



# HR Transformation as a Driver of Culture Change

**Campbell McGlynn - Group Head of P&C and IRT Academy**

# Let's talk about...



- ✓ IRT's culture journey
- ✓ business imperatives for culture change
- ✓ IRT's Culture Plan
- ✓ The HR Transformation Program as a key Culture Driver



# Transforming in a changing environment

Mega trends include:

- ✓ Ageing population
- ✓ Empowered seniors
- ✓ Industry disruption

Challenges include:

- ✓ Funding cuts
- ✓ Aged care workforce



Jul 2016 Dec 2016 Jul 2017 Dec 2017 Jul 2018 Dec 2018 Jul 2019

# What is Culture

## What is culture?

that are encouraged,  
discouraged or  
tolerated

The patterns  
of behaviour

over time

by people  
and systems

# What is Culture

Culture is created through the <sup>unspoken</sup> **messages** **people receive** about what is valued

Behaviours



What is role modeled

Meetings, conferences, emails

Interactions with others

Systems



Planning and  
budgeting

Performance  
review and  
reward

Measurement,  
reporting and  
learning

Structure

Symbols



How budgets are  
allocated

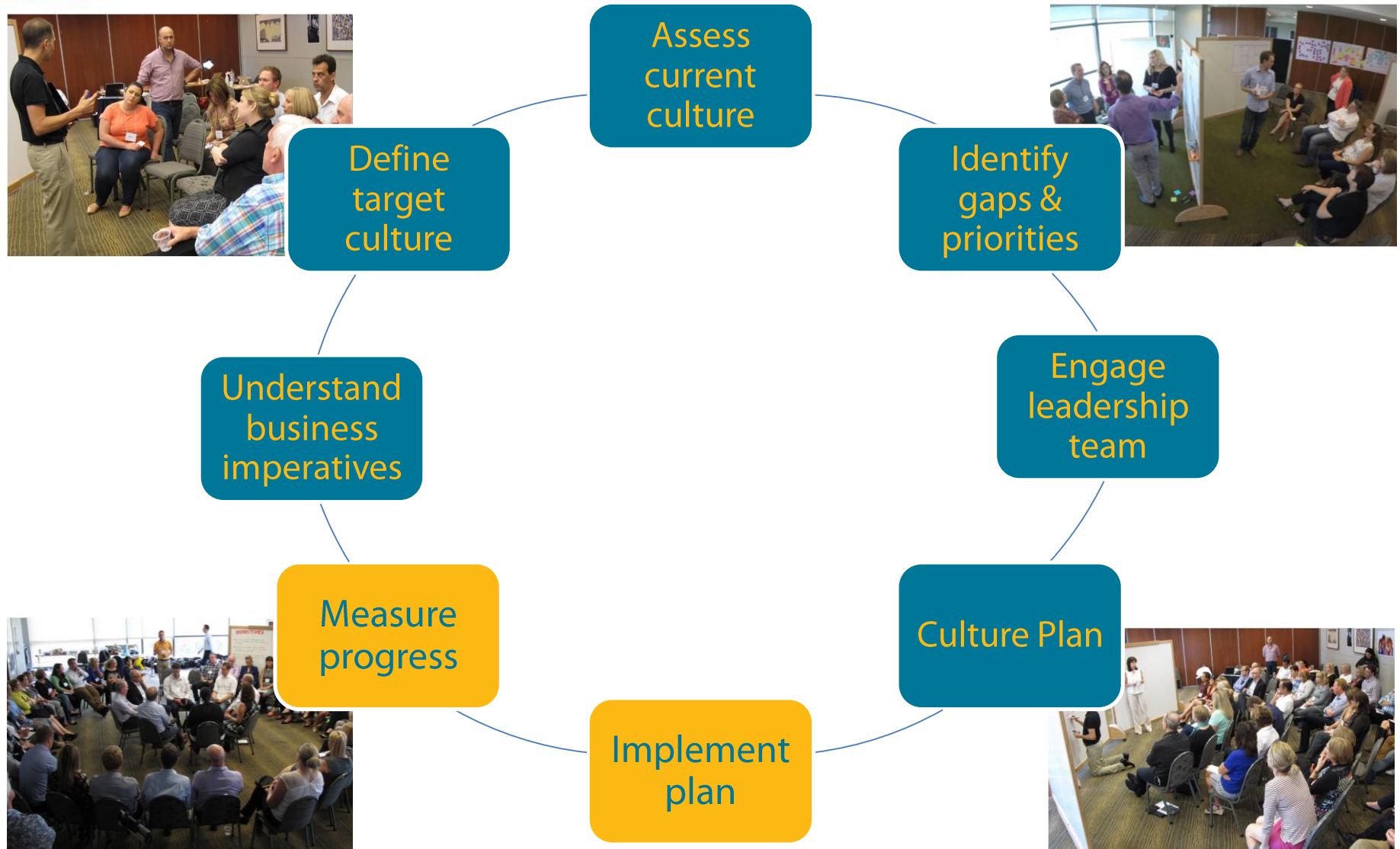
How time is spent

People promotions,  
exits

Offices, car parks,  
titles



# Culture Journey overview



# Business imperatives

*"We enable the ecosystem that allows people to choose how they live & how they die."*

- ✓ Most recommended brand by our customers.
- ✓ Create the business of tomorrow.
- ✓ Optimise the business of today.



# Our Target Culture



- We treat each customer as an individual and find a flexible solution.
- I bring the voice of the customer into the decision.

- I always look for a better way (for our people and our customers)
- We adapt quickly to new situations
- We encourage bold ideas and embrace uncertainty





# Year One Focus – Accountability & Empowerment

- ✓ I do what I say I will do and take responsibility for my actions.
- ✓ I support my colleagues and hold them to account.
- ✓ I support our people to take action, manager their work and use their skills to achieve our goals.
- ✓ I bring the voice of the customer into the decision.



# Culture Initiatives FY17



## Quick wins

Communication Plan  
Transforming IRT Summit

Defining Customer Centricity and Innovation

Executive Team Development  
Review of Delegations



## Leadership development

Leadership Capability Framework  
Executive Leadership Development  
Senior Leaders Development



## HR Business Excellence – new HR operating model

Performance Management  
Reward & Recognition

Learning Management System  
HRIS / Payroll



## Employee Culture Capability Program

Manager Culture Awareness Program  
Targeted Culture Intervention Strategies  
Accountability & Empowerment Immersion Program

Culture Champions



# Before the HR transformation...



Paper based



Inefficient / costly



Lack of integration



Poor employee  
experience

# The Target Operating Model

## Pre Transformation

Disparate Systems & Solutions

Lack of or Complex Processes

Quality & Compliance Issues

Struggling to Attract Talent

Lack of Insight into Organisation

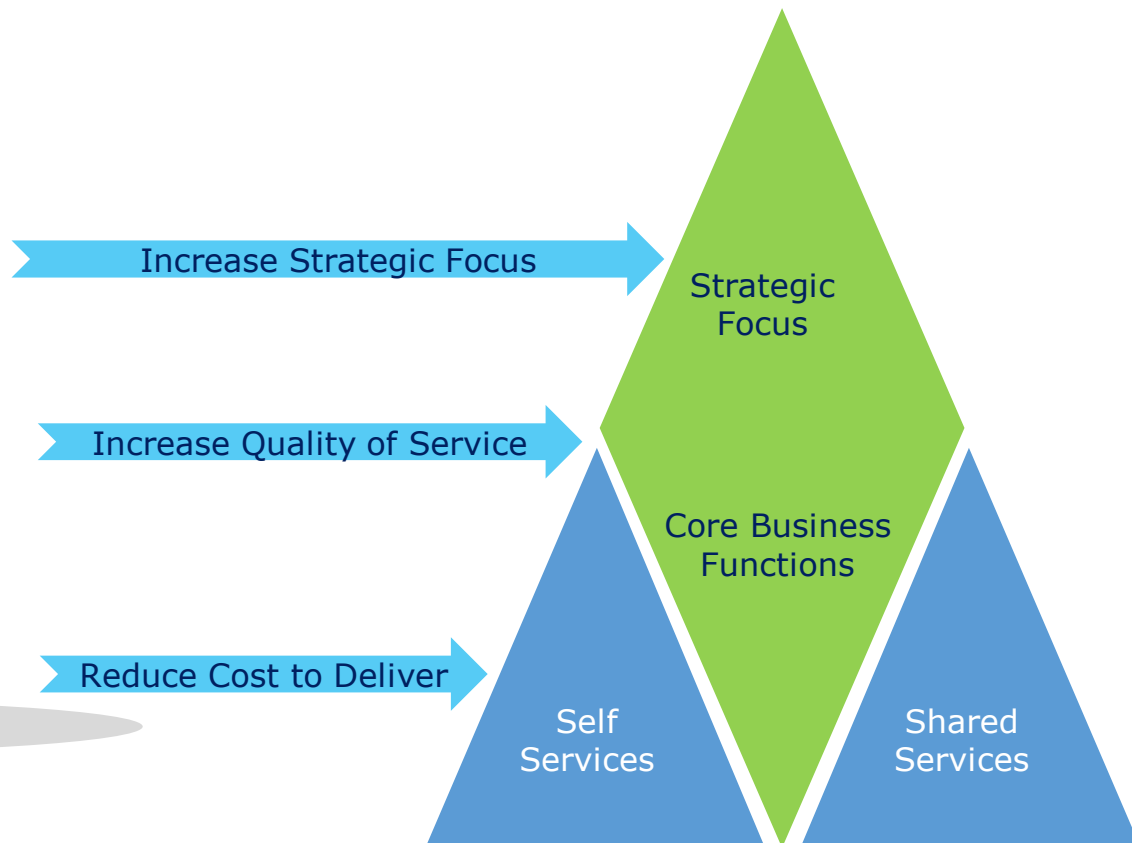
High Cost to Deliver Service

Engaging & Retaining Talent

Focus on Administrative Tasks

Provision of Transactional Services

## Target Operating Model





Done 

- ✓ Performance & Goals
- ✓ Learning Management - *LMS*
- ✓ Call out a Champion – *Social Recognition*
- ✓ Employee Central – *Core HRIS*
- ✓ SyncPay – *Integrated Payroll*



SAP SuccessFactors 

**PENDING**

- ✓ Recruitment
- ✓ On-boarding
- ✓ Succession & Development
- ✓ Workforce Planning & Analytics
- ✓ Compensation



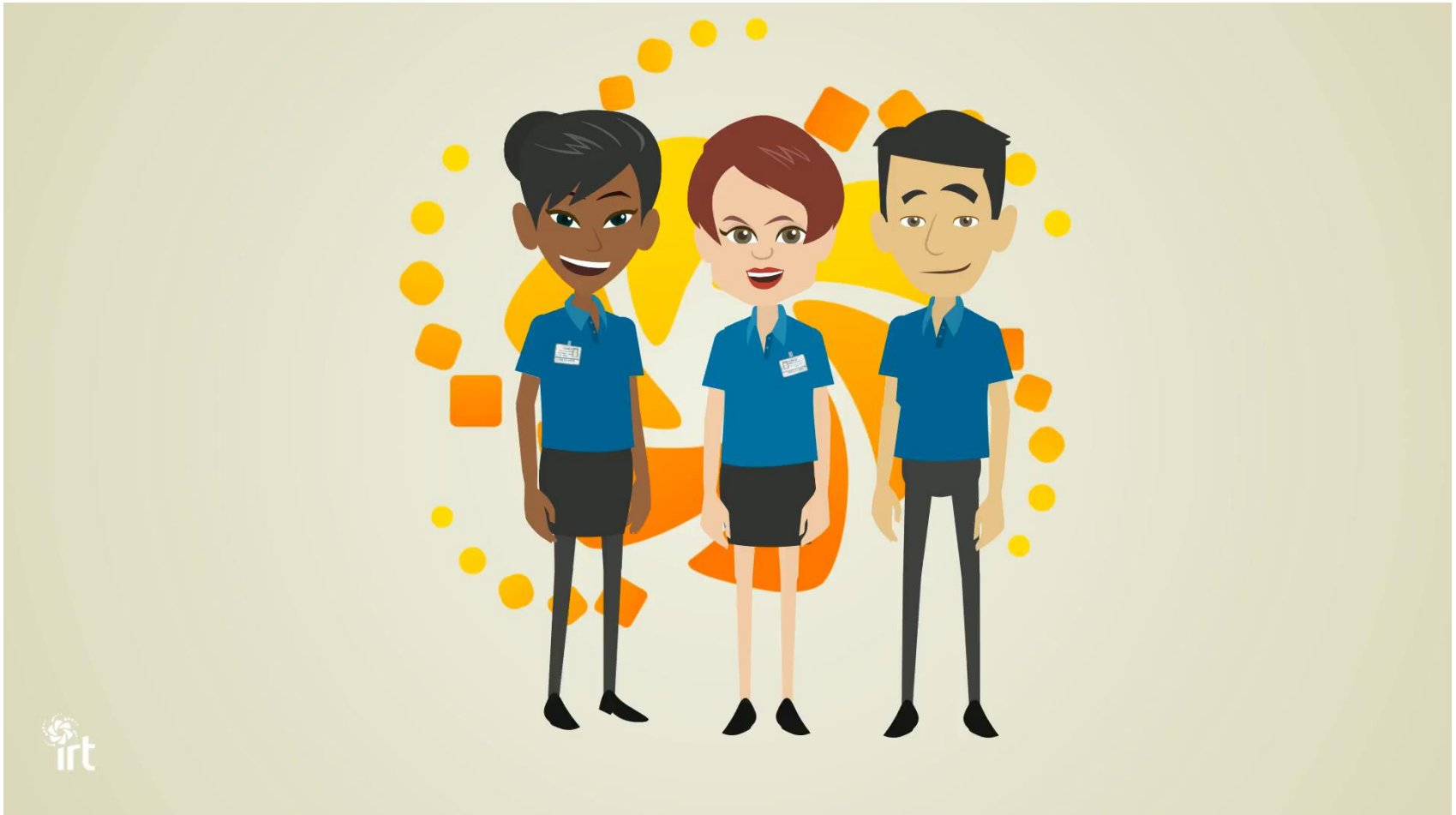
# The Change Challenge

- ✓ Biggest technology implementation in company history
- ✓ 2500 people to train – 2000 who don't work with computers
- ✓ Access challenges – reliant on personal smart phones or kiosks
- ✓ Lack of individual email addresses – needed to be created
- ✓ Very low levels of computer literacy amongst frontline staff
- ✓ Significant network / bandwidth issues during rollout
- ✓ Structure challenges – crazy span of control / data issues
- ✓ Competing initiatives – change fatigue

# My Central

Everything you need  
in one place







# The Business Case - Tangible



- ✓ Reduce HR operating costs by **\$724K** per annum
- ✓ **\$2.3M** over 4 years (projected)
- ✓ First year benefit of **\$122K**
- ✓ Achieved via automation and self service

**GOAL  
ACHIEVED**

- ✓ More effective **Learning Mix**
- ✓ More efficient **Training Spend**
- ✓ Improved **HR Process Efficiencies**
- ✓ Improved **Employee Collaboration and Engagement**
- ✓ Improved **Analytics, Data Management and Integration**

Enabling IRT to achieve its target culture.....

# Enabling Accountability & Empowerment – Year 1 Focus

Performance  
Accountability –  
Goals & Behaviours

Driving  
Performance Based  
Pay

Empowered &  
Accountable for  
own Details

Significant Increase  
in ESS



Empowered – Self  
Directed Learning

100% increase in  
online completions

Culture Behaviours  
Encouraged – Call  
out a Champion

6000 e-cards &  
nominations



# FY17 Achievements

- ✓ Exec team development program – leading the culture
- ✓ 250 managers through 'Culture Immersion' workshops.
- ✓ Senior Leadership Development program complete.
- ✓ Next 150 Leadership Program complete
- ✓ New online Performance & Development Review process
- ✓ New Reward & Recognition Strategy implemented
- ✓ Move 4 Life Safety Awareness Program
- ✓ My Central – new integrated HR & talent management platform





# FY17 Measuring Success

- ✓ Primary Metric is our Culture In Action Index
- ✓ Measures 'key target culture behaviours' of the top 200 managers
- ✓ Achieved 74% off a target of 60%
- ✓ LTIFR – slashed from 25.52 (FY16) to 11.58 (FY17)
- ✓ Employer of Choice Award



# My Central

Home Help & Tutorials

### My Team

1

### To Do

Sort by Date | Type

▼ Due Anytime (2)

- Calibration  
0 of 10 Completed
- ☒ Finish Your Profile

► Recently Completed (3)

### IRT Links

- IRT Website
- IRT Intranet
- IRT Foundation
- P&C Intranet
- Call Out A Champion
- Preceda
- EMP Live

### Social Media

- IRT Facebook
- IRT Youtube
- IRT Twitter
- IRT Linked In

### My Info

**Campbell Angus McGlynn**  
Group Head of People & Culture (1010216)

Profile 80% complete [Finish Now](#)

### Goal Status

On Track  
Completed  
Not Started  
Off Target  
On Target

### Goal Distribution

### My Goals

2016 - 2017 Goal Plan

- Achieve NPS of 35 for the IRT College
- Achieve an IRT wide Culture In-Action Index of 60% by end of Q4 FY17
- Reduce the IRT wide LTIFR (Lost Time Injury Frequency Rate) to 10 or below for FY17
- Achieve Critical Role Successor Coverage of XX (target TBC in September 2016)
- Support the achievement of an IRT EBITDA of \$12,679M via effective management of the P&C budget and achievement of the IRT College business plan
- Deliver on the P&C Business Excellence business case of \$278K in FY17

### Goal Alignment

Unaligned  
Aligned

### Performance Form Status

Self Assess...  
Calibration  
Manager Asse...


### IRT Welcome Page

**Overview**

Welcome to My Central!

Welcome to My Central! I am really excited that you've jumped on to have a look. This will be your 'one stop shop' for leave, pay, personal details (including banking) and

CALL OUT A CHAMPION



Customer Centricity on 24th June ... Graham Austin nominated Susan Joh for Customer Centricity on 24th June ... Nieves Murray nominated Celia Watkins for Customer Centricity on 20th June ... Sa

HI CAMPBELL MCGLYNN

YOU HAVE 80 POINTS

REDEEM POINTS

HOME

RECOGNISE A PEER

NOMINATE A PEER

MANAGER AWARDS

APPROVE NOMINATIONS

MANAGER REPORT

NOMINATIONS RECEIVED

RECOGNITION RECEIVED

POINTS STATEMENT

REWARD HISTORY

INDUSTRY AWARDS

IRT VALUES


RANDOM ACTS OF KINDNESS

'Call out a Champion' 😊

At IRT we know it is our people that make the difference in the way we connect with our customers, our community and of course with each other.

This is where we say 'Thank You' and 'Great Job' in recognising each other for all things big and small.

So come and have a look at our everyday champions and see all the great work happening at IRT.





Nieves Murray  
IRT Group CEO

4555 eCards sent

440 Nominations made

11 eCards received



3 Nominations received  | View All |

73 Recognition given

45 People recognised

You recognised someone today!

+ Recognition Karma

73 given 15 received. I have positive karma.

Trending Recognition Words

respect great project job company team survey  
analysis dementia proud received dear taking staff  
support residents public palliative needs want feel  
help care day environmental opportunity amazing  
thank way journey assessment continuing thanks  
work credit time cheers share families really doing  
innovation hard just appreciated week training  
able resident

- ✓ Continued implementation of the leadership work
- ✓ Accountability & empowerment at the frontline
- ✓ Commence a multi-year L&D strategy focused on Customer Centricity & Innovation
- ✓ Overhaul of Employment Brand
- ✓ Greater emphasis on Talent & Career Development
- ✓ Continued rollout of My Central



- ✓ Culture Plan endorsed (including budget).
- ✓ Culture initiatives developed into a Project Plan linked to the wider Transformation Map program.
- ✓ Execution of the four Culture Initiatives.
- ✓ Project governance for reporting established through the Project Management Office.
- ✓ Culture Plan measured through quarterly reporting.
- ✓ Q4, FY17 - new Culture Planning Team established to re-examine initiatives for years 2 & 3.