

## **Session 7**

### **CHANGE: REFLECTIONS BACK AND FORWARD**

**Mr Trevor Gerdson**

University of Newcastle

This presentation reviews the performance of the University of Newcastle's Facilities Management portfolio following the substantial re-organisation of university services that arose from the administrative review and financial difficulties of 2005. A report-in-progress was provided to the 2007 TEMC in Canberra, but with the passage of time, the presentation now addresses more comprehensively the achievements, challenges and changes that have occurred and whether these have delivered the outcomes and efficiencies planned for in the changes of 2005/06.

The transformation of the portfolio and its performance since the restructure will be discussed, as a guide to dealing with change more generally within the sector. This is not only a one-off major structural change event as occurred in 2005/06, but also in an ongoing sense as the 'normal state' of life in the sector.

Five years on, the presentation focuses on the assumptions and changes underpinning the 2005 Review, and how (or whether) these have delivered organisational performance and added value, and the implications of this within FM. The presentation will also reflect on the gaps and difficulties encountered in implementing massive structural change in such a short time-span, and the strategies adopted in response.

#### **Presenters Biography**

**Trevor Gerdson** is Director of Infrastructure Services at the University of Newcastle, a role he has held since 2003. He was responsible for managing the Facilities Management portfolio through the change process and the subsequent introduction of new processes and systems without impacting on services to students and staff.

Trevor's background covers 30 years in the education sector, across schools, VET and university systems, first as a teacher, then as manager, project manager, project director and director of FM.

Among several pieces of parchment adorning the wall, Trevor holds an MBA in public sector administration and change management, and is author of many obscure articles, presentations and books on a diverse range of uninteresting topics.