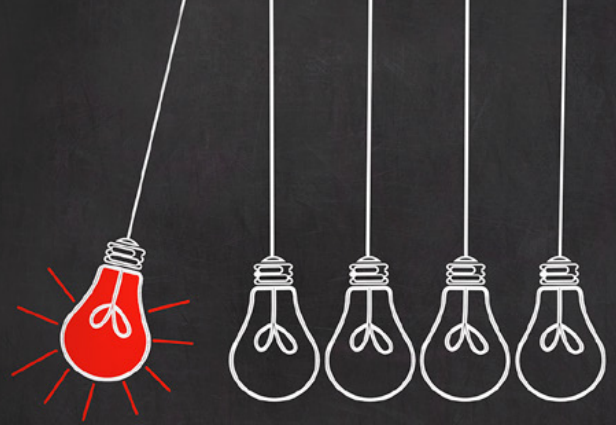


MAKE THE SWITCH FOR **CHANGE** AT WORK

DESIGNING DIVERSITY & INCLUSION DIFFERENTLY
TO ACHIEVE ORGANISATIONAL CHANGE



APPLYING *CHANGE AT WORK* MODEL IN MULTIPLEX

Multiplex is a global construction company. In Australasia the value of its work to date is \$US 61.2 BN. In Australia, the company has completed 854 projects, has 40 current projects, and a staff of 1578.

The company has implemented an innovative team based approach to flexible work. This involves each project team designing and implementing a tailored approach to flexible work. This organisational change project commenced in 2012 and is ongoing.



DIAGNOSE: | WHAT IS THE FUNDAMENTAL PROBLEM THAT NEEDS ADDRESSING?

Identify business opportunity/problem: Flexibility had been identified by the Executive Team as a significant business opportunity, however, the approach had been more about developing policies with little analysis.

Identify D&I problem: A shift in perspective occurred when the results of the 2010 Employee Opinion Survey (EOS) revealed concerning low levels of satisfaction with work/life balance and the ability to meet work and personal/family commitments – 44% of both females and males said that a lack of work/life balance was a reason why they would resign.

DESIGN: | HOW CAN WE DESIGN OUR D&I CHANGE TO MOST EFFECTIVELY ADDRESS THIS BUSINESS PROBLEM?

Identify evidence-based effective D&I initiatives/Build participation: A team of managers (mainly in construction jobs) from the 2012 Leadership program were given the task of investigating (including evidence-based academic research) the business need for flexibility and recommending how the business could improve in a sustainable and industry-leading way.

Set specific realistic goals: This group presented their findings to the Australian Executive Group (AEG) in 2013. Outcomes from this included: (i) A flexibility vision; (ii) Flexibility principles; (iii) Approval for the design and implementation of flexibility training; and (iv) The conduct of a team based pilot.

Craft compelling vision: The following flexibility vision was crafted: “Flexibility is embedded in our DNA, empowered in our people and promotes innovation, productivity and engagement, leading to outperformance across the business.”

Conduct experiments: A Flexibility Pilot was conducted on the Wetherill Park shopping centre project in 2013 – it involved all members of the project team, including all managers. This involved challenging and changing behaviours and mindsets in relation to flexibility, and creating a different approach to flexible work based on the active involvement of the team in redesigning jobs and work (e.g., to redesign jobs and work so that the site still operates 6 days a week, but individuals only work 5 days a week). Flexibility was designed taking account of individual, team, and business needs. Pilot outcomes were monitored and evaluated via both pre- and post-implementation surveys and face-to-face interviews with staff. Pilot findings were summarised and presented to the AEG for review. Positive outcomes were shown both for flexibility, individual well-being, retention, team working relationships and the work program. As a result of this the AEG approved for this flexibility approach to be expanded to other construction projects.

Ensure changes viewed as fair, respectful, and just: Uncertainties, tensions, and fear were discussed openly (e.g., 64% were initially uncertain that the flexibility pilot would work because project deadlines wouldn't be met; 72% expressed concern that the culture wouldn't support the change, that individuals would be stigmatised and would suffer career-wise). The management group also expressed concerns about the possible negative impact the project might have on their careers. A close eye was also kept on ensuring that everyone had the opportunity, and was encouraged, to engage in flexible working.



ENGAGE AND ENABLE:

HOW CAN WE BUILD STAFF INTEREST IN AND CAPABILITY TO LEAD OUR D&I CHANGE?

Enable local adaptations: From 2015 and continuing, this approach to flexibility has been rolled out to many sites with two different methods of support and measurement: (a) a more intensive method involving facilitated sessions to engage the team and aid in the implementation of the Flexibility solution, face to face interviews and online surveys over the duration of the project; and (b) a less intensive implementation, involving facilitated sessions and implementation support, with feedback being obtained through a one-off on-line survey.

Communicate change vision: Regular updates to the AEG and to Regional Executive Groups (REG). Regular updates were also given to HR teams, so they could then share the information and spread the word about the successful implementation of flexibility. There was also a communications initiative implemented after the 2013 survey indicating that some progress had been made, while outlining the work that was still needed.

Collaborate to facilitate change: Leaders were identified who were committed to adopting a different approach to flexibility, and were included in initiatives designed to influence change. These included the original Leadership Program participants, as well as members of the AEG and the REGs. Further, once influential individuals came on board with the initiative (e.g., Project Managers) they were then included as part of the change process. Change leaders from the pilot also became participants in the next wave of change by involving them in discussions with other leaders. Stories and quotes from successful changes were utilised as part of the communication and were found to be very impactful.

Build staff capability to lead D&I change: The pilot was designed in a way that facilitated the development of change capabilities – all staff were actively involved in designing and implementing change that had as its primary goals the maintenance and/or improvement of individual, team, and organisational wellbeing. Internal and external support was provided to the site to facilitate the implementation of this team based approach. A flexibility training program was developed and delivered to 217 managers, as a way of developing capabilities to support the team based initiative.

EMBED AND EVALUATE:

HOW CAN WE ENSURE OUR D&I CHANGE 'STICKS' OVER TIME?

Embed D&I changes: Embedding a project team based approach, and evaluating and modifying based on feedback is an ongoing process. Reports are regularly presented to the AEG in an open, reflective way. Flexibility has also been embedded in the approach to Performance Management. Each employee is asked about their commitment to flexibility for each year. Further the HRIS affords the opportunity for employees to record/update their flexibility goals or arrangements at any time throughout the year. At board level flexibility is reviewed as part of new business discussions in terms of resource allocation – the question of how flexibility can be achieved/maintained is regularly asked.

When AEG members visit sites they normally ask site teams how flexibility is working for their team.

Also when the CEO visits the Head Offices in each state a Q&A session is held. The CEO usually uses this forum to discuss topical issues. Very often he discusses flexibility and how he sees it progressing, what he has understood from his site visits, etc.

Some projects/sites measure their involvement with flexibility as part of project KPIs and short term financial incentives. This is documented in REG papers.

As would be expected successful implementation of this innovative approach to flexibility varies from one project to another. MPX continues to investigate and seek the reasons why – for instance, the nature of the project (e.g., size, client demands), leadership capability, trust levels, communication, extent to which the team was involved in the design of flexibility for the project, and whether or not there is an effective flexibility plan in place.

Evaluate D&I changes: Evaluation has been conducted through surveys and interviews, both of which gave all staff the opportunity to provide feedback, to express their concerns, and to contribute to the on-going improvement of flexibility implementation. Employee Opinion Survey Data revealed improvements in favourable responses between 2013 and 2016 as follows:

My work schedule allows sufficient flexibility to meet personal/family needs: From 55% to 62%

I have a good understanding of what flexibility is available to me at MPX: From 42% to 72%

I work in a team where flexibility is encouraged: From 50% to 74%

Project Specific Surveys reveal improvements in responses from pre- to post-implementation. Figures below illustrate the findings for one particular project, where data were collected in March 2016 and November 2017.

I am satisfied with the flexibility in hours: From 61% to 100%

My job allows me the flexibility I need to meet my work and family/personal commitments:
From 44% to 92%

My immediate supervisor is sensitive to the demands of my personal/family life: From 67% to 100%

Notably, 79% of surveyed staff reported that as a result of flexibility productivity had increased, and 90% of the staff interviewed indicated that flexibility is a business critical issue for MPX.