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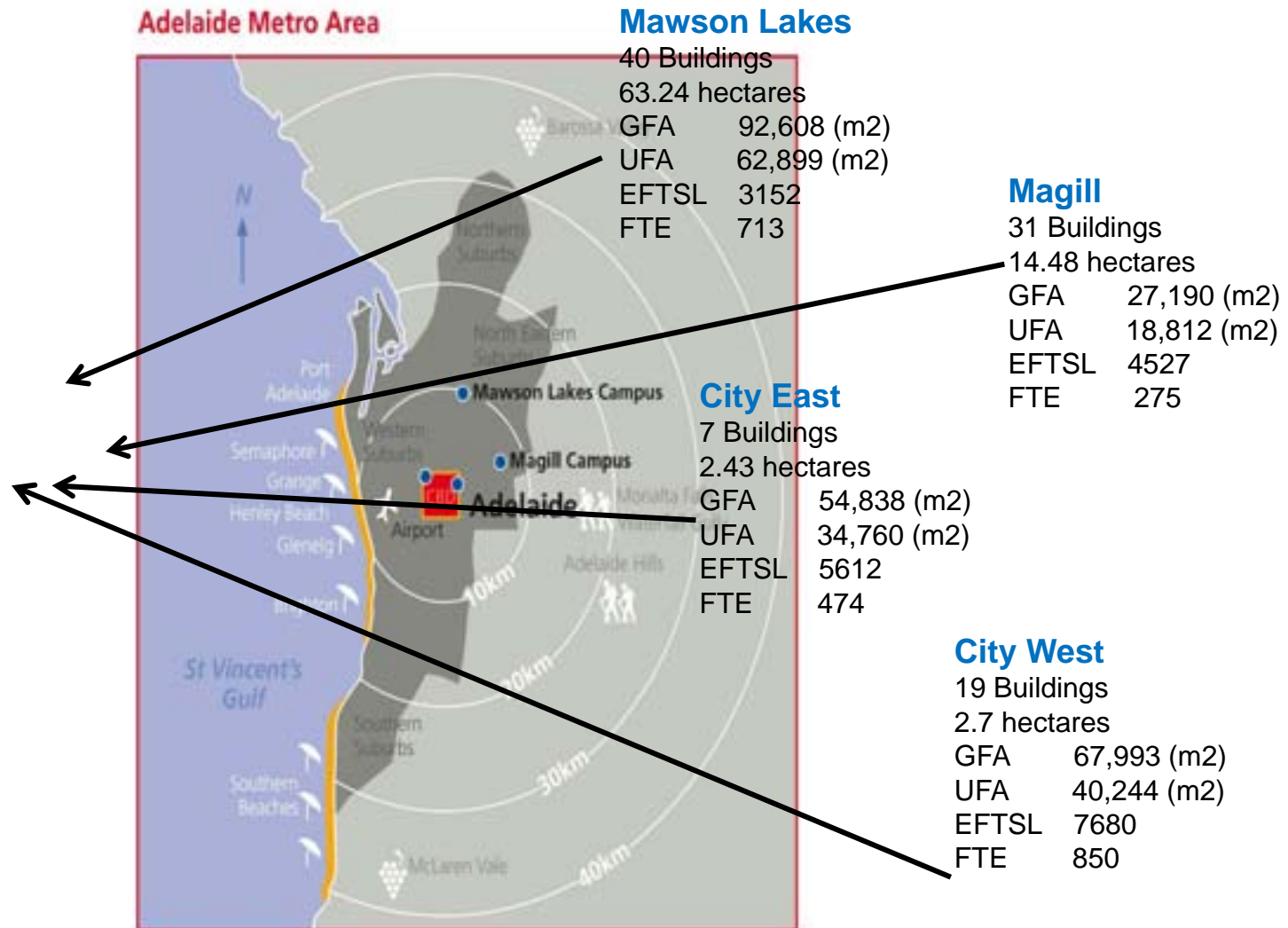
We've Been Here Before... Or Have We? New Model, New Perceptions

Mark Dorian and Dominic Marafioti



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University of South Australia Experience. The difference.





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A Time for Change



2007

Merger of Property Unit and Services Unit to form Facilities Management Unit

2008

Managing Change completed for Security Services

2009

Managing Change completed for Campus Services resulting in formation of Campus Operations Group.

Completed the review of FMU sub groups.



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Who are We?

Campus Operations Group (COG)

noun [kog]: *a projection on the edge of a gearwheel that engages with corresponding parts on another wheel to transfer motion from one wheel to the other.*

The former Campus Services arm of the Facilities Management Unit comprising:

Security, Admin and Grounds teams

Deliver wide range of on-campus services

52 staff with collectively over **795 years** association with the university and predecessor institutions; **an average of over 15 years.**



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Who are We?





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What was going to be different this time?

Formation of a 'one stop' service centre on each campus

FM ASSIST SECURITY



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What was going to be different this time?

Removal of 'silo' mentality between the campuses





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What was going to be different this time?

Designed to deliver work and position equity





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What was going to be different this time?

Opportunity for succession across entire Group.





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What was going to be different this time?



Model based on positions not individuals





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What about those at the coal face?

Benefits of change seen as a positive by most frontline staff

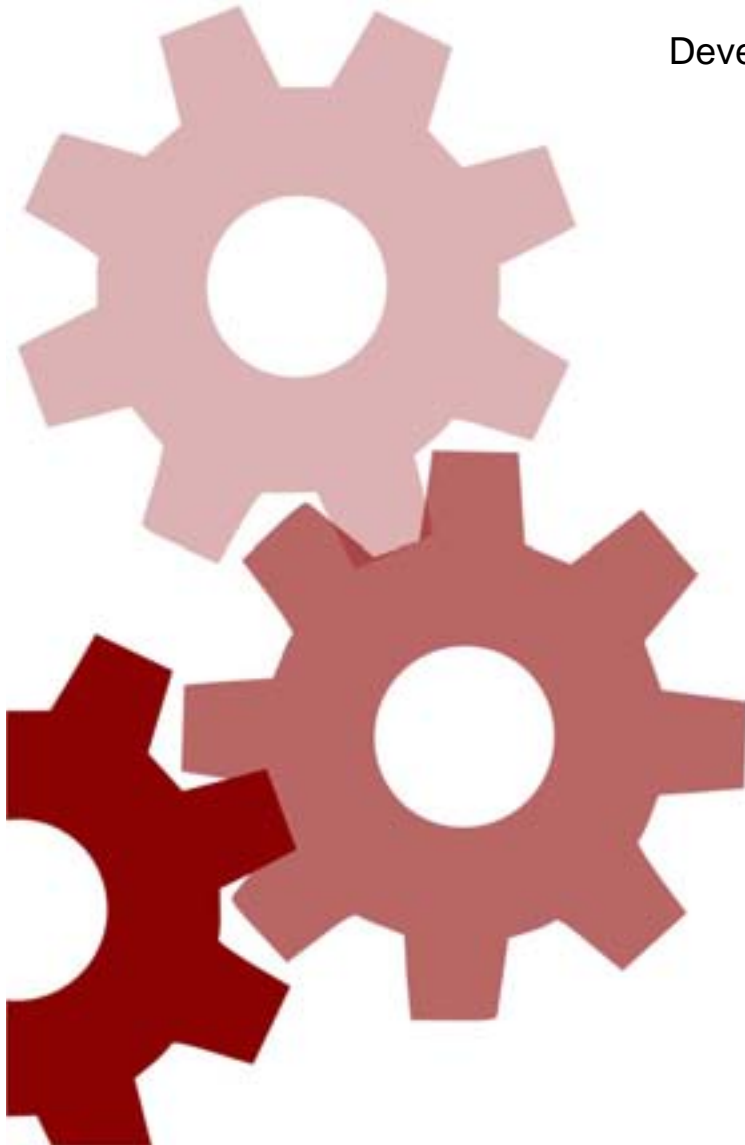




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The Leadership Team – Teaching the caterpillar to fly

Developing the Leadership Team into agents for change





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The Leadership Team – Teaching the caterpillar to fly

Attitude

COMMUNICATION

CULTURE

LOYALTY

Quality





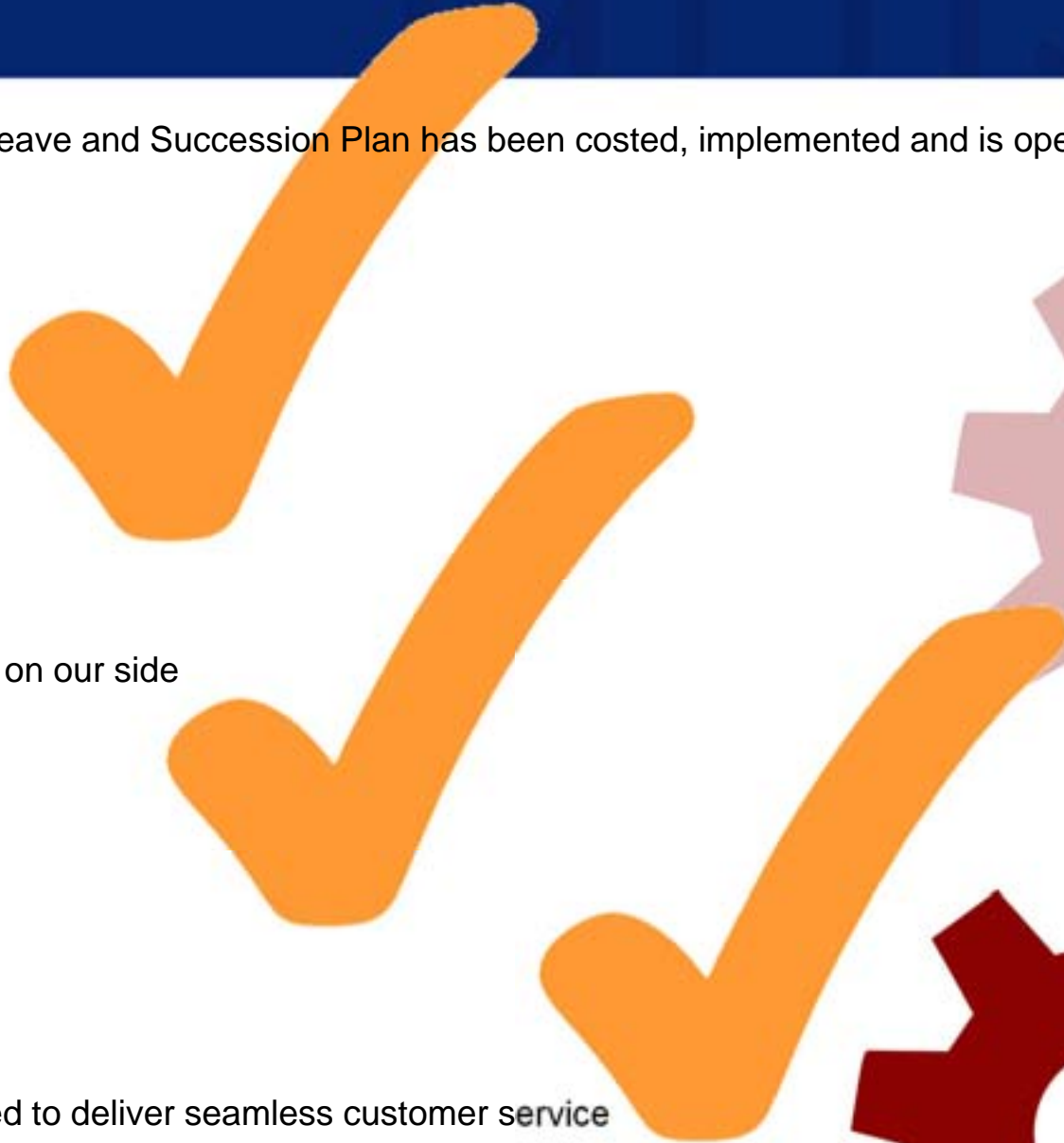
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Are we there yet?...Are we there yet?

Leave and Succession Plan has been costed, implemented and is operating effectively

We still have the staff on our side

Continued to deliver seamless customer service

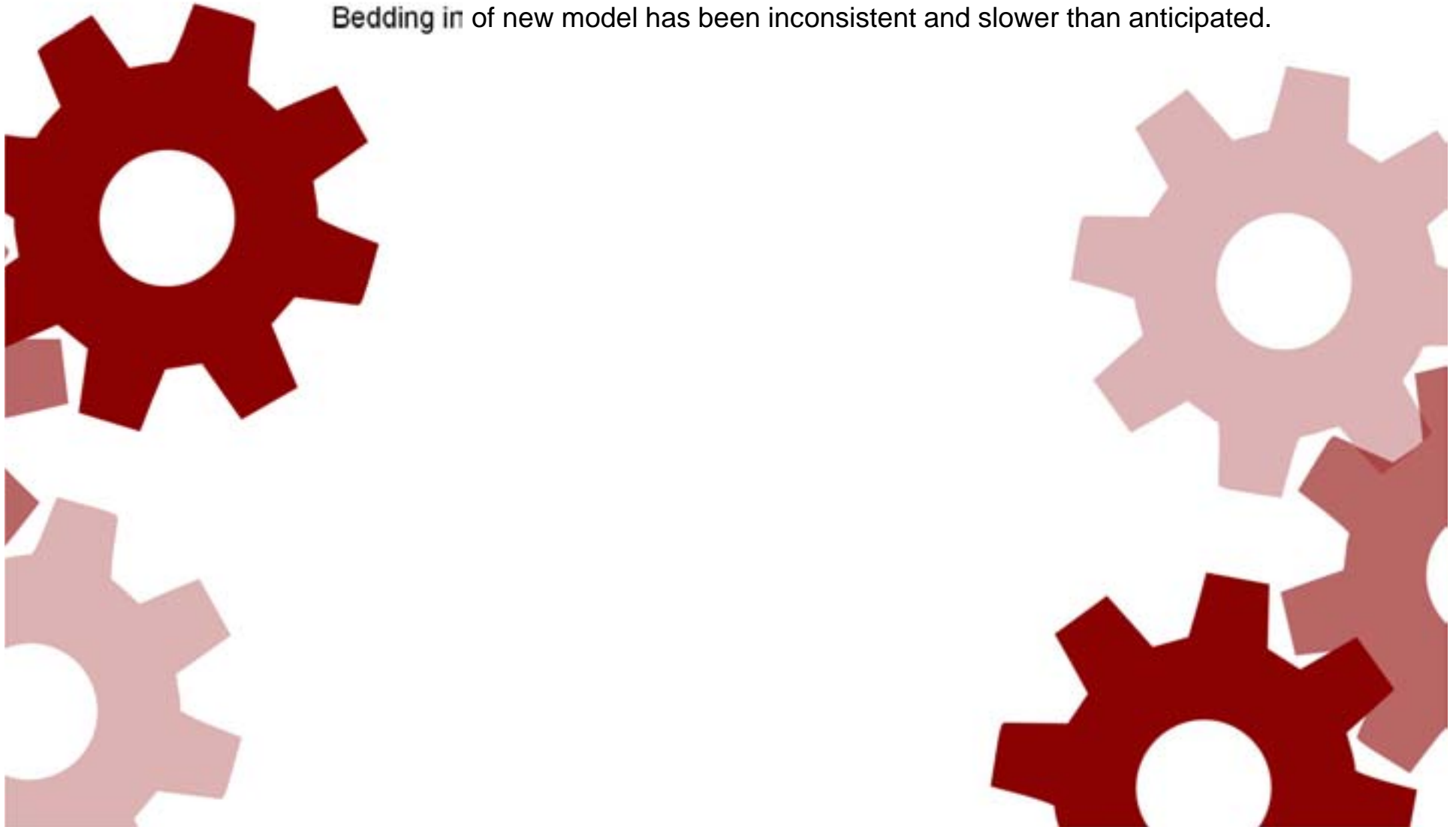




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Are we there yet?...Are we there yet?

Bedding in of new model has been inconsistent and slower than anticipated.





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If opportunity knocks again....

Do not split key aspects of a Managing Change process

Do not compromise on fundamentals

Do not underestimate other elements of the change

Set key milestones for implementation and review

Individuals are important – they will make or break the best laid plans

Nothing is ever 'light touch'

Empower those with influence into agents for change

Don't be afraid to change



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Questions

