Officer
- Dianna Taylor Administration Clerk

Consultation with Director Infrastructure, F&MS management team and People & Workforce.

<b>Author Name:</b>	Peter Jones
<b>Job Title:</b>	Manager Faculties & Maintenance Services

<b>Date:</b>	20 March 2019
<b>Contact Number for Enquiries on the Statement:</b>	ext 4392

## Current structure



## Proposed new structure

