



Southern Cross
FERTILISERS

Action Planning

A Process of Employee Involvement



The SCF Action Planning Philosophy

To involve all employees in the continuous improvement process by:

- Gathering ideas,
- Involving all in the decision making process,
- Engaging all to implement solutions to problems

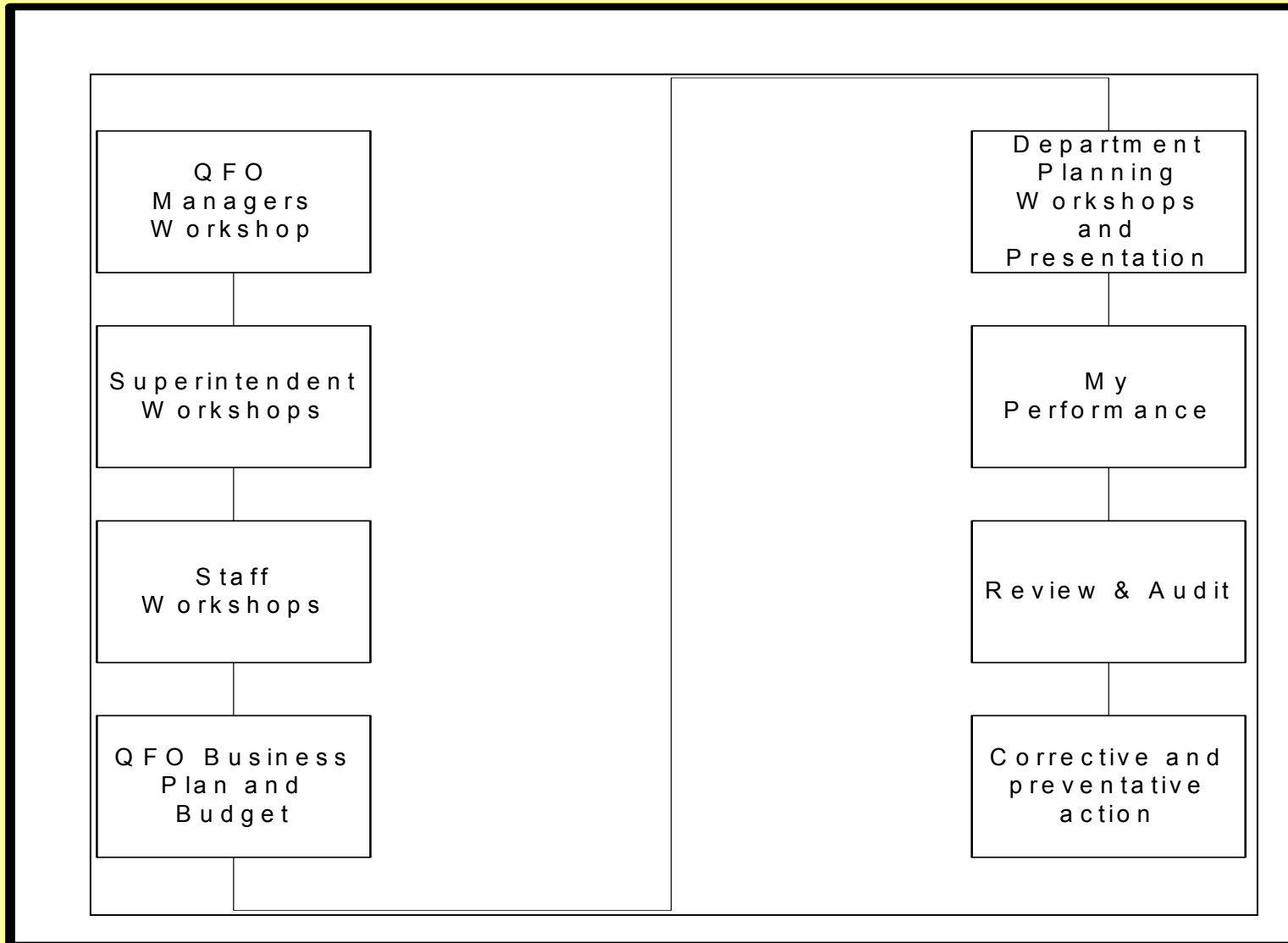
Background.....

Evolved from an Australian Business Excellence Framework (ABEF) audit in 2001.

7 categories (ABEF):

- Leadership
- Strategy and Planning Processes
- Data, Information and Knowledge
- People
- Customer & Market Focus
- Products, Processes & Services
- Business Results

The Process.....



The Steps (1)

Management Workshop

- Identify key business objectives, themes as the focus eg, Cost reduction, EBIT challenge
- Identify specific programs and challenges facing SCF in achieving its 3 and 5 year goals
- Collates the information that will form the basis for which will be presented at the staff Action Planning workshops

The Steps (2)

Superintendents Workshops

- Identifies Business needs
- Set the framework for the Staff Workshops

The Steps (3)

Staff Workshops

- Management Presentation
- Workgroups
- Brainstorming
- Prioritise, review, consensus

The Steps (3 Cont)

The 7 main pillars (activities) to be targeted

- Safety and Health
- Environment
- Costs
- People
- Volume
- Quality
- Asset Management
- Community and Corporate Affairs

The Steps (3 cont)

[2005 Action Planning Sheets](#)

The Steps (4)

Department Planning Workshops

- Ideas collected and combined
- Business Plans developed
- Ideas amalgamated
- Confirmed projects communicated back to staff
- Business Plan, Budgets finalised, signed off.

The Steps (4 cont)

[Maintenance Business Plan 2005.DOC](#)

[Utilities Business Plan 2005.DOC](#)

The Steps (5)

"My Contribution"

- Individuals agreed objectives for the coming 12 months
- Contributes to business goals of the team.

The Steps (5 cont)

[Example 1 - Final 2005.DOC](#)

The Steps (6)

- **Review and Audit**

- Performance against plan reviewed on a consistent basis, at least bi-monthly. Some issues with continuity with FI/FO

The Steps (7)

- **“My Performance”**
 - An annual formal review
 - Component of Salary review

The Steps (7 cont)

Example 2.DOC

Summary

- Positives
 - Good input, ownership from individuals
 - Some excellent outcomes
- Impediments
 - Rosters
 - Budget Planning process (Capital and Operational)

[Supts Meeting presentation April 2005.ppt](#)

“Work is more than individuals completing tasks. The highly interdependent nature of organisational functions means that work also happens between people. It is not only what people know that counts in everyday work, it is what they do with what they know, which especially includes how they converse and relate with each other”.

(Hull and Read, of the University of NSW)

Questions?