



THE NEW  
MUSEUM

Attachment R:  
Change Management Framework

Document Control

|                  |  |
|------------------|--|
| Document Title:  | MAAS DRAFT Change Management Framework |
| Prepared By:     | MAAS/Johnstaff                         |
| Reviewed By:     | Cuthbertson                            |
| Revision:        | 001.5                                  |
| Date of Issue:   | 11.11.16                               |
| File No:         | Change Management Framework DRAFT      |
| Server Location: | NSW135_                                |

## Table of Contents

|   |  |          |
|---|--|----------|
| 1 | Change Management Plan: Transitioning the MAAS Workforce to Parramatta | 3        |
|   | <b>1.1 Change Management</b>   | <b>3</b> |
|   | <b>1.2 The Purpose and Scope of this Workforce Change Plan</b>         | <b>3</b> |
|   | <b>1.3 Benefits Realisation</b>  | <b>4</b> |
|   | 1.3.1 Key Risks:   | 4        |
| 2 | Change Plan Scope  | 4        |
|   | <b>2.1 Governance and Change agents</b>                                | <b>5</b> |
|   | 2.1.1 Governance   | 5        |
|   | 2.1.2 Change Agents  | 5        |
|   | 2.1.3 Change Management Committee – MAAS Staff Consultative Committee  | 5        |
| 3 | Key Change Management Strategies                                       | 6        |
|   | <b>3.1 Key Changes – Workforce Relocation</b>                          | <b>6</b> |
|   | 3.1.1 Key risks mitigated by this Change Strategy:                     | 8        |
|   | <b>3.2 Key Changes – Workforce Engagement</b>                          | <b>8</b> |
|   | 3.2.1 Key risks mitigated by this Change Strategy:                     | 9        |
|   | <b>3.3 Key Changes – Workforce Transformation</b>                      | <b>9</b> |
|   | 3.3.1 Key risks mitigated by this Change Strategy:                     | 10       |
|   | Appendix A – MAAS Consultative Committee TOR                           | 10       |

# 1 CHANGE MANAGEMENT PLAN: TRANSITIONING THE MAAS WORKFORCE TO PARRAMATTA

This Change Management Plan sets out the first stages of planning for the relocation, transformation and continued engagement of the Museum of Applied Arts and Science (MAAS) workforce as they transition from Ultimo to the new facility at Parramatta.

The process has been developed in line with the NSW Treasury Guidelines for a Change Management Plan.

## 1.1 Change Management

Change Management is the process of transitioning individuals, teams and resources to develop an organisation. The process of change management can be in response to a shift in environmental factors, a change in strategy, goals, structures, processes, systems, work practices, technology or culture. Changes might affect an entire organisation or discrete units within the organisation.

Research has shown that well designed and managed change plans are essential to the success of workforce transition (David Carr 1999, Porras and Robertson, 1992 and Beer and Nohria 2000, Higgs & Rowland 2005, Jick & Peiperl 2011) and attempts to bring about organisational change initiatives without such structure, be they relocation, downsizing, restructuring, the introduction of new technology, or efforts to change the corporate culture has consistently revealed a high failure rate.

The risk of failure of change initiatives can be mitigated by:

- Employing information-gathering and decision-making processes that ensure that the most appropriate change is made to address a particular need or opportunity.
- Devising and executing an implementation process that ensures that the change is carried through to a successful outcome.

## 1.2 The Purpose and Scope of this Workforce Change Plan

The relocation of the Powerhouse to the New Museum facility at Parramatta brings with it substantial structural workforce reform. The management of the workforce and workplace issues throughout this transition represents a significant challenge for the Project. MAAS is an important public service employer with a workforce that provides a high quality, unique and essential service to both the local Australian market and the International tourism market.

The disruption of a relocation and establishment of new organisational structures can generate a level of fear and uncertainty around redundancies, job roles and employee expectations. General risks faced during this time include, but are not limited to, high levels of staff turnover, loss of specialist knowledge and, low levels of engagement and productivity. This Change Plan aims to mitigate these risks while optimizing upon the opportunity to transform the organisation into a workforce that can add increasing value to the entire Galleries, Libraries, Archives and Museum (GLAM) industry in Australia.

This Change Plan is focused on the considerations that MAAS must make in the process of managing change and developing a detailed change plan that will guide their actions over this extended change period.

This Change Management Plan will support MAAS to:

- Define the scope of the final Change Management Plan and allow for the identification of key roles;
- Identify the key change management strategies that will enable a successful workforce transition;
- Envision and communicate these change strategies to the MAAS workforce regularly and with transparency; and
- Inform the development of a detailed implementation plan.

### 1.3 Benefits Realisation

It is important to develop criteria by which to measure project efficacy and to guide the change management process. Success criteria or benefits realisation comprise a series of statements that describe in ideal terms what the change management program should achieve. These criteria are based upon the organisation's goals and priorities, and on the needs of its stakeholders.

In line with the emerging MAAS brand, the change management plan will help MAAS to realise the following benefits:

- A workforce that embodies human ingenuity, that is, clever, adaptable, inventive and perceptive, and contributes to the development of the GLAM talent pool;
- Systems and processes that enable human ingenuity from the workforce;
- Retention of core specialist staff throughout and beyond the transition period;
- A process of knowledge sharing that ensures that specialist knowledge is not lost as the workforce is reshaped;
- Continued engagement and job satisfaction of the entire MAAS team, both those in continued operations at Ultimo and those establishing the New Museum;
- Move towards the future of MAAS by acknowledging the success of Ultimo through a farewell process (what we take and what we leave).

#### 1.3.1 Key Risks:

The primary Change Management risks to the Project are represented by the non-achievement of those benefits identified above, further risks for consideration and mitigation within this process include:

- Changing circumstances and unforeseen developments to building and construction timelines;
- Lack of capability, capacity or budget to deliver the change strategies as envisioned; and
- Negative public and staff opinion of the workforce transformation.

## 2 CHANGE PLAN SCOPE

The Change Plan encompasses the period from the confirmation of Project funding and site acquisition, through to six months post the public opening of the New Museum.

The Change Plan accounts for the current permanent, future permanent and temporary workforce of MAAS across three locations, Ultimo, Castle Hill and Parramatta.

The Plan incorporates Systems Theory (Narayan and Nath, 1993) and Galbraith's (2014) Star Model of organisational change and therefore accounts for potential changes to the following organisational elements;

- strategy (direction and leadership);
- people (skills and mindsets);
- processes (how work is done);
- structure (role descriptions and accountability); and
- rewards (recognition and motivation).

When these elements are aligned with the aforementioned benefits MAAS can anticipate the impact of the relocation on both culture and performance.

## 2.1 Governance and Change agents

### 2.1.1 Governance

As per the NSW Premier and Cabinet Agency Change Management Guidelines “Agency heads are responsible for managing organisational change within their agency, including planning and implementing change and managing affected employees. Directors General are responsible for approving change management plans for agencies in their clusters, and ensuring compliance with these guidelines and alignment with the reform of corporate and shared services in the NSW public sector”. The Agency Change Management Guidelines are to be applied in conjunction with the NSW Government’s policy for managing excess employees if planning involves excess employees then will follow the Premier’s Memorandum 2011-11 Changes to the Management of Excess Employees, and the associated Case Management and Redeployment Guidelines.

### 2.1.2 Change Agents

Change agents will be identified to facilitate specific changes required within the Change Management Plan. These change agents will include the Project Sponsors and Team Leaders of each Project User Group, and other change agents identified by the Change Management Change Committee.

### 2.1.3 Change Management Committee – MAAS Staff Consultative Committee

The MAAS SCC are convened in an advisory capacity but can, and should be, a key element of the change management process. An effective Change Committee is vital when the workforce or organisation is undergoing any significant change, as such MAAS will utilise their Staff Consultative Committee, which would require to be enhanced to support this process.

Change Committees provide a structured and formal focal point to facilitate continuous communication and effective consultation between the government, senior management and employees. They can provide both a sounding board and ‘litmus test’ for staff sentiment, and, most importantly, they can help to create a positive climate in which employees are more likely to embrace change.

The Staff Consultative Committee should be engaged to consider options for future workforce arrangements and for ongoing communication programs, as well as dealing with specific collective industrial relations issues if they may arise. The Staff Consultative Committee can begin to discuss how the process of workplace change will be handled, and how the personal needs of employees will be identified and addressed.

Once the outcomes of the Final Business Case process have been announced, the change process commences and management and the Staff Consultative Committee must work in partnership to develop and implement an effective change management focused communications plan. The fundamental goal of this document is to ensure that employees fully understand the background to the changes taking place, why those changes are necessary, and how they are being handled.

# 3 KEY CHANGE MANAGEMENT STRATEGIES

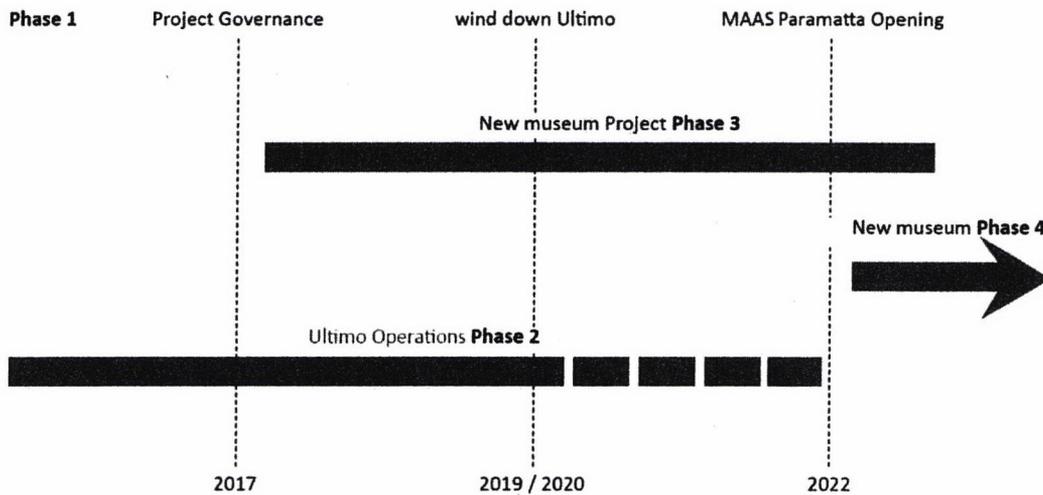
Three key change strategies have been identified:

- **Workforce Relocation:** this key change strategy addresses workforce planning and business structure; who is doing what, where and when.
- **Workforce Engagement:** this key strategy addresses the level of workforce satisfaction throughout the entire transition.
- **Workforce Transformation:** this key change strategy addresses how people are doing their job, that is, how their behaviours and mindset shape the culture of the organisation.

## 3.1 Key Changes – Workforce Relocation

The following diagram outlines the key change management phases for the New Museum Project. The key phases are:

- Phase 1:- Business Case development and project announcement
- Phase 2: Ongoing operations at Ultimo
- Phase 3: New Museum
- Phase 4: New Museum normal operations



The following table outlines the key change strategies and processes to be considered during the above project phases.

*NB. The strategies provided below are not listed in chronological order.*

**Workforce relocation:** Organisational elements impacted include: Structure, People, Processes and Rewards.

|   |  |
|---|--|
| <p><b>PHASE 1</b></p> <p>Confirmation of Business Case outcomes</p>   | <ul style="list-style-type: none"> <li>• Appoint Change Lead, Project Steering Committee and governance structure.</li> <li>• Opportunity to consult staff on future organisational structure and job design.</li> <li>• Audit current job descriptions, entitlements, workplace agreements, etc.</li> <li>• Identify any specialist knowledge which must not be lost during the transition.</li> <li>• Identify any possible voluntary redundancies or staff wishing not to transfer to the New Museum.</li> <li>• Review efficacy of current systems and processes to support future work.</li> <li>• Identify potential future systems and processes that may be introduced to support provision of the new service.</li> <li>• Regularly communicate timeline updates.</li> <li>• Commit to respect, acknowledge and address the individual needs of employees.</li> </ul>   |
| <p><b>PHASE 2</b></p> <p>Identify workforce requirements to support the continued operation and the closure of Ultimo</p>   | <ul style="list-style-type: none"> <li>• Define permanent and temporary positions.</li> <li>• Request for self-selecting to fill relevant positions.</li> <li>• Provide any necessary training to fill skills gaps required.</li> <li>• Opportunity to pilot potential new systems or processes.</li> <li>• Prepare exit strategies for those not transferring to the new structure.</li> <li>• Regularly communicate timeline update.</li> </ul>  |
| <p><b>PHASE 3</b></p> <p>Identify workforce requirements to support the process of relocation to the New Museum (including temporarily reassigned staff and fixed term staff employed for the transition)</p> | <ul style="list-style-type: none"> <li>• Consult staff on job design for temporary relocation positions, and fixed term positions.</li> <li>• Determine the number and type of positions required, and appropriate mix of reassignment or new roles.</li> <li>• Advertise to fill positions internally or externally as appropriate for the role.</li> <li>• For new fixed term roles develop fast-track on-boarding processes focused on project needs.</li> <li>• Provide any necessary training to fill skills gaps as required.</li> <li>• Involve the team in the design and layout of temporary/project offices.</li> <li>• Identify new systems and processes to support project and fixed term roles.</li> <li>• Manage the logistics and timing for relocation of staff within the project.</li> <li>• Provide transitional support for staff returning to previous roles.</li> <li>• Prepare exit strategies for those not transferring to the New Museum.</li> <li>• Regularly communicate timeline updates.</li> </ul> |
| <p><b>PHASE 4</b></p> <p>Identify workforce requirements to support future service delivery at the New Museum</p>   | <ul style="list-style-type: none"> <li>• Consult staff on new organisational structure and job design.</li> <li>• Conduct one-on-one briefings for any staff that are not required in the new structure prior to its launch.</li> <li>• Communicate the new structure, why the change needs to occur and the benefits it will achieve.</li> <li>• Develop relevant job descriptions and reward structures.</li> <li>• Identify the needs for any new vocational skills.</li> <li>• Ensure entitlements and conditions are transferred where required.</li> <li>• Finalise redundancies for staff not required under the new structure.</li> <li>• Advertise and fill vacant positions.</li> <li>• Involve the team in the design and layout of the new office.</li> <li>• Identify new systems and processes to support new job roles.</li> </ul>  |

|  |  |
|--|--|
|  | <ul style="list-style-type: none"> <li>• Manage the logistics and timing for relocation of staff from Ultimo or working in transition role.</li> <li>• Onboarding and training for new facility.</li> <li>• Provide training and development for new systems and processes.</li> </ul> |
|--|--|

3.1.1 Key risks mitigated by this Change Strategy:

1. Loss of specialist and/or knowledgeable members of the workforce.
2. Negative reactions to redundancies, both from being offered one and from not being offered one.
3. Drop in productivity due to unclear roles and expectations.

Suggested success measure:

Employee Retention – continued employment of key staff throughout the entire period.

**3.2 Key Changes – Workforce Engagement**

**Workforce Engagement:** Organisational elements impacted include: Strategy, People, and Culture.

|   |   |
|---|---|
| <p>Appoint a MAAS Staff Consultative Committee (MAAS SCC)</p> | <ul style="list-style-type: none"> <li>• Create a MAAS SCC before the outcomes of the Final Business Case are announced.</li> <li>• Members of the MAAS SCC should be representative of the entire workforce.</li> <li>• Members of the MAAS SCC should be volunteers.</li> <li>• Representation should include Unions, Government, and other relevant external stakeholders as required.</li> <li>• Appoint a Change Lead (someone in a leadership position is recommended).</li> <li>• It is recommended that the MAAS SCC should be consulted on all matters regarding the workforce transition and kept up to date with other matters regarding the broader context of the change.</li> <li>• The MAAS SCC should meet regularly.</li> <li>• Meeting minutes are to be kept and shared to ensure continuity even if members of the committee are to change.</li> <li>• MAAS SCC members act as change ambassadors and early adopters of new processes, work styles, culture, etc.</li> <li>• MAAS SCC members are to provide regular communication to their teams and the colleagues they work with.</li> </ul> |
| <p>Transparent strategic direction</p>                        | <ul style="list-style-type: none"> <li>• Inform employees of the big picture from day one.</li> <li>• Ensure the workforce understands the overall strategy for the transition and how it helps the organisation to achieve its goals.</li> <li>• Link individual goals to any new organisational goals or strategy.</li> <li>• Ensure staff are given timely information regarding their futures.</li> </ul>   |

|  |  |
|--|--|
| Communication Strategy                       | <ul style="list-style-type: none"> <li>• Prepare and implement a Communications Plan.</li> <li>• Communicate regularly and with clarity.</li> <li>• Use various communication platforms, face to face, digital, printed, etc.</li> <li>• Provide open forums for two way communication such as town halls, noticeboards and online communities.</li> </ul>   |
| Farewell the past to move towards the future | <ul style="list-style-type: none"> <li>• Identify what is actually ending and who is losing what: Explain what will be different when the changes are complete and what people are being asked to let go of, e.g., relationships, current methods, values, expectations. Be as specific as possible, avoiding vague terms.</li> <li>• Acknowledge the losses openly and sympathetically: How will you give people the space to express their feelings.</li> <li>• Restore a sense of control to overcome grief associated with loss: Identify ways to restore people's sense of control over their situation.</li> <li>• Rumour can often create confusion and exaggerate the nature of the change: Be specific about defining what's over and what isn't.</li> <li>• Treat the past with respect: How can you honour the past for what has been accomplished.</li> <li>• Link the past to the future: Help people carry something valuable from the past into the new future. Hold a workshop for staff to decide what is coming with them and what is staying behind.</li> </ul> |
| A One Team approach                          | <ul style="list-style-type: none"> <li>• Leaders to closely monitor the mood of both teams and to remind those employees not moving to the new structure that they are making a valuable contribution to the New Museum.</li> <li>• Provide dispute resolution options, Employee Assistance Programs (EAP) services and coaching to help negate the potential effects of stress arising from the move.</li> <li>• Regular whole of team gatherings to keep the workforce connected.</li> <li>• Piloting of new processes, job roles, systems, behaviours, etc. at Ultimo.</li> </ul>   |

3.2.1 Key risks mitigated by this Change Strategy:

1. Increase in worker's compensation or stress leave caused by an extended period of intense change.
2. Disengagement or low mood of team members not working on or in the new business.

Suggested success measure:

People Satisfaction – how employees feel about the organisation and importantly how well they think their needs and aspirations are being managed and met.

### 3.3 Key Changes – Workforce Transformation

**Workforce Transformation:** Organisational Elements impacted include: People, Processes, Culture, and Rewards.

|  |  |
|--|--|
| <p>Culture change program</p>  | <ul style="list-style-type: none"> <li>• Conduct an audit on the behaviours that inform the current culture.</li> <li>• Consult with the workforce on the best behaviours/habits to let go of and which to bring into the new premises in consideration of the brand and vision.</li> <li>• Prepare for the influx of new fixed term and reassigned staff and the effect that it may have on team culture.</li> <li>• Design and deliver learning and development interventions to train new behaviors.</li> <li>• Where possible build new behaviours into the new systems and processes and into the reward and recognition system.</li> <li>• Deliver the new initiatives across all work streams, Ultimo, Castle Hill, the Observatory transition and Parramatta.</li> <li>• Integrate into the on boarding procedures for all new employees.</li> </ul> |
| <p>Building the intelligent organisation through knowledge sharing</p> | <ul style="list-style-type: none"> <li>• Develop a mentoring system throughout the change process (and potentially beyond) to capture and grow unique knowledge and skills. Provide events where people can come together and share tacit knowledge.</li> <li>• Develop a system for knowledge assets to be stored and shared.</li> <li>• Introduce a culture of experimentation and appropriate systems to support organisational learning.</li> <li>• Provide opportunities for employees to transfer knowledge into doing/experience.</li> </ul>  |
| <p>A workforce wellbeing platform</p>                                  | <ul style="list-style-type: none"> <li>• Ensure staff are aware of any current Employee Assistance Programs.</li> <li>• Invest in strategies to help staff maintain psychological and physical resources throughout the change period.</li> </ul>  |

3.3.1 Key risks mitigated by this Change Strategy:

1. Loss of knowledge assets as a result of workforce changes.
2. Non-collaboratively workforce operating in silos.
3. Workforce ill prepared for what is required of them to service the new business model.

Suggested success measure:

People Behaviours – audit how employees behave, how they undertake their work, how they present themselves and lead their teams.

## APPENDIX A – MAAS CONSULTATIVE COMMITTEE TOR

MAAS Staff Consultative Committee

Terms of Reference

## **1. Introduction**

1.1. The Staff Consultative Committee is a representative body of staff from across the Museum's three sites, nominated by staff and appointed by the Executive.

## **2. Objectives**

To provide a mechanism to:

- 2.1. Enhance communication and consultation between staff and management
- 2.2. Promote a spirit of cooperation between management and staff.
- 2.3. Consider suggestions for continuous improvements in the Museum
- 2.4. Ensure that the Powerhouse Museum is reflective of the three sites constituting the museum's structure.

## **3. Functions**

The functions of the Staff Consultative Committee are to:

- 3.1. Advise management on work matters of interest and of concern to staff;
- 3.2. Raise issues, initiate discussions and make suggestions solution options
- 3.3. Share ideas and suggestions for improvements to support staff welfare and operational improvement
- 3.4. Facilitate communication between staff and management
- 3.5. The forum will not discuss grievance or specific staff performance matters.
- 3.6. The Committee will advise the Director on staff issues, both independently of and at the request of the Director.

## **4. Membership**

4.1. The Staff Consultative Committee shall consist of at least (six) staff members (max) from all three of the Museum's sites and across all Divisions. Election of Committee members shall be by way of staff from each functional/divisional area nominating a representative to sit on the Committee and include a volunteer and a casual staff member representative.

## **5. Term of Membership**

- 5.1. Membership of the Staff Consultative Committee shall be for a term of one year. If a vacancy occurs prior to completion of the one-year term, the Director will appoint a replacement in consultation with the other members of the Committee.
- 5.2. A staff member shall not be eligible for re-appointment to the Committee for more than two terms (of one year each).

## **6. Eligibility**

6.1. All staff with not less than 3 months continuous service shall be eligible for appointment to the Staff Consultative Committee.

6.2. Appointment to the Staff Consultative Committee will be through staff nominations. Should there be more than the required number nominated from the representational categories listed above, there may be elections or the Director will make the final selection in consultation with the Leadership Team.

## **7. Officers**

7.1. The Chairperson of the Committee shall be appointed by the Director from among the membership. The Chairperson in consultation with the members of the Committee shall nominate a Deputy Chair and a Secretary to the Committee. The Chairperson of the Staff Consultative Committee will also participate in the Joint Consultative Committee (JCC).

## **8. Meetings**

8.1. The Committee shall hold meetings at least once every quarter. During the first year of establishment however, it may be necessary to meet more frequently. The agenda for the meeting shall be prepared by the Secretary in consultation with the Chairperson. Members can forward agenda items to the Secretary not later than 8 working days before the meeting for consideration.

8.2. Matters not included in the Agenda, but raised at a meeting, may be discussed if the items can be adequately dealt with, and if time permits. If not, such items will be tabled at the next meeting.

8.3. Special meetings of the Committee may be convened depending on the urgency of matters raised or included in the Agenda. Agreement on decisions shall be by consensus.

8.4. Minutes of each meeting shall be prepared by the Secretary and she/he will maintain a file of confirmed minutes for reference by Staff Consultative Committee members.

8.5. Confirmed minutes of Staff Consultative Committee meetings shall be posted on the Museum's intranet.

8.6. The quorum for meetings shall be 50 percent plus 1 of the membership.

8.7. Meetings will be held on a rotational basis across all three sites.

## **9. Confidentiality**

9.1. All deliberations/discussions of the Committee and discussions with the Director will be disseminated to staff by an official communication from the Chairperson placed on the intranet with prior approval from the Director.

9.2. Confidentiality of discussions are to be respected by the Committee members.

## **10. Code of behaviour**

10.0 All members of the Staff Consultative Committee will abide by relevant Codes of Behaviour including, but not limited to;

The Museum of Applied Arts and Science – Code of Conduct

The Museum of Applied Arts and Science – Conflict of Interest Policy

The Museum of Applied Arts and Science – Workplace Ethics Policy

The Museum of Applied Arts and Science – Corruption Policy

The Museum of Applied Arts and Science – Grievance Policy

The Department of Trade & Investment – Work Health and Safety Policy

## **11. Amendment to Rules**

11.1. Amendments to these guidelines may be considered at any meeting of the Committee providing that at least 5 days notice has been given to all members in writing indicating the rationale for the change. Approved changes shall be adopted by the Committee by consensus.

## **12. Evaluation**

12.1. An annual evaluation by committee members will be conducted in accordance with the MAAS Committee Performance Evaluation Template

12.2. Terms of Reference will be updated when required and in response to the annual evaluation.

## **13. Dissolution**

13.1. The Director can dissolve the Staff Consultative Committee after adequate consultation with staff.

## **14. Roles of Committee Members**

### **14.1. Chairperson**

14.1.1. The Chairperson shall ensure that the business of the meeting is conducted expeditiously and constructively. The Chairperson is responsible for ensuring that the objectives of the Committee are adhered to and that all members of the Committee are encouraged to participate in its deliberations. The Chairperson should ensure that meetings are not adversarial in nature.

### **14.2. Deputy Chair**

14.2.1. The Deputy Chair is responsible for assisting the Chairperson to fulfil his/her responsibilities for the governance and success of the Museum. This may mean chairing meetings at short notice. The Deputy Chair's role is commonly regarded as preparation for the next Chairperson. At times the Deputy Chair will need to work with the Chairperson to help him/her understand concerns and alternative points of view within the Museum.

### **14.3. Secretary**

14.3.1. The Secretary is responsible for preparing meeting agendas, notices of meetings and ensuring, in consultation with the Chairperson, that all decisions are carried out.

14.3.2. Minutes shall be taken by the Secretary or by a Minutes Secretary. The Minutes Secretary shall have no role in the Committee apart from the minutes and clerical support. The Secretary shall ensure Minutes are circulated to all Committee members.

### **14.4. Members of the Staff Consultative Committee**

The functions of the members of the Staff Consultative Committee include:

#### **14.4.1. Submitting relevant items on behalf of their staff members**

14.4.1.1. Consult with and represent the interests of staff

14.4.1.2. Providing explanations to their staff members of items recorded in the Minutes

14.4.1.3. Positively support the decisions of the Committee.

Examples of matters that members can raise at the Committee include, but are not limited to:

#### **14.4.1.5 Implementation of Awards**

14.4.1.5.1. Training

- 14.4.1.5.2. Performance management systems
- 14.4.1.5.3. Hours of work
- 14.4.1.5.4. Job redesign, workplace design
- 14.4.1.5.5. Communication and education mechanisms
- 14.4.1.5.6. Award restructuring policies and procedures
- 14.4.1.5.7. Salary systems
- 14.4.1.5.8. Career path planning
- 14.4.1.5.10. Project teams/work groups
- 14.4.1.5.11. Organisational culture
- 14.4.1.5.12. Organisational structure
- 14.4.1.5.13. Staff/Council agreements

## **15. Removal of Committee Members**

15.1.1. The Director, in consultation with the Committee, may remove members of the Committee from their respective offices if they fail to hold the confidence of the Committee. This may only be done with a majority agreement from a secret ballot conducted by the Director.