Managing within the Big Picture

CSI Business Planning Workshop II

CSI Operations Managers recently participated in the second business planning workshop for 1993 at the Corrective Services Academy.

The theme of the workshop recognised the special nature of the CSI Operations managers role - developing a commercial enterprise, within the context of a large complex organisation, where other goals and needs affect production and marketing efforts. Workshop sessions focused on two important issues: working cooperatively and productively with other units, divisions and regions; and sourcing and keeping customers.

However, once again the address from the Commissioner gained the most attentive audience - all keen to hear about progress and developments in the strategic issues facing the Department, directly from Major-General Smethurst himself. The Commissioner referred to the book *The Fatal Shore* by Robert Hughes, and quoted from an early comment on NSW prisoner management, which recommended providing incentives and good conditions to prisoners, as a contented convict works better than a hungry, rebellious one.

In accord with the aims of the workshop - establishing relationships, clarifying and developing policy and approaches, and personal development, participants enjoyed a variety of activities, including presentations from successful managers within and outside the Department, videos, and group sessions to work on improving customer service in CSI.

Mr. John Bouropoulos, Training Manager NSW & QLD, McDonalds, inspired a new respect for McDonalds with his account of their commitment to customer service. He explained their "Five Foot Rule" for staff: to smile, greet and speak to anyone within a five feet radius; and their policy of responding to any complaint within 24 hours.

Mr. Bouropoulos also discussed how McDonalds maintain a high standard and consistency in their restaurants through performance accountability. Intensive three day inspections are carried out in each outlet throughout the year, and where necessary, an action plan for improvement developed.

Mr. John Heng, Chief Executive Officer, Prestige Group, (Australia) Pty Ltd, held everyone's attention after dinner with a colourful exposition of a serious subject - how to turn around a company headed for closure. Once again the answer lay with developing quality and customer service through development of a "team approach."

Robert Hughes (1987)

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THE FATAL SHORE

One of the first treatises on Australian farming (1826) advised settlers that "the belly is far more vulnerable and sensitive than the back." Use firmness and circumspection; the carrot not the stick ... Set up wages and a scale of rewards which will seem "a very great boon" and whose withdrawal will be "much more effectual... than the lash of the flogger...they are men who, however degraded, still have the same feelings and passions as himself."

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John Heng, Chief Executive Officer, Prestige Group, (Australia) Pty Ltd.
Perhaps, however the most stimulating story came from Mr. Paul Fleming, CSI Operations Manager, Mannus, who explained how joining with the Correctional Centre team to develop work and education programs helps inmates to stay out of gaol and improves profitability as well! The answer at Mannus was getting everyone involved - the Governor, Education Officers, Overseers, and then Customers - to develop clear joint goals, workable strategies, and measures that demonstrate how excellence in work, rehabilitation and profitability can be achieved in Corrections.

"Turning Problems into Opportunities"

Throughout the day, workshop participants demonstrated the truth of the old saying, "turn problems into opportunities.” Examples of how difficulties with other sections were resolved highlighted the way to go:

- Communication with all levels, all the time.
- Give recognition, and encourage participation and involvement.
- To solve problems be flexible, use initiative and develop support.
- To solve conflict, negotiate, be assertive and be aware of others needs.
- Plan ahead, but be prepared to review, modify and change.

Long Bay Tour

Following the success of the CSI Business Planning Workshop, many participants took the opportunity to tour industry facilities at the Long Bay Correctional Centre.

CSI Operations Manager Ray Coleman (Bathurst), Bob Dwyer (Glen Innes), Andrew Wilson (Grafton) and Keith Walsh (Industries Manager, Junee Correctional Centre) were guided by host CSI Operations Managers Rob Faith (Industrial Centre) and Matthew Jennings (Training Centre). The business units visited by the group included the Hard Rock Bakery, Bilprau Pty Ltd - T Shirt manufacturers, Gum Tree Pty Ltd - electronics, Corrumb Unit and Panama Developments Pty Ltd - plant nursery.

An overview of industries was presented to tour participants by Hans Wesseling, CSI Business Manager, Eastern Region, prior to the commencement of the tour.

The visit enabled participants to exchange ideas on operations matters and gain an awareness of industries in the Eastern Region.

Winning Entry

Congratulations to ASI Alan Hufton from Cessnock Correctional Centre who provided the winning entry in last months "Brain Teaser" competition. Thank you to all who participated.