



Some of the Dee Team Tom Wood (in the cab) and (from left) Graeme Cole, Nevin Wittber, Peter Henderson and Bruce Withnell. Photo by John Skillen

## Message from the Executive Director

by Syd Shea

AUSTRALIAN economic recovery is not just dependant on reforming our approach to industrial relations.

It is also about reforming our work practices and our management systems.

We are talking about a cultural change.

In order to survive and achieve its goals, CALM also has to bring about a cultural change within its own hierarchy - within in its own ranks.

This change has to be achieved in an economy wherein budgets continue to be slashed yet public expectations of our services (in both quality and quantity) increase.

### Channelled

We must avoid even small errors.

They, too, can be damaging and result in an unnecessary expenditure of human effort to set matters right.

Now more than ever we must ensure that our energies and resources are channelled more effectively. Our Quality Improvement Program is about complementing our award restructuring

with workplace reforms and it is about ensuring our management practices, as far as is practicable, are also participatory.

I firmly believe there is a natural desire in each employee to reach his or her full potential and to do a good job (and overall we can be very proud of CALM's fine record).

To me, quality management is about harnessing this potential and encouraging full participation - focusing together on quality as well as higher productivity.

It is about a change in attitude by both management and staff.

It can be done - it has been done.

CALM's highly successful safety programs, for example, rely heavily on management/employee participation.

Overall, I am pleased with the efforts CALM staff are making to fulfil their obligations to the Western Australian community and I know I can count on your full support for the Quality Improvement Programs.

## Harvey Dee Team

**Mission:** To make more work time available by improving the effectiveness of daily despatch of gangs in the Harvey District.

The project leader is Peter Henderson.

Team members are

by John Skillen

Bruce Withnell, Graeme Cole, Nevin Wittber, Mike Fielden, Bob Selkirk, Tom Wood, Rick Donovan and the team facilitator is John Skillen.

### Background

The task of quickly and efficiently despatching gangs from headquarters to the field has always provided a challenge to the despatch officer and the overseers in charge of the gangs.

In theory, there should be no reason why the overseer should not be able to receive a daily briefing, organise the crew, and drive out of headquarters with them, in the shortest possible time.

However, what tends to occur in practice is that gangs are delayed from leaving headquarters for a multitude of reasons.

The effect of these delays is to reduce the amount of time the gang spends working in the

field, productivity is reduced and unit costs are increased.

### Outcome

Preliminary results of the trial showed that the time taken for a gang to get away from headquarters was reduced to a daily average of 11 minutes after each day's start time.

This showed a reduction of 10 minutes per gang. This can be extrapolated to 1.5 hours a day, or 13.5 hours per fortnight by the 18 gang members.

The project team will review the results of the trial early next year, and will investigate if further savings can be made.

The Dee Team, by working together, using the principles of Quality Improvement to resolve the problems of gang despatch delays, has demonstrated that it is possible to achieve productivity improvements through being smarter rather than working harder.

## Why QI news?

IN CALM, geographic separation and the great diversity of functions are factors that can affect the communication process.

The newsletter is a means of:

- informing all CALM employees about QI projects that are proposed or running;
- disseminating results from completed projects giving recognition to teams and individuals for achievement made;
- presenting QI information in general.

# New Swan Region spreads its wings

THE Swan Region, recently born of the amalgamation of the Northern Forest Region and the Metropolitan Region, comprises staff with a wide range of responsibilities and skills.

A dozen of these staff recently returned from a Quality Improvement Facilitators' Course at Busselton, highly motivated to try out their newly acquired skills and management techniques. Bruce Harvey convened a meeting of this enthusiastic bunch.

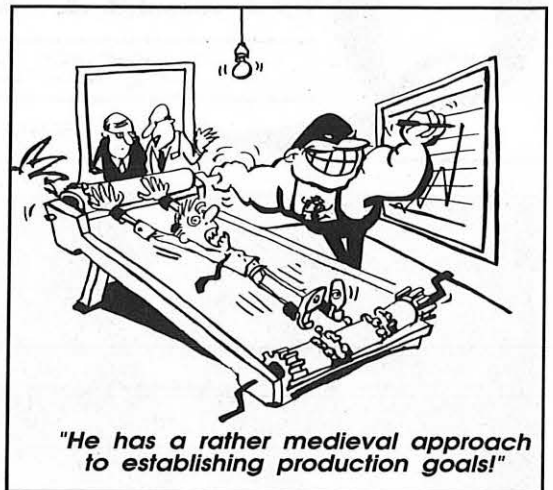
The group felt that QI would be useful in their work area and that they wished to be part of a QI network in the Swan Region.

Objectives and strategies were discussed with the acting regional manager Eric Jenkins, and several action items were set for the short and long terms. Since the training course at Busselton, several members have tried QI methods and are becoming involved in facilitating and leading

project teams.

Individuals can use these principles in their work and private lives.

As these project teams are formed the Swan Region QI Network will keep CALM personnel informed through this newsletter.



## Facilitators' course proves a success

**DURING** September, staff from various levels and sections in the organisation attended a five-day facilitator course conducted by Rob Stone.

The course had a strong American flavour to it and an emphasis that the learning process should not be rigid and

boring, but fun.

Rob is a rare breed in that he is a Quality Service Consultant with considerable practical experience in the public sector.

His "facilitator" courses are highly regarded and quality management teachers and consultants have

been known to attend. Lander & Stone Associates, although working internationally, are now based in Perth. If motivation and enthusiasm are criteria for a successful course then Rob gets full marks. We thank him for giving us a good start in the quality education process.

## Southern Forest unity

**FOLLOWING** the recent Quality Improvement Facilitators' training session, held at the Geographe Motel, all the trained facilitators in the Southern Forest Region have formed a team called "Quality Facilitators".

The team represents a strong cross-section of the staff in the Region, and have a very positive attitude to spreading the QI philosophy in the Southern Forest Region.

This positive attitude is typified by Manjimup District's Steve Collings who says, "I was very doubtful about the value of Quality Improvement prior to going to the Facilitators' Course. I thought it would be something that I would sit through, then shelve the manual on my return to the District and go back to what I was doing before."

"I certainly don't feel this way following the

by Bob Hagan

Facilitators' Course", Steve said.

"I see the value of the quality philosophy, and the need to provide a basic level of understanding to all our staff, with respect to Quality Improvement. This is one of the most important tasks that the Quality Facilitators will address in the Southern Forest Region," he said.

At this stage the regional facilitators have not embarked on a large number of new QI initiatives, because of our involvement with some major teams, such as TIPS (Timber Industry Problem Solvers). As these projects wind down we will commence a range of new projects.

Any other groups interested in networking with the Quality Facilitators should write to Bob Hagan at Manjimup to be placed on the distribution list.

## The Terminat-OOS

**A STIMULATING seminar by American Quality Improvement expert, Rob Stone, prompted Safety Officer, Tom Wood to seek QI methods to reduce the incidence of Occupational Overuse Syndrome (OOS) in CALM keyboard operators.**

A range of people were

nominated and all willingly accepted the opportunity to contribute to reducing the problem within CALM.

The team leader is Dave Bottrill, Bunbury, and members are Marg Wilke, Crawley, Karen Wilson, Manjimup, Angela Doust, Harvey District, Jenni Farley, Jarrahdale, Deanne

Burton, Como Research, Shane Knapp, SOHQ Como, Ian Old, SOHQ Como and the facilitator is Bruce Harvey from Kelmscott.

The team is gathering relevant data from a questionnaire which they put together. The questionnaire surveyed over three hundred keyboard operators from Kununurra to Albany and included scientific, administrative and field staff who use a keyboard for more than one hour a day. An additional task of the team is to address the very important issue of rehabilitation.

If you have any further information do not hesitate to contact any member of this highly motivated group.

## Facilitator's role

**THE** facilitator is appointed by management to provide advice and assistance to teams and team leaders. It is desirable that he/she should not have 'ownership' of the process being examined by the team, so that he/she can bring to it impartial advice.

The facilitator:

- is a technical expert in quality improvement
- trains team members in Quality Improvement
- coordinates and facilitates team operations using QI principles

# Exit mail saves time

**SIMPLE** flow-charting of the Kelmscott office outward mail system revealed many concerns for management and keyboarders.

The regional manager accepted that the process from author of correspondence to the final step of mailing needed improvement.

## Mission Statement

"To improve the processing of outgoing mail by at least 50 per cent of the current rate."

A team representing management and keyboarders was nominated. They are: Jacqueline O'Toole (team leader), John Butts, Irene Robson, Alan Briggs and Shelley Grasby. The team was facilitated by Bruce Harvey who had recently returned from a nine-day QI Facilitators' Course run for Public Service and other organisations.

The team gathered data, including using surveys and time sheets; used such tools of QI as flow charts, histograms,



The Exit Mail team (from left) Irene Robson, Jacqueline O'Toole and Shelley Grasby. Photo by Bruce Harvey

cause and effect diagrams and pareto charts. The team presented its recommendations to the regional manager Eric Jenkins, and asked that their solutions be tried.

Eric was very impressed with the presentation and gave his ap-

proval to test the team's solution. The team will soon re-survey and measure the results of their findings but anyone in the office can tell you that the outward mail process has improved remarkably.

Well done team!

## Quality users' seminar

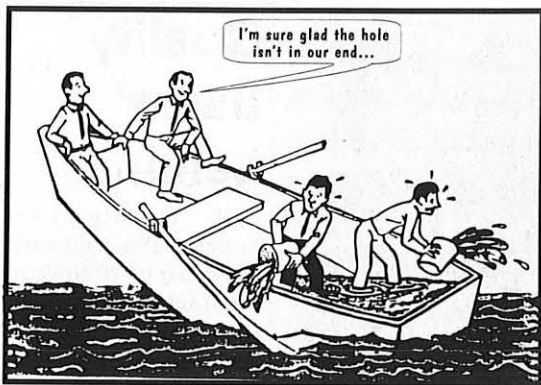
THE Quality User Group of WA conducted a seminar on 20 November that explored the theme of quality management and its role in workplace reforms.

People from both public and private sectors spoke on how QI supports reforms such as award restructuring, enterprise bargaining, consultative and participative processes. In award restructuring we have seen that employee participation is vital. The QI process leads managers to adopt a participatory style. The two programs are very complementary.

## I M P R O V E M E N T P R O J E C T S

Team Name	Owner of Process/Project	Mission	Team Leader	Team Facilitator	Project Completion Date
DEE TEAM	Harvey District	To make more time available by improving the effectiveness of daily despatch.	Peter Henderson	John Skillen	1/12/91
WEIGHT SCALE	Timber Production Branch	To determine an average volume by weight conversion factor for pine sawlogs.	John Kaye	John Skillen	1/12/91
SAFETY BRANCH	Nannup District	To identify most serious agency of accident and reduce the number of accidents in this agency.	Dave King	John Skillen	1/12/91
TIMBER INDUSTRY PROBLEM SOLVERS	Forest Resources Division	Describe the current system of logging planning and implementation as defined by Timber Supply Sub Program and present description and options for further development to steering committee.	Kevin Vear	Bob Hagan	12/91
QUALITY FACILITATORS	Southern Forest Region	To provide a network of facilitators to assist the implementation of QI in the Southern Forest Region.	Rotated	Rotated	?
BOUNDARY RIDERS	Operations Division	To develop an effective method of correctly locating land tenure boundaries in the field.	Bruce Harvey	Bruce Harvey	2/92
TERMINATOOS	Human Resources Branch	To set in place procedures for CALM keyboard operators that will reduce the incidence of occupational overuse syndrome (OOS) and allow for rapid rehabilitation.	David Bottrill	Bruce Harvey	2/92
THE WOODSHED	Dwellingup District	To safely construct wood products to Departmental standards and cost competitive with outside sources.	Murray Love	Bruce Harvey	3/92
EXIT MAIL	Kelmscott Office	To improve the processing of outgoing mail in the Kelmscott Office by at least 50% of the current rate.	Jacqueline O'Toole	Bruce Harvey	12/91
FINAL GRADE	Swan Region	To provide the Swan Region with the most efficient method of achieving road grading and firebreak maintenance program.	Bruce Harvey	Bruce Harvey	3/92
LEASTWOOD	Mundaring District	To establish methods of reducing illegal removal of firewood in eastern zone conservation areas.	Kevin Pollock	Bruce Harvey	3/92
DIEBACK INTERPRETATION EFFICIENCY REVIEW	Inventory Branch	To establish the most efficient system which will supply customers' annual demands for dieback hygiene.	Dave Meehan	Rob Towers	1/92 which





# Tackling a most sensitive issue

IN MAY of this year a group of senior regional operations staff and Inventory and the Manager of Land Information Branch, known as the Sensitive Management Operations Group, decided to nominate a QI project team.

The mission of the team was: "To develop an effective method of

correctly locating land tenure boundaries in the field".

The team has uncovered many issues of concern, gathered much data and are soon to make their recommendations to senior management on this issue. Team members are Bruce Harvey (Leader/Facilitator) from Kelmscott, Swan Region,

Terry Court, Pemberton District, Leigh Davis, Land Information Branch, Como, Alan Hordacre, Collie District, Peter Stirling, Manjimup Office, Southern Forest Region, Andy Rynasewycz and Peter Blankendaal from Inventory Branch, Bunbury, and Ralph Smith, Jarrahdale District.

## CALM's own quality experts

WE NOW have forty-five people who have received Quality Improvement education to the 'facilitator level.

They are as follows: Bob Hagan, Manjimup, Bruce Harvey, Kelmscott, Ralph Smith, Jarrahdale, Denise Allen, Jarrahdale, Nigel Sercombe, Dwellingup Cadet School, Keith Low, Dwellingup, Bill Towie, Timber Production, Como, Bill Advic, Information Services, Como, Graham Behn, Land Information, Como, Craig Letica, Accounts, Como, Pat Collins, Inventory, Como, Ian Old, Human Resources, Como, Tom Wood, Human Resources, Como, Kerry Olssen, Land Adminis-

tration, Como, Chris Muller, Fire Protection, Como, Shane Knapp, Administration, Como, Peter Heslewood, Woodvale, Ian Herford, Albany, Leon Griffiths, Mt Pleasant, Jacqueline O'Toole, Kelmscott, Garry Hartnett, Wanneroo, Grant Revell, Landscape, Mt Pleasant, John Skillen, Bunbury, Charlie Kelers, Como, Tom Backhouse, Pemberton, Kevin Haylock, Pemberton, Steve Collings, Manjimup, Alan Lush, Manjimup, Kevin Vear, Manjimup, Andrew Morton, Walpole, John Gillard, Walpole, Don Spriggins, Bunbury, Bob Chandler, Bunbury, Peter Bidwell, Bunbury, Dave Meehan, Bunbury, Bob Selkirk, Harvey, Alan Hordacre, Collie, Alan Seymour, Kirup, Dave Lathwell, Kirup, Brad Cockman, Busselton, Lyndon Piggott, Nannup, Rob Towers, Kelmscott, Ron Shimmon, Wanneroo, Bruce Telfer, Mundaring, Peter Keppel, Mundaring.

As a result of the September facilitators' course, QI networks have developed in Manjimup, Bunbury, Kelmscott and Como. Basically, the purpose of the networks is to promote QI in the organisation and provide mutual support when facilitating.

## Literature review

ARE your workplace committees, quality circles, safety committees, etc., working effectively?

If not you might want to read a book by Ralph J Barra *Putting Quality Circles to Work*.

He sees quality circles (or small work groups) as 'a device by which employees at all levels are involved in small discussion groups with the object of recommending changes in procedures, equipment, standards, etc.

The involvement of lower level employees in such discussions has had a dramatic impact on quality, morale, productivity and profits.

The elements necessary for such groups to work effectively are:

- facilitator selection
- leader training
- knowledge of creative problem solving techniques.'

*Team Handbook* by Peter R. Scholtes.

This book is a 'must' as a reference for team facilitators, and to assist in 'Just In Time' training programs.

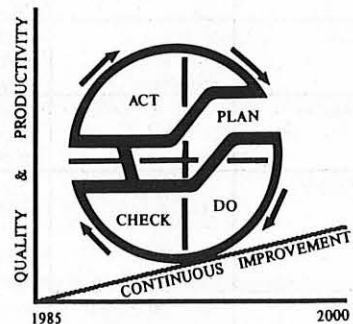
About 20 copies have been distributed

throughout the Department. Additional copies can be obtained at a cost of \$59 each.

*Q I Strategy document*. A copy of the 1991 Quality Improvement Strategy and Implemen-

tation Plan has been sent out to each district, region and branch office.

We urge all to read it and provide comments that may be considered when the 1992 review is carried out.



## QI and wage changes

The Industrial Commission has said that to qualify for the next wage adjustment, organisations will have to present measured productivity improvements.

A major principle of QI is that it is data based, i.e. improvements are automatically measured and decisions are based on facts.

### FROM THE METRO NETWORK

Wisconsin here, Wisconsin there  
 Those bloody badgers everywhere  
 It took a week to see the light  
 The man from Madison put up a great fight  
 The need for quality began to make sense  
 No longer could we sit on the fence  
 In our culture must quality entrench  
 No quality, no future, no viable defence  
 On to you these thoughts must flow  
 So time and again into rooms we go  
 There's Bill and Bill; Tom, Kerry and Pat  
 Grant, Peter, Craig and Shane Knapp  
 Graeme and Oldy bring up the rear  
 With Charlie occasionally listening in fear  
 Do not despair; time runs out  
 Soon you'll feel the QI clout  
 Room for your needs ignites the desire  
 We, as CHARLIE'S ANGELS, just fan the fire.

I. Old