

“The Journey to be a Hewitt Best Employer”



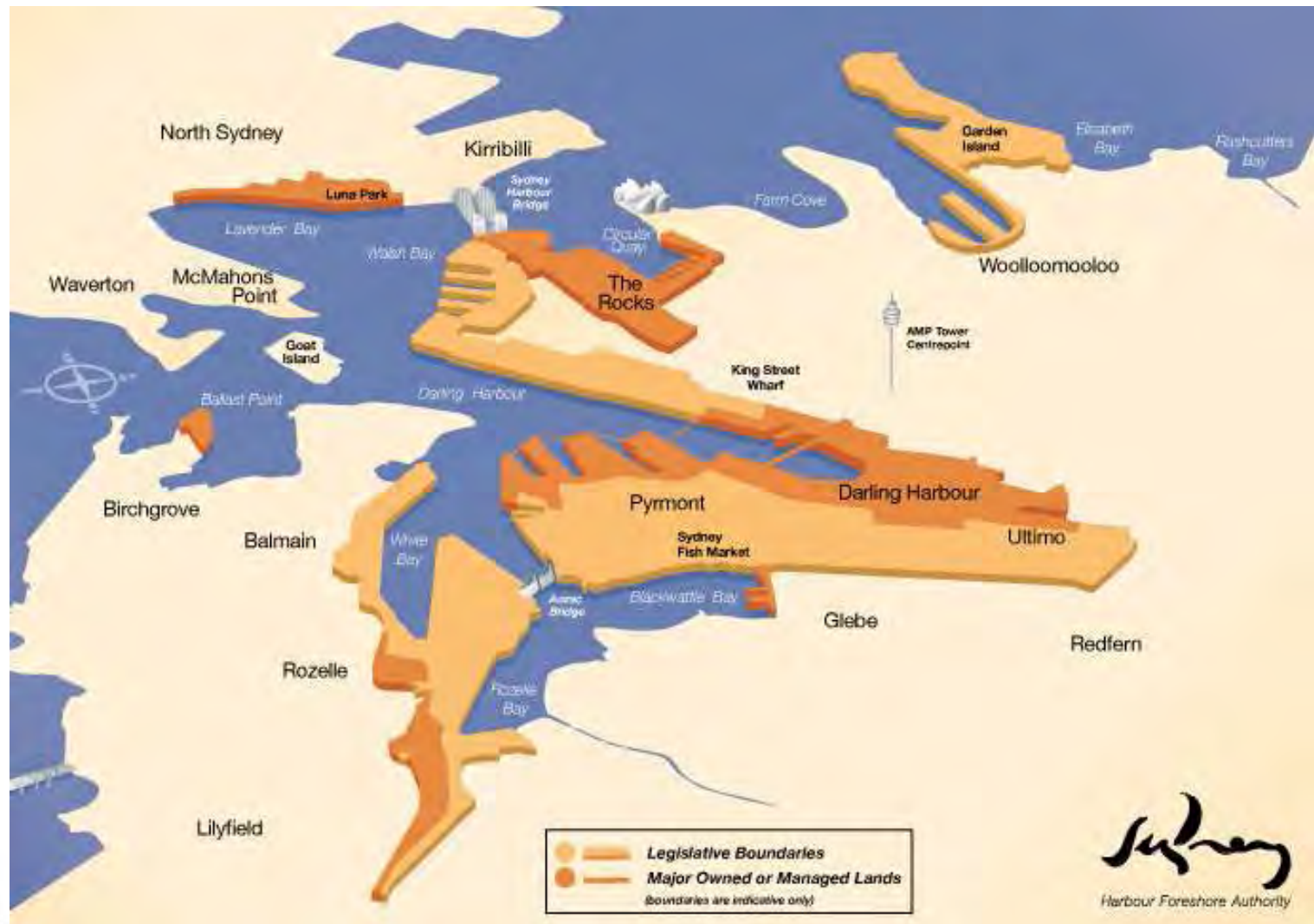
Sydney Harbour Foreshore Authority

Dr Robert Lang
Chief Executive Officer
Presentation to the CEDA Luncheon
8 October 2007

The Journey



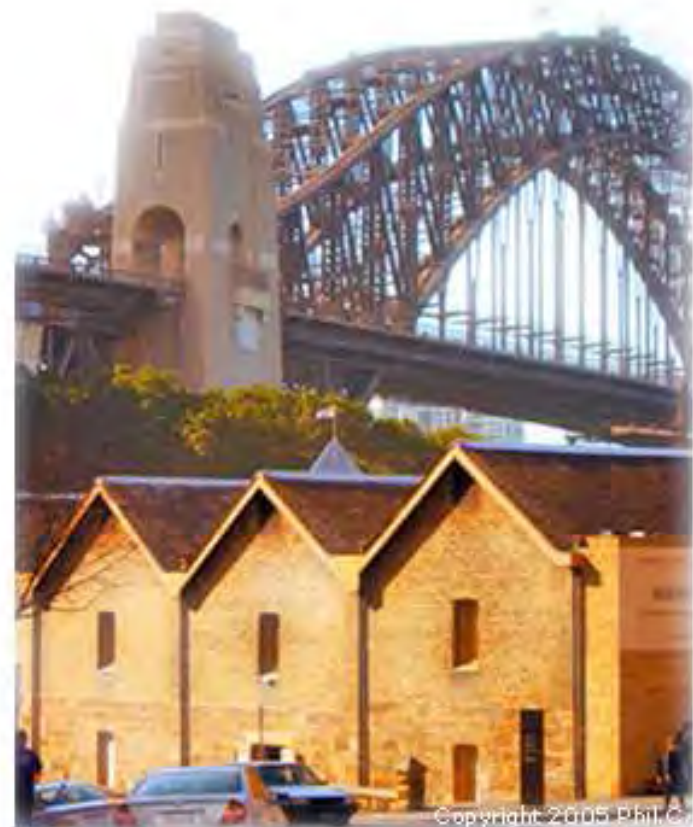
The Authority's Precincts





Core Business

- Managing our tenants.
- Preserving our heritage.
- Marketing our precincts.
- Public events.
- Looking after the public domain.





Key Facts

- Second biggest landlord in Sydney City.
- Landlord for 82,000m² of retail space.
- 26 million visitations to Darling Harbour annually.
- 14 million visitations to The Rocks & Circular Quay annually.
- 65% of our visitors are Sydneysiders.
- Own 100 heritage buildings in The Rocks.
- 450 tenants.



Four Clear Deliverables

1. Partners:

“Partners in enabling business and precinct success.”

2. Visitors:

“Delivering outstanding services that make living places and great experiences.”

3. Community:

“Caring for the foreshore at the heart of Sydney – past, present & future.”

4. Staff:

“Proudly working together to make a difference in our precincts.”



Pressure for Change, July 2003

- Changing of the guard – a new CEO.
- Discovering an unsustainable situation:
 - Financial, people, customers & business issues to be addressed.
- The state of the business.
- Deciding on the horizons of change.
- Staff turnover at 33%.





The State of the Organisation

“Sometimes people and their Managers are so busy doing things, that they don’t have time to be sure they are doing them right or even if they are doing the right things.”

...with apologies to Stephen Covey



The Top 7 Issues

1. Vision - need a common goal.
2. Working Together - break down the barriers/silos.
3. Communication - engage the staff and stakeholders.
4. Knowledge Management - need to retain skilled staff.
5. Staff Development - invest in our people.
6. Leadership - be fair and consistent leaders.
7. Valuing employees.



The Blueprint for the Future

The Objective

- To create a **sustainable** organisation where ongoing revenues support our ongoing costs;
- To be a **learning and growing** organisation that's a good place to work;
- Where we measure our **outcomes** not our activities and our contributions are valued accordingly;
- Where we **work together** to achieve the best results for our customers and stakeholders; and
- With a culture of **delivering on our promises.**

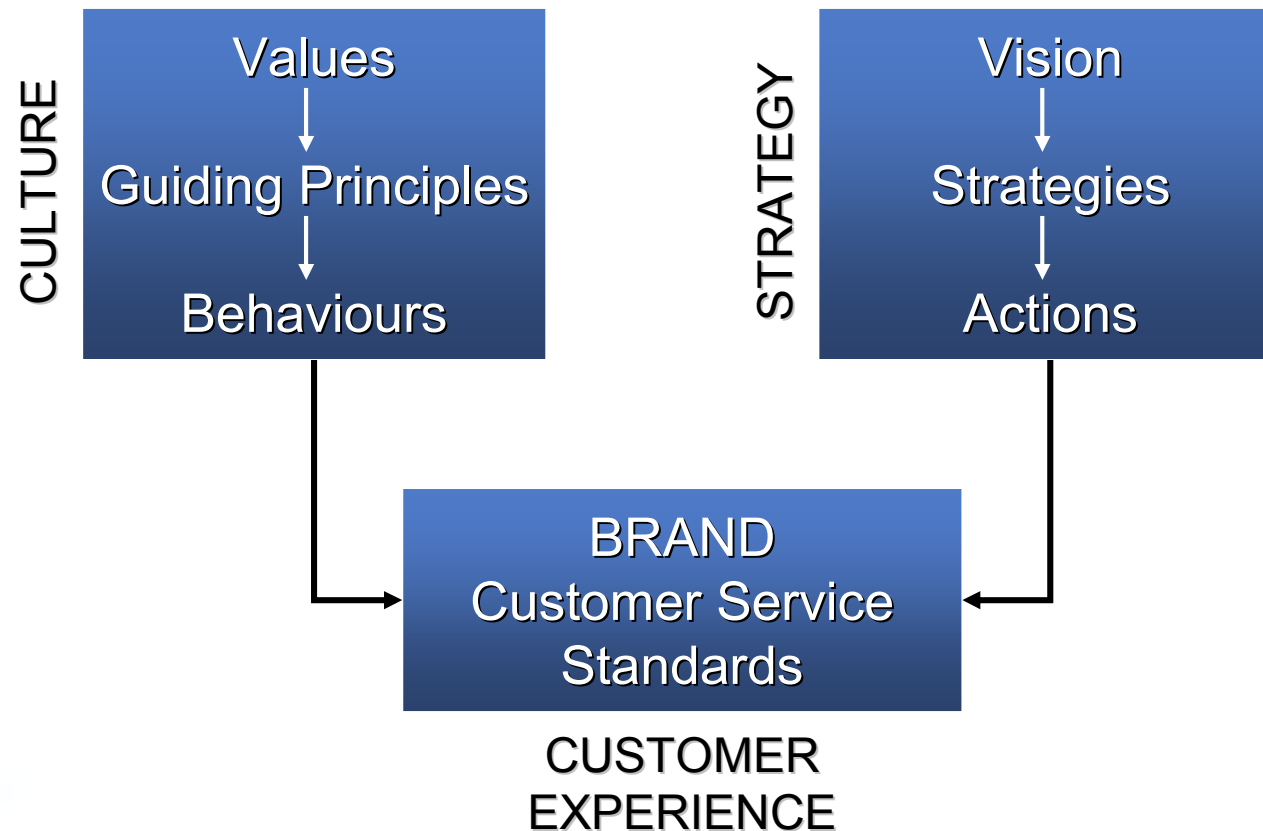
The Journey

- Our journey is defined by two key elements:
 - Where we want to go: **strategy** (driven by vision);
 - How we want to get there: **culture** (driven by values).
- Vision:
 - To make unique places in Sydney that the world talks about.
- Values:
 - We value integrity and teamwork and take pride in delivering on our promises.



The Roadmap

- It's a combination of **culture** (behaviours) and **strategy** (actions)...



1. Vision



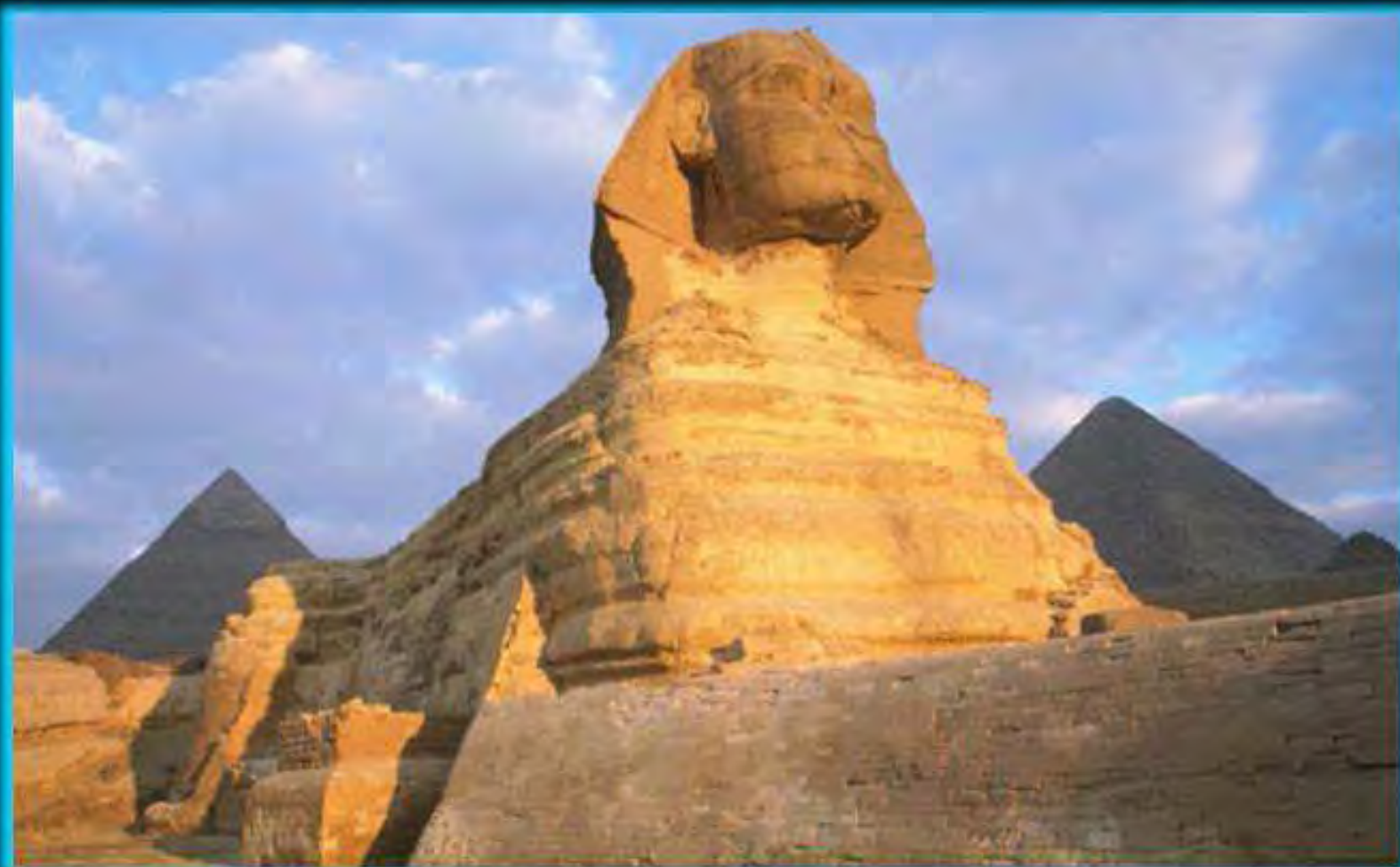
....destination



The Light on the Hill

“The key to success is a shared vision, backed by a very deliberate strategy, clearly articulated throughout the organisation so that everybody understands the way forward and can make decisions in line with it.”

*...Russell Jones
MD, Amcor*



V I S I O N

Any Vision Can Be Achieved If You Have Enough Slaves



Secret #1

“Create a shared vision, a light on the hill, a place we all want to go.”



2. Strategy

The Roadmap

Our plan for the future



Vision → Strategies

- The Blueprint for the Future.
- The Four Strategies.





The Four Strategies

The Four Strategies:

- Stabilise the business **financially** so we can continue to achieve our important work;
- Provide excellent service to our **customers and stakeholders** and address their needs and expectations;
- **Manage the business** well and continuously improve our internal processes so we do our job efficiently and sustain business growth;
- Attract, retain and grow our highly **competent and motivated people** through excellence in leadership.

Secret #2

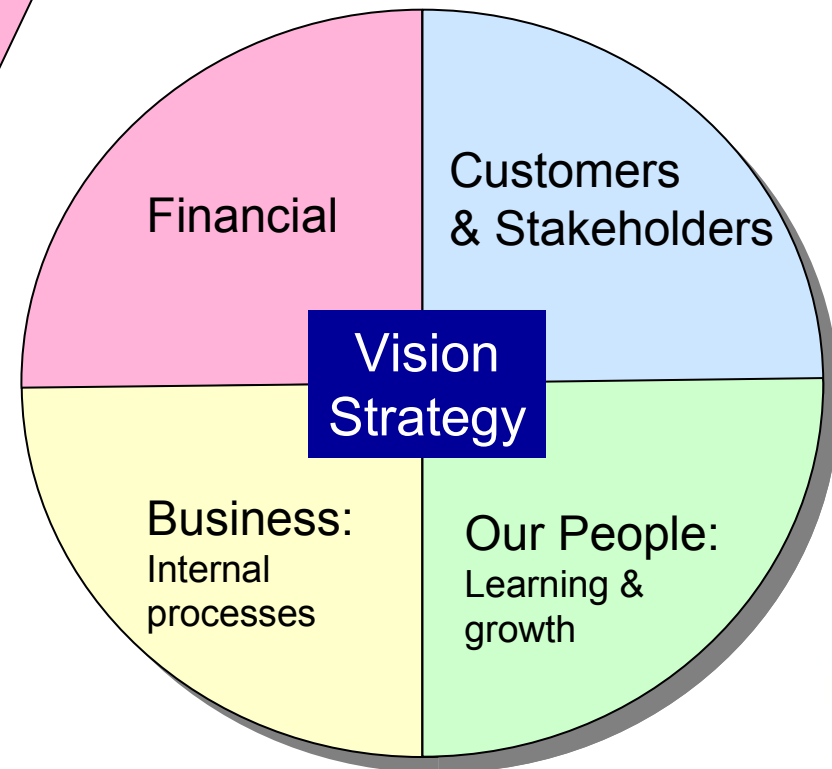
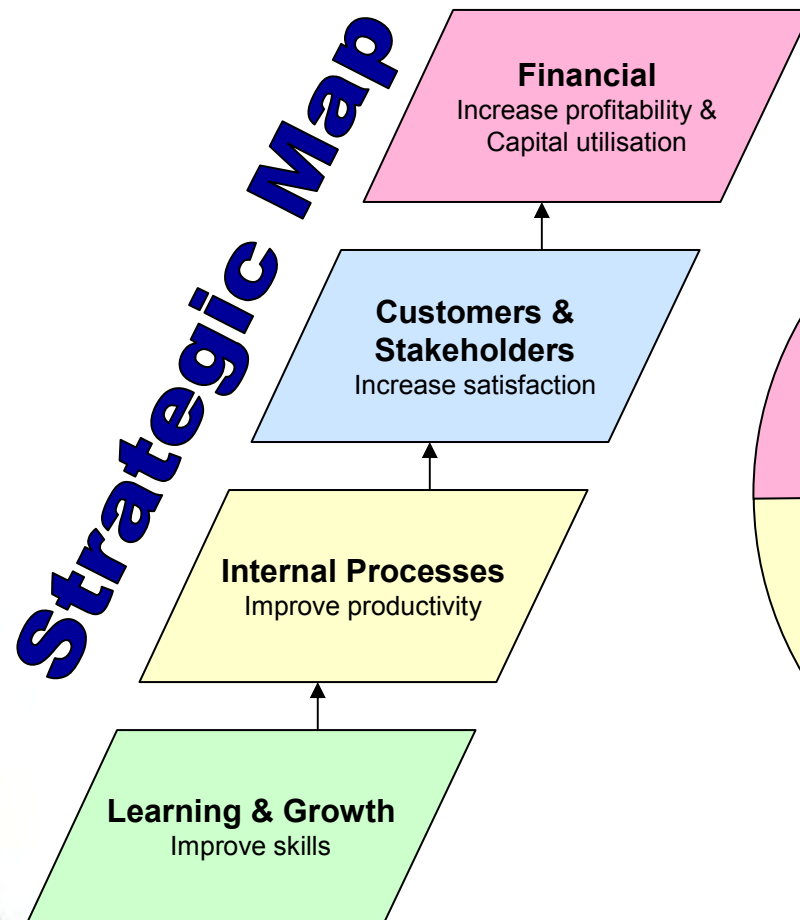
“Have a plan and follow it.”



3. Key Performance Indicators

....*dashboard*

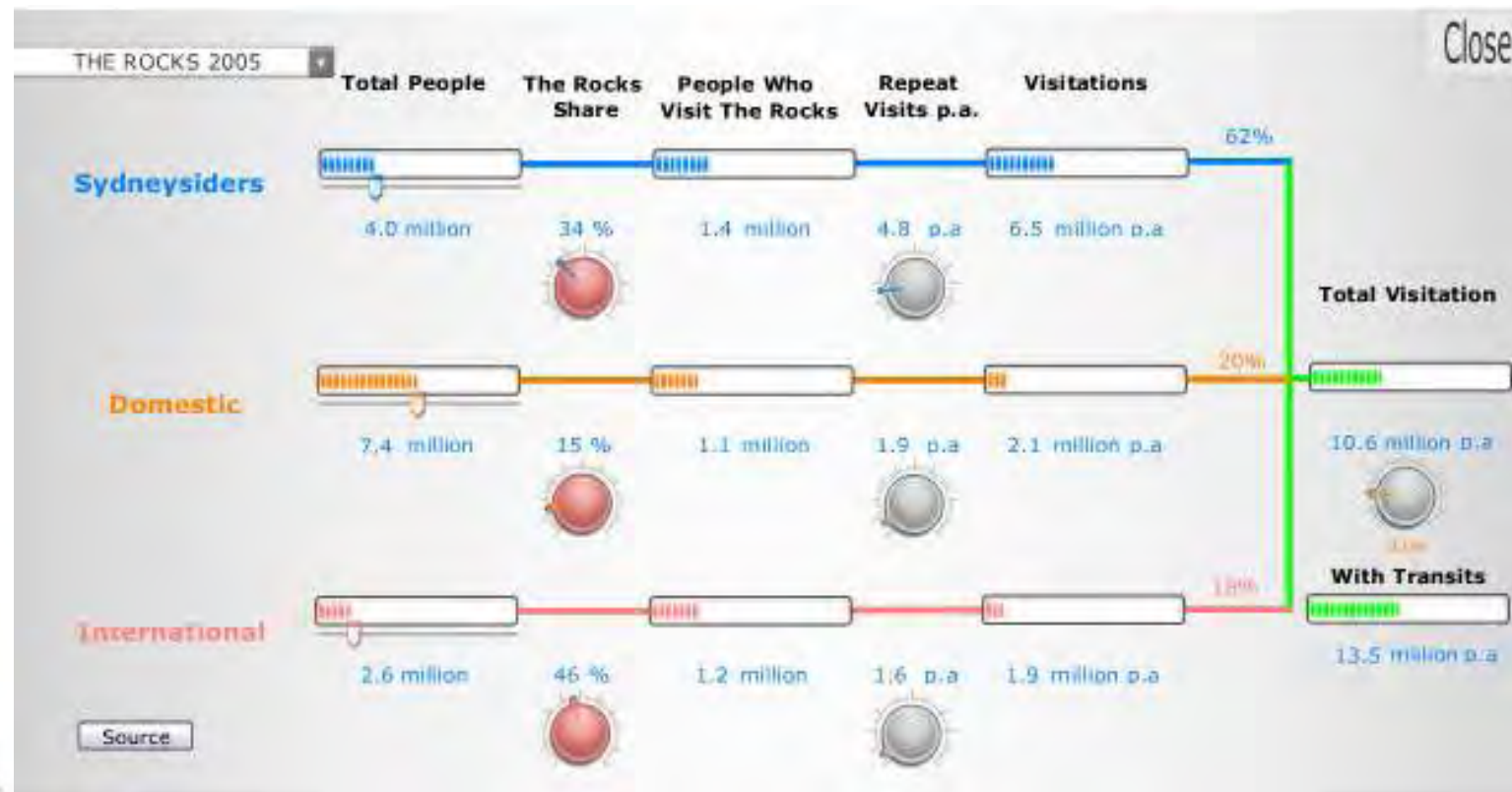
Consider the Foundation Business Objectives



Balanced Scorecard

Secret #3

“Create Key Performance Indicators that measure every part of the business and value everyone’s contribution.”

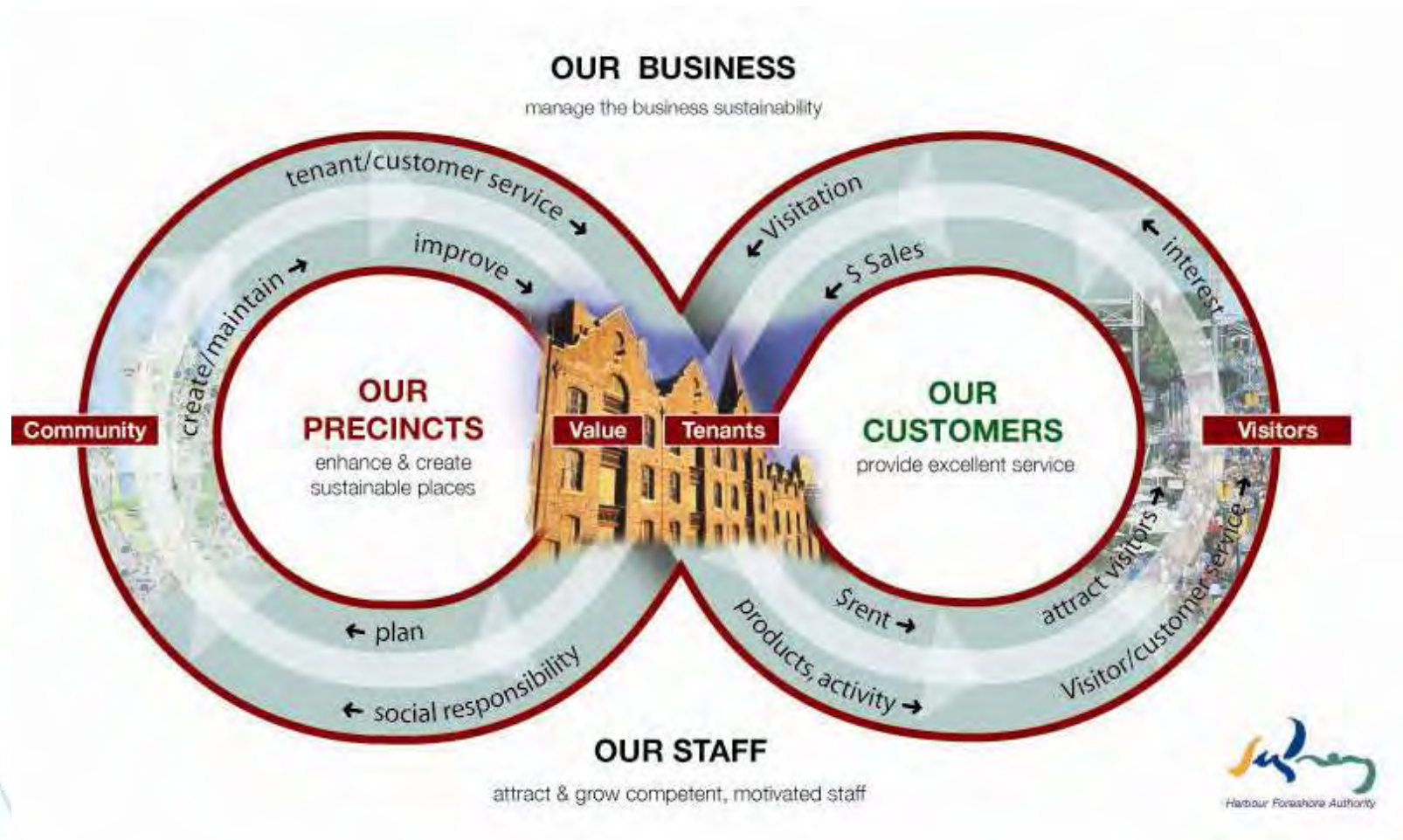


4. Engagement



....passengers

Our Business: putting it all together





The Authority's Organisation Development Journey

2003 – Building the platform.

2004 – Moving forward and traction.

2005 – Consolidation.

2006 – Transformation.



Secret #4

“Engage your people in your business, at every level, by listening, not just talking.”



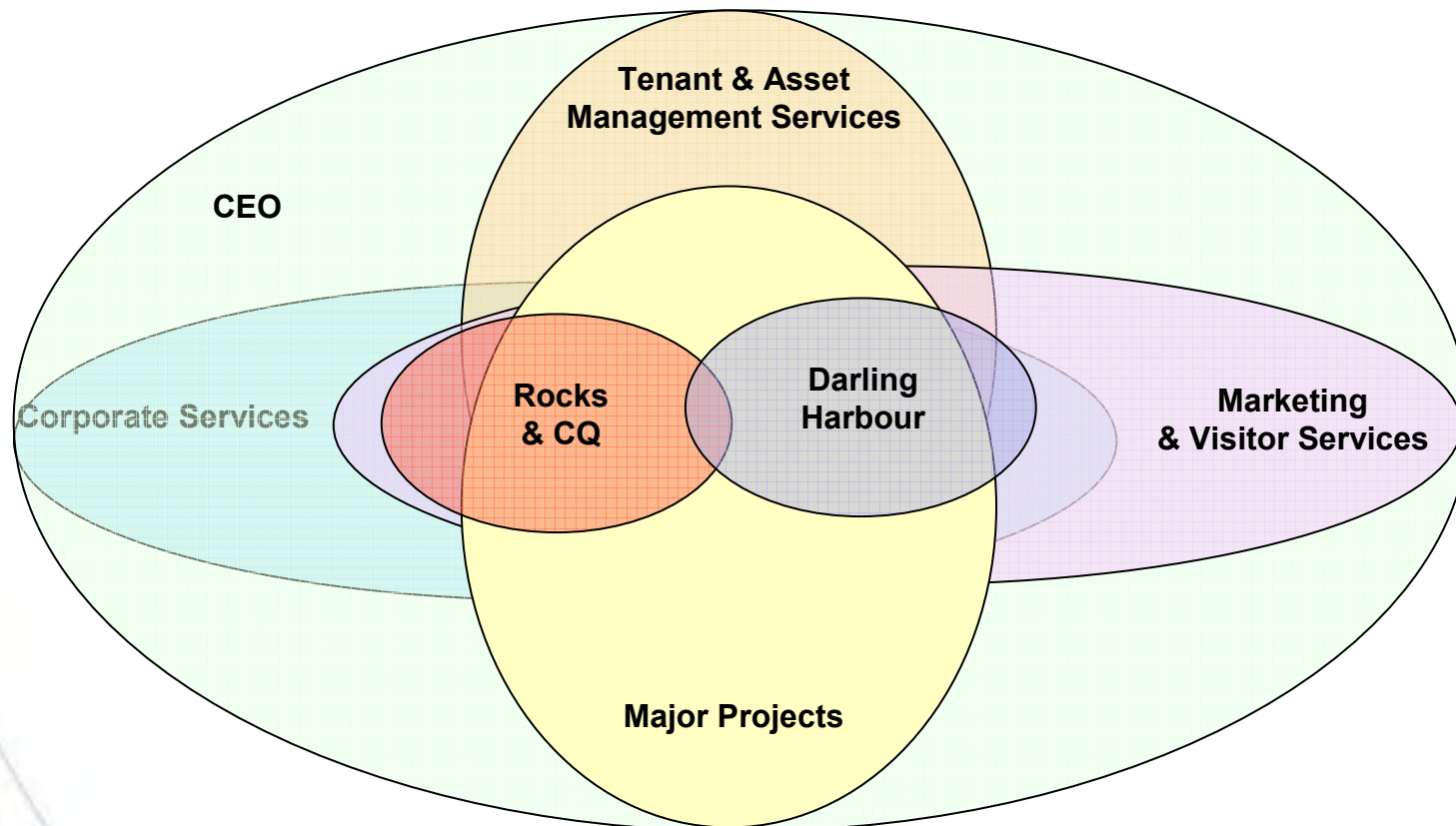
5. Organisation Structure



....choose a car

Structural Adjustments

- Current structure realigned on customer service lines.



Management?



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- Managers: plan, budget, organise, control, solve.
- Leaders: establish direction, align & motivate people.
- Both styles are important.

Secret #5

“Don’t assume that a restructure will fix organisational inadequacies.”



6. Values & Guiding Principles





10 Guiding Principles of behaviour

1. Deliver on Promises:

We deliver on promises by excelling at implementation.

2. Communication:

We communicate openly and honestly.

3. Innovation:

We value innovation, initiative, resourcefulness and creativity.

4. People:

We trust and support each other and respect people for their character and their ideas.

5. Teamwork:

We work together to build a common view and seek each others advice, recognising individual strengths and the synergy of the team.



10 Guiding Principles of behaviour - continued

6. Leadership:

We take responsibility for our mistakes as well as our successes.

7. Customers:

We understand and meet our customer's expectations.

8. Integrity:

We are committed to fairness and integrity in all our activities.

9. Excellence:

We set high standards and are demanding in our quest to achieve them.

10. Social Responsibility:

We care and take responsibility for social outcomes within our precincts.



Secret #6

“Develop a set of values and guiding principles that define behavioural expectations.”



7. Leadership





The Leadership Program

“The quality of leadership, more than any other single factor, determines the success or failure of an organisation.”

...by Fred Fiedler & Martin Chemers in Improving Leadership Effectiveness

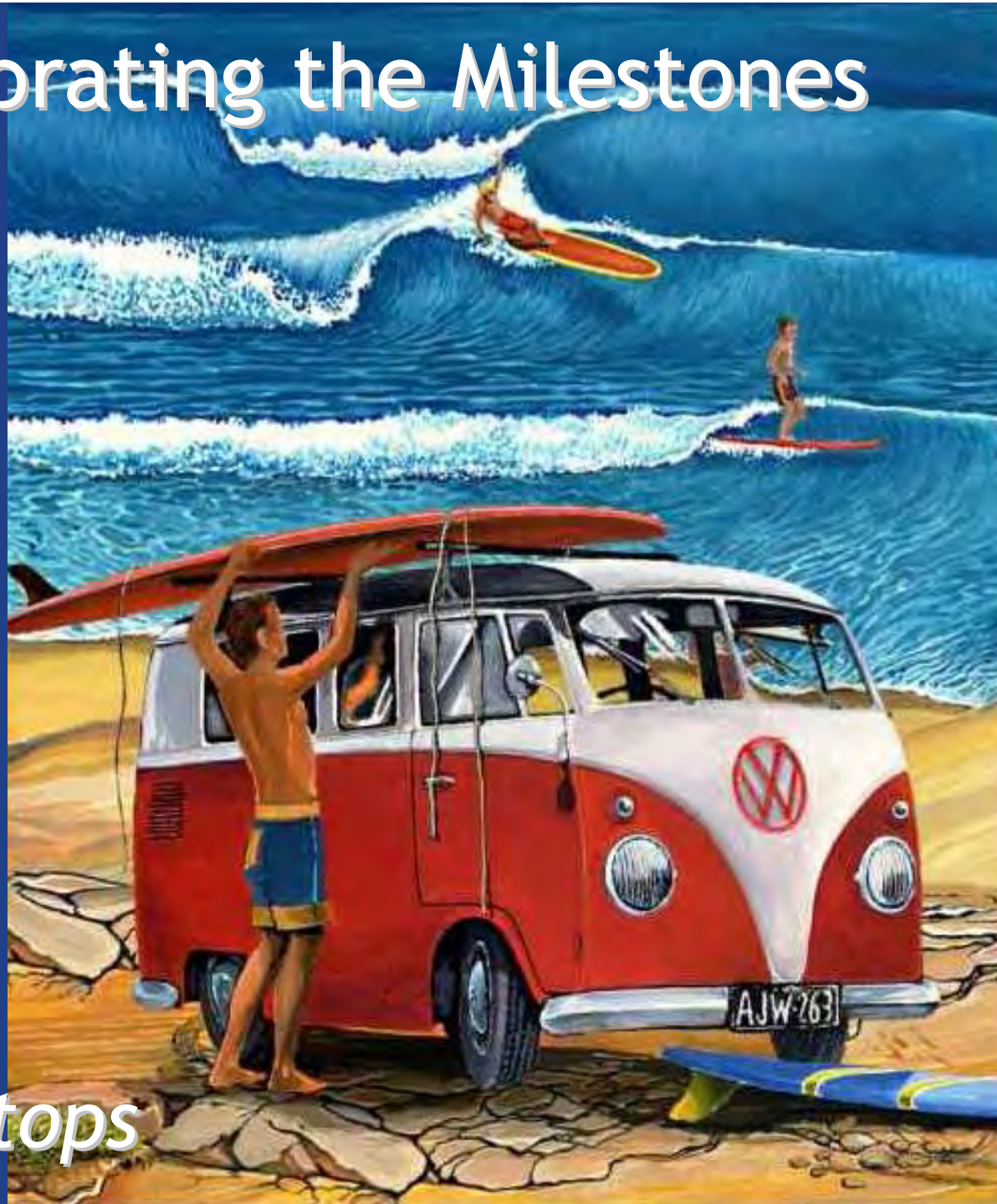


Secret #7

“Build leadership capability throughout the organisation, so that you become a learning organisation that allows people to grow.”



8. Celebrating the Milestones



....*rest stops*



Secret #8

“Realise that feedback, recognition and celebrations are the keys to sustained performance.”





The Results

- Named as Hewitt Best Public Sector Employer 2006/07.
- Staff engagement increased from 55% in 05/06 to 77% in 06/07.
- Staff turnover stabilised at 18%, down from 33% in 2003.
- Lost time injuries reduced by 75% since 2002/03.
- Workers Compensation claim costs reduced from \$224,000 in 2002/03 to \$618 in 2005/06 (99.72%).
- Annual staff training days at 4 per employee.

“Even if you're on the right track,
you'll get run over if you just sit there.”

...Will Rogers, Humorist, Entertainer, Philosopher, 1879-1935



On the Right Track