

Re: Workplace Edge Implementation - DNA

From: Theresa Hodges <[REDACTED]>
To: Paul Csoban <[REDACTED]>
Cc: Shaun Mulholland <[REDACTED]> Michel Lok <[REDACTED]>
Date: Mon, 22 Jan 2018 21:21:04 +1100
Attachments: image001.png (9.9 kB); image002.jpg (924 bytes); image003.jpg (12.47 kB); image004.jpg (12.4 kB); image005.jpg (12.35 kB); image006.jpg (2.04 kB)

Hi Paul

Thanks, I have spoken to Allan in some detail today and he advises that the slides are not for provision to staff and have not been provided to any staff to date including those managers already briefed.

I went through my concerns around some of the wording and the rationale around this.

I also reiterated my support for direct and frank feedback but the need to balance this against directing it at specific positions.

I understand that Allan intended to contact you to get together early tomorrow to review the slides to reframe some of the points.

Paul, again I recommend you engage your HR team, in particular the new General Manager Andria Wyman-Clarke to provide additional support.

I am available until about 9am if you would like to discuss further or would like me to review the amended slides.

cheers Theresa

Theresa Hodges
A/Chief Human Resources Officer
Human Resources Branch
Co
p.
e.
Sent from my iPhone

On 22 Jan 2018, at 16:07, Paul Csoban <[REDACTED]> wrote:

Hi Theresa,

Allan Holz from Workplace Edge has contacted your office regarding the feedback session (of which the slides are only a part) and he is awaiting your call back to discuss further

Regards

Paul

From: Theresa Hodges
Sent: Monday, 22 January 2018 3:38 PM
To: Paul Csoban; Shaun Mulholland
Cc: Michel Lok
Subject: RE: Workplace Edge Implementation - DNA

Hi Paul

Thanks for the follow-up email. I agree that there was agreement that detailed feedback be provided, however, there was also caution advised as to how this was presented. I understand that this presentation has already been provided to staff today (can you please confirm and if so to which staff) and therefore it may be too late to refine the powerpoint, as some of the feedback could have been presented better whilst still providing detailed feedback.

The way the presentation is set out is also very unclear, is the first section the detailed feedback and slide 18 to 20 the summary – if so, this should be at the commencement of the presentation and then lead into the detailed feedback (and possibly with a bit of tweaking would have been a good way to position all the feedback).

For example, whilst slide 2 refers to the content as being a summary of opinions of the majority of staff, it is difficult to identify which slides this relates to and it would have been better to have this clearly identified on each slide. Whilst comments have not been directly attributed to individuals, equal consideration should be given to the identification of whom the comments are directed at.

For example, in slide 5 the wording could be improved by the addition of the word “perception” -

“There is a perception that the management culture is one of blame –

Perceived to be too many layers of management

There is a perception of favouritism”

Again in slide 7 the use of the term “Some managers ...” (dot point 3) is not helpful whereas changing the dot point to read:

“There is a perception that poor performance and behaviour is not managed and it was generally considered that the values and goals are not aligned across the organisation”

Slides 8 and 9 specifically calls out the reporting team supervisors and such statements may inflame an already disharmonious work environment and may lead to further complaints – this is where the caveats around these statements being perceptions of the staff interviewed or being worded in a different way would have been helpful.

Slide 14 may be very upsetting for the Intelligence Team and again could have been worded to still provide detailed feedback but also frame it appropriately.

I think the summary slide (21) is generally ok, however, to express disappointment (dot point 3) at the “level of dissatisfaction and unhappiness still reported ...” implies that previous action was undertaken to address it and in itself could be perceived as “blame” Dot point 6 the use of “accord” could be perceived to shift responsibility to the teams rather than a joint approach. Dot point 8 could be perceived as a threat.

Slide 24 could have been worded with more consideration to the HR Team.

Paul, overall I am concerned that the way in which this presentation has been put together will be more harmful than helpful. I think that you should seek some support from your HR team before progressing with this presentation, in particular I am aware that the new General Manager People, Performance and Excellence commenced today.

Happy to discuss further.

regards

Theresa

<image001.png>

Theresa Hodges

A/Chief Human Resources Officer
Human Resources Branch,

Corporate Services Division | Department of Health

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a: Queensland Health, 33 Charlotte Street, Brisbane Qld 4001

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Queensland Health acknowledges the Traditional Owners of the land, and pays respect to Elders past, present and future.

From: Paul Csoban
Sent: Monday, 22 January 2018 2:48 PM
To: Theresa Hodges; Shaun Mulholland
Subject: Workplace Edge Implementation - DNA

Hi Shaun,

Thank you for your phone call outlining your and Theresa's concerns that the feedback in the slides was confronting.

I have been advised by Allan Holz (Workplace Edge) that Michel had consulted both Crown Law and DOH HR prior to Christmas and the outcome was to provide a detailed feedback to the staff with planned actions to be implemented.

Please contact me if you have any further queries

Kind regards

Paul

Hi Theresa,

Michel Lok asked me to touch base in his absence around plans for the DNA Unit at FSS.

Workplace Edge have finished conducting interviews with the relevant staff and have completed their report.

By tomorrow we will have conducted individual feedback meetings with the managers involved i.e. Justin Howes, Amanda Reeves, Kylie Rika and Sharon Johstone.

Tomorrow we are having a feedback session with all the Reporting team to inform them of the themes and thoughts from the interview sessions. We will then outline our next steps.

We have compiled a schedule of activities for the future.

I have attached the preliminary comments made by Allan Holz (Workplace Edge) in our individual feedback sessions and the slides to be shared with the Reporting team at our session tomorrow. I will be talking to the first set of feedback slides and Cathie Allan (Managing Scientist) will present the slides on the way forward.

I would be happy to brief you more fully if your require.

Kind regards

Paul

<image006.jpg>

Paul Csoban

Executive Director

Forensic and Scientific Services

Health Support Queensland, Department of Health

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