

# The 100 Week Strategy:

## Turning Around the Central Engineering Workshops of the Water Authority of Western Australia

### Overview

In 1994, the Water Authority of Western Australia decided that the Central Workshops, a group of some 160 tradespeople, needed to dramatically improve its performance and to become a commercial organisation, or face closure.

A plan was devised which became known as the 100-Week Strategy. The outcome was a fundamental reversal of financial fortunes, combined with a significant rise in labour productivity.

A loss of approximately \$850,000 per year on a turnover of \$13,000,000 was turned around in less than one year to a gross profit of \$200,000 on a turnover of \$11,500,000. The Central Workshops were also granted quality accreditation to Australian Standard 3902 during this period.

During this turnaround there was continued cooperation between management, employees and unions. The Workshops were an oasis of cooperation in the midst of a major industrial dispute over privatisation of State assets.

## History of Events

The Central Workshops are a Section of the Water Authority of Western Australia. The Workshops were until recently a traditional government agency, with typical government structures and hierarchies. Those who worked there saw the Central Workshops as a place with a long history of diverse, personal management styles, no real “bottom line” orientation, and generally reasonable and relaxed working conditions. Some of the staff had actually moved from the private sector to jobs in the Central Workshops to get away from the perceived pressures of the private sector.

The Central Workshops support the Water Authority through the manufacture, repair and installation of a variety of mechanical and electrical equipment for the Authority.

The Central Workshops comprise of a number of smaller “shops” that provide goods and services such as fleet, welding, fabrication, fitting and machining, instrument and communication and meters.

For decades, each of the shops has operated on a traditional trade basis and hierarchy, with Tradesmen, Leading hands, and Foremen. A range of Superintendents and a Supervising Engineer has managed the combined workshops. The culture has been one of strict demarcation of jobs, with traditional trade duties undertaken by employees.

The Central Workshops originally consisted of seven shops and two outside installation gangs:

- fleet (vehicle testing and repair),
- welding and fabrication,
- sheet metal fabrication,
- fitting and machining,
- mechanical installation gang,
- electrical manufacturing,
- electrical installation gang,
- instrument and communication, and
- meter testing and repair.

In 1986 the Central Workshops became a “Product Team”. This was designed to demonstrate the need for accountability and a commercial approach to work. While some progress was made towards a more commercial focus, there was no real change in the workplace culture and attitudes. By 1989/90 significant losses were being recorded on a regular yearly basis. They averaged approximately \$1,000,000 per year.

From organisation reviews conducted during the recent life of the shops, it was discovered there were major concerns with:

## THE 100 WEEK STRATEGY

- inadequate communication with customers,
- lack of cooperation between certain trade workshops,
- late delivery of services from specific workshops,
- excess of indirect staff employed in the supervisory and support roles,
- lack of standardised procedures for staff to follow,
- no integrated computed based estimated scheduling, job costing and reporting systems specifically designed for a job shop environment,
- staff morale was very low,
- insecurity regarding the long term future of the Central Workshops,
- a perceived imbalance in accountability between direct and indirect staff and,
- localised industrial relations problems.

### The Need for Change

The change in State government from Labor to Liberal in 1993 saw a change in government attitudes towards the Water Authority. The Liberal Government wished to make State agencies more competitive, and they determined that revenue raising agencies in particular would no longer directly provide services to the public. Wherever possible they would merely co-ordinate and ensure the delivery of those services.

A local financial Consultant and ex-Under Treasurer, Les McCarrey, was commissioned to investigate the current operations of all major government agencies and statutory authorities.

This report, known as “ the McCarrey Report”, had a major effect upon all government departments, but in particular the Water Authority. Some of the strategies explored during this period were contracting out; privatisation; corporatisation; and commercialisation.

Anticipating of the outcomes of the McCarrey Report, the Water Authority commenced investigating all aspects of its operations, including the Central Workshops, to put them on a commercial footing. The then Managing Director, Wally Cox was extremely active in encouraging his organisation to examine its operations, and improve them.

## THE 100 WEEK STRATEGY

The Water Authority Board and Senior Management gave the Central Workshops until the end of 1995 to “become commercial”. The Workshops were informed in mid 1993 that if they could demonstrate they were acting in commercial fashion, then the Authority would keep the Central Workshops open. As the government had recently and very publicly closed the large Midland Railway Workshops for their failure to become commercial, the threat was taken seriously.

With the implied threat of closure hanging over their heads the staff at the Central Workshops had to act quickly. They realised that making token changes would not achieve the goal - they needed to undertake a major reorganisation of the business.

Every aspect of their business was to be examined, and the magnitude of the changes meant that the workshop staff was faced with significant and uncomfortable issues:

*“...it was chaos and conflict.”*

*“...at times we didn't know what we were doing”*

The Central Workshops had to change radically in an attempt to secure their survival. The changes they finally underwent stretched the people on the job. They had to change their view of what was management's role in the scheme of things, and what was their role and responsibilities. It equally stretched management in their understanding of the “best” way of doing things.

The total nature of the work organisation within the Central Workshops changed. It moved away from the often authoritarian, paternalistic directive management practiced in traditional engineering operations. It moved towards work organisation based on teamwork, customer focus, profit orientation and personal empowerment. The workplace culture altered beyond all recognition.

### First Attempts

Before the implementation of what has become known as the 100-week strategy, two previous attempts had been made to review and improve the operation of the Central Workshops.

Consultants were introduced in the 1989/90 financial year, when the Central Workshops recorded a significant loss, in the order of \$1.4 million.

## THE 100 WEEK STRATEGY

In September 1990, the consultants presented a range of strategies to improve the financial situation of the Central Workshops. They developed five key strategies that they recommended the Central Workshops. These were:

- Implement a differential pricing policy;
- Implement a structured business development plan to exploit niche markets within and outside the Water Authority;
- Introduce workshop management systems, procedures and practices; eliminate or minimise “non value added” activities and facilities;
- Improve communication and employee involvement by sending the foremen on a planning workshop; and
- Implement a Quality Improvement Programme.

Then again, in 1993, (after some success in implementing these strategies) a second group of consultants performed a review of the overall services offered by the Central Workshops. The objective of this review was to establish relative market position and cost competitiveness of the Central Workshops.

This was accomplished through a process that was termed by those consultants as “Benchmarking”, although it was primarily a simple hourly labour cost comparison of each service. Labour charges out rates were compared with the charge out rates of private enterprises in similar services.

The conclusions of the second consultant were similar to the first consultant. They recommended:

- reducing the number of support staff and supervisory positions,
- increasing the chargeable rate of tradespeople,
- employing short term staff in times of peaks of demand,
- rationalising services offered and
- discontinuing some services.

Both sets of recommendations were based on a notional view of the “right” strategy and structure of the business. This was a view in which management made the decisions and determined the business strategy, with little involvement from the shopfloor. There was to be some consultation during the studies, (a gesture towards greater teamwork), but no recommendation for significant workplace participation in the future of the Workshops.

Both sets of consultants used conventional approaches, based on reduction of operating costs and increased charge out rates. There was little effort to deal with the deep seated and difficult industrial relations issues, the organisation culture, employee and management behaviour, and the possibility of direct participation in strategic decisions by people on the job.

## The 100 Week Strategy

Several consultants had come and gone over the last few years, and only marginal changes had occurred to the Central Workshops. The poor morale of the staff remained a big problem. Labour productivity stayed low, and difficult decisions about organisation change had not been taken. The end of 1995 loomed large in the minds of everyone in the Authority, but everyone seemed at a loss to now what to do to break this cycle of poor performance.

Menno Henneveld, a senior corporate manager in the Authority, was charged with the oversight of the new Engineering Services Division of the Authority in 1993. He examined the situation and acted decisively.

In late 1993, in conjunction with Mel Whinnen (Manager of Regional Engineering Services), he identified yet another external consultant, Dr. Daryll Hull. They asked Daryll Hull to assist the Central Workshops to implement the recommendations suggested in the previous consultants' reports. Daryll Hull was determined that all three aspects of organisation change would be addressed:

- *BUSINESS STRATEGY,*
- *ORGANISATION STRUCTURE and*
- *STAFF BEHAVIOUR.*

The "100 Week Strategy" was born.

Daryll Hull's aim was to improve the economic performance and commercial success of the Workshop through the introduction of a strong participative framework for organisation change. From past experiences he knew he had to quickly gain commitment from management and the workforce in order to make radical organisation change. There were only 100 weeks to undertake this transformation, in an organisation with a 100-year tradition of resistance to change.

He knew that he must first gain commitment to some basic rules and assumptions about the change process. These were:

- That those who have to live with the consequences of any planned change in the Central Workshops must have substantial influence over those changes, before they are finally agreed upon;
- Productivity improvement had to be the primary driving force behind all suggested changes - thus no notions of traditions of status, control, custom and practice could be tolerated;

## THE 100 WEEK STRATEGY

- All people working in the Central Workshops should be treated with dignity and respect, no matter what their designated level or title, and all people's ideas would receive close attention;
- Commonsense had to prevail over rules, regulations, systems and standing orders. Those who were the experts in the jobs - those who do them - had to be in charge of their own areas, and they must be expected to exercise good judgment in what ever they do; and
- All information had to be made available to all people in the Central Workshops. No hidden agendas or strategies could be kept secret. This ensured that the members knew with certainty that they had all the knowledge with which to work towards the best decisions.

The strategy based on these assumptions had three main thrusts:

- creation of a new and more productive workplace culture,
- a structured detailed step - by - step approach to workplace change, and
- a participative process which involved all people in the Central Workshops.

The aim of the process was to achieve:

- Creation of a new workplace culture;
- Simultaneous improvement in all areas;
- Establishment of consultative processes;
- Redefining the way work was done;
- Redefining jobs;
- Integrated skills formation;
- New safer jobs;
- Performance indicators and benchmarks; and
- Closer links with customers and suppliers.

As seen by some of the participants of the 100-week strategy, the 100-week strategy was:

*“...100 weeks to turn the Workshops from a loss situation to a profit. To identify genuine barriers and either improve or eliminate them. Increase efficiencies and work faster and smoother. Get everybody more involved and have their say and be part of the decision making.”*

## THE 100 WEEK STRATEGY

*“The 100 week strategy is a philosophy. We already had a number of underlying attitudes. It was management’s job to make sure the guys had the skills to do the job, to provide direction and liaison.”*

*“Reforming of work practices, complete change, transformation of attitudes.”*

*“(overcoming)...skepticism that the 100 week strategy was just another management fad and it was a way of making us work harder without being paid.”*

## Reshaping the Organisation

### Leadership

Leadership came from many quarters. The senior management of the Authority demonstrated a commitment to the Central Workshops. Middle management worked tirelessly to provide support for the change. The Central Workshops Advisory Board (comprised of senior managers from across the Water Authority) were constant and consistent in their trust of the people at the Central Workshops. The Workshops management team was always active in their attempts to support change. The people on the job accepted major changes in the working environment. The unions involved gave explicit support to the process.

An innovative approach was taken to draw these parties together. A forum was established to provide a business-like basis for strategic planning and operational management. It was termed the Workshops Business Council.

### The Business Council

The Business Council was formed at the beginning of the process, in December 1993. It became a critical element in the change process. It was initially established to provide a focus for the appropriate parties to discuss and have their involvement in the implementation of the change in the Central Workshops. The major aim of the Business Council was to work co-operatively on major workplace reform and to enhance productivity.

This was in line with the philosophy that there should be no hidden agendas, and knowledge required to make decisions was available to all.



## THE 100 WEEK STRATEGY

All decisions were made by consensus, and acted upon by the Manager.

Membership consisted of the following:

- elected representatives from the unions in each shop,
- full-time officials from the 4 unions that had members at the Central Workshops,
- Neil La Roche, the newly appointed Workshops Manager<sup>1</sup>,
- the marketing manager,
- the production manager,
- an elected internal facilitator from the workforce, and
- Daryll Hull, as the external facilitator.

Detailed minutes were kept. The minutes were available to all people at the workshop.

As one of its first acts, the Business Council decided that the Priorities for 1994 were;

- creation of four product based Product Teams rather than 7 trade shops (and gangs),
- comparison of workshop performance against other companies in other than simple cost comparison terms (Benchmarking),
- undertaking a full process analysis to determine the best way of organising the work of each Product Team, and
- examining the training needs for everyone to work effectively in the new forms of work organisation.

The importance of the involvement of the people from the shopfloor was stressed in all of the meetings.

*“.....we grew to trust the management and each other through this Council. It became clear that we were all on the same path. We had to support each other or go under....”*

*“....introduction of the Business Council was successful. There was increased number of meetings initially. The participants saw this as time wasting, however, with the focus, the right people and with the information we were able to make decisions.”*

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<sup>1</sup> The 100 week Strategy was successful in large part because of the facilitative and supportive style of Neil La Roche. He gave the teams considerable discretion, and worked with them when needed. His participative leadership style was a critical element in the success of the strategy.

## Teams and Team Leaders

The beginning of the major structural change in the organisation was the introduction of self directed work teams. This had the effect of moving the responsibility for decisions to those who had to live with the consequences of the decisions.

The staff in each Product Team chose the person who was to be the Team Leader. This was a huge break with tradition.

The selection panels to choose each Team Leader for the Product Teams comprised:

- two elected or selected representatives from the shopfloor
- the Workshops Manager, and
- Daryll Hull, as an independent participant

The criteria for evaluation were developed by the selection panel, and checked with the people on the job. The final selection was made by consensus amongst the panel members. This was in stark contrast to the process of interviewing and selecting people that normally occurred in government agencies. It gave a strong sense of ownership to the shopfloor, and made the Team Leaders appreciate that they had to meet the needs of everyone in the shop, not just their own agendas.

*“...team leaders replaced foremen - this was a good idea as it cut down on wages and overheads and gave workers more confidence and autonomy and we felt part of the team.”*

*“Team leaders an excellent idea they were all selected by the workers.”*

*“ ..... Team leaders increased communication and involvement, spread the load.”*

## THE 100 WEEK STRATEGY

### Open Communication

Awareness sessions were also held for all people, including management, to explain details of the change process. This supported the total communication process, which included:

- toolbox meetings,
- additional briefing sessions as needed,
- minutes on noticeboards, and
- regular newsletters reporting on the progress of the 100 week strategy.

The culture of communication in the Central Workshops changed from

*“...secretive communication, I call it the Klu Klux Klan.”*

to

*“Open communication. Communication improved, in the past had to go through the chain of command, now we can contact whoever to get the answers or the job done.”*

### The Role of the External Facilitator

Daryll Hull was selected in part because of his particular approach to organisation change. He had a strong belief in the people taking ownership of the process of change. Thus he did not take a strongly directive approach. On occasion he did lead the discussions, but only after all other options had been exhausted. He at all times maintained an optimistic and supportive attitude towards the staff, and argued their case with management where necessary. He also argued with people on the job when it was needed.

It was agreed to elect an Internal Facilitator to work with Daryll Hull on the project. This would give the Central Workshops the capacity to learn from the process, and to apply what was learned on this site into other places in the Water Authority. The initial Facilitator was Paul Austin, a welder from the Fabrication Shop. He left after some months and Lyndon Bunn, another welder from the Fabrication Shop, was elected to the position. Lyndon proved to be an invaluable person during the change process. He maintained all records, administered the programme, and acted as a liaison for the external consultant.

## Vision and planning

### A Clear Mission

The Central Workshops determined on a clear course of action using the 100-week strategy.

“To turn the Central Workshops to a commercial business in 100 Weeks”.

In keeping with the participative style of the process, the Business Council involved the shop floor in the development of the Strategic Plan. This commenced in February 1994. A question and answer sheet was given to the shopfloor. The purpose of the sheet was to investigate the goods and services that should be continued and those that should be discontinued.

Decisions were made on the basis of those replies. In most cases, everyone agreed that there were things they had been doing at the Central Workshops that they should now cease, either because the markets were not there; or because their internal costing were not competitive.

### Structured Processes and Methods

Three critical aspects of implementation were the creation of small project teams to undertake:

- a full organisation review of key business processes,
- the introduction of Key Performance Indicators (K.P.I's), and
- Benchmarking best practice outside the Central Workshops

People from the job nominated themselves for these project teams. Daryll Hull trained them in the necessary techniques and methods, and then they developed their own analyses and reports.

*“Benchmarking team and the Organisation Review Team were the groups that looked at bottlenecks, inefficiencies and improvements for the section and the individual. The process they followed was that a list was made, procedures adopted for the issues that were beyond the realm of their areas then they negotiated through the Business Council.”*

## THE 100 WEEK STRATEGY

*“ I was involved in the Benchmarking team. We would visit other organisations. We would talk and approach organisations. The people of a high level and I believe they were open to us because we were open to them and offered them information we gathered. Before the interview, the team would submit a number of questions. So the organisation had the opportunity to answer or not, or bring in people that had expertise in that area. It was a two way exchange.”*

*“... We learned that you needed to be very careful when choosing what to measure, we dropped several as we went along as some were not practical to measure.”*

*“ Frustration and floundering. With things like Benchmarking it was hard for the guys to accept that they had to find out how to do it. If they asked, Daryll would show them. They had to ask. The guys learnt on the job as they went, not all could cope with this.”*

By May 1994, for example, the Organisation Review team had identified what processes they wanted to improve and the process they would use to achieve these changes.

The Product Teams were each given the authority and responsibility to resolve the identified barriers to productivity within their unit.

If the barrier was larger in scope than could be solved in a Product Team - if it effected more than one Team, or was concerned with Authority policies and practices, then it was to be taken to the Business Council to be resolved. This reduced the amount of time to implement any changes, increased participation and enabled the shopfloor to make and implement decisions that affected them directly.

A “Barriers to Productivity - Action Sheet”, was developed by the Internal Facilitator and used to capture the wealth of information that the organisation review team had discovered. It focused on:

- the severity of the problem,
- action needed, and
- a target date when the issue was to be addressed.

## THE 100 WEEK STRATEGY

During the process 101 barriers to productivity were identified. These were divided into 3 groups:

- system wide barriers - beyond the control of the Product Team;
- work organisation barriers within the Product Team; and,
- Computer System barriers.

*“ The organisation review committee, researched and found a number of barriers to productivity. We managed to get rid of the main ones.”*

*“... the K.P.I's steadily increased over time.”*

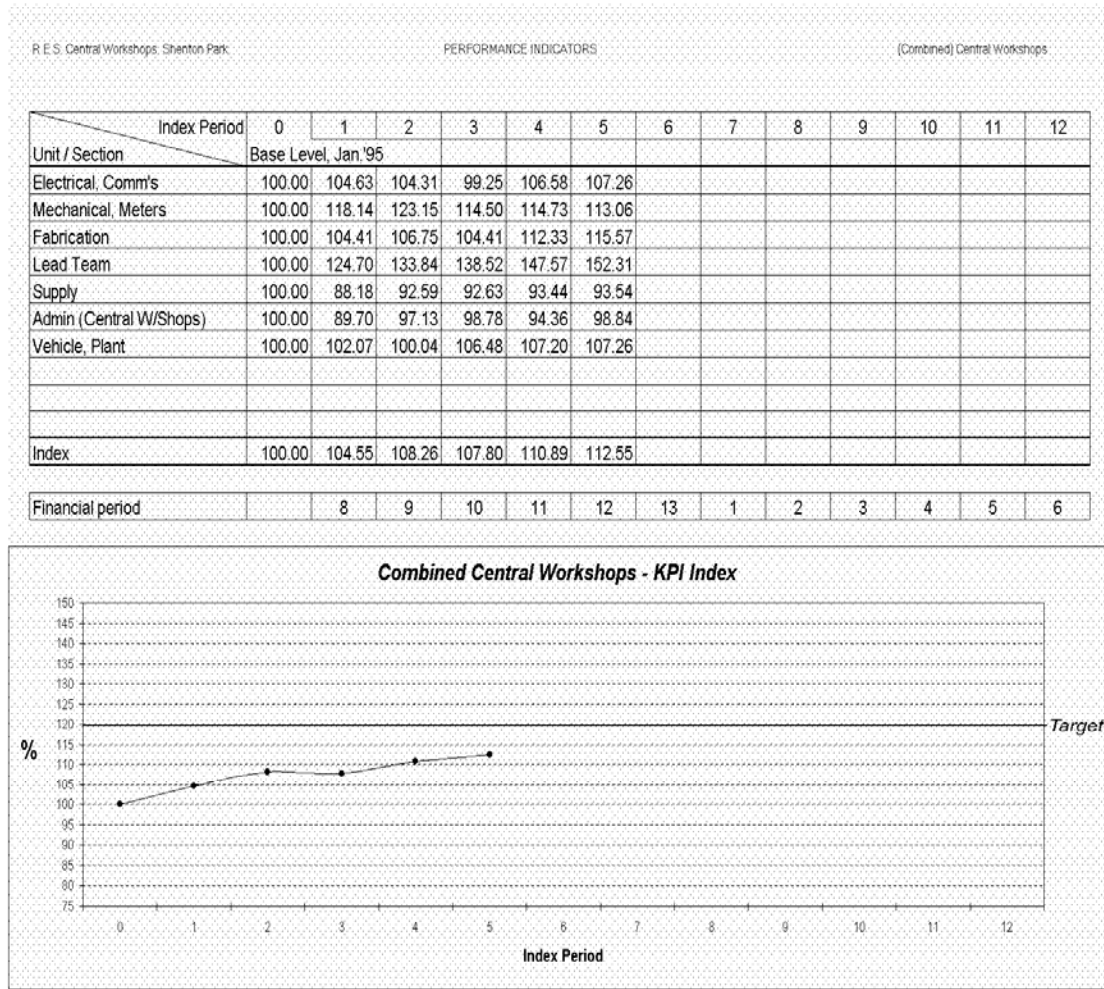
*“ Profits increased by monitoring and introduction of K.P.I's, we cut 15% of our overheads because of K.P.I's.”*

The Benchmarking Team underwent extensive training in a method of Benchmarking endorsed by the Federal Government. They formed a close knit team, and they prepared for their visits to outside organisations with skill and dedication to the task. They undertook a series of visits and produced a series of recommendations for change in the Central Workshops in the areas of:

- quoting,
- purchasing, and
- computer systems

The end result of all this activity was a significant and proven improvement in the output of the Central Workshops, and in all labour productivity indicators. The following graphs show the actual trends in K.P.I's:

# THE 100 WEEK STRATEGY



The KPI Index represents a labour/productivity increase of at least 25% over the previous year. There was no major capital expenditure during this period.

## The People

The 100-Week Strategy was based on a process that involved all people in the Central Workshops in decisions that affected them.

It was also based on the view that its people were the lifeblood of the organisation and must have a substantial influence over changes that affect them, before they are finally agreed upon.

## THE 100 WEEK STRATEGY

To provide shopfloor people with the skills required to make the decisions delegated to them, a range of training courses was made available to anyone who wished to participate. Courses such as Marketing, Accounting for Non Accountants, Train the Trainer, How to set Key Performance Indicators and Training to become a Team Leader were conducted.

By July 1994, the Team Leaders had been in their position for 6 months. A team based performance review was conducted.

A team review survey was implemented, to provide feedback to the Team Leaders on their performance, the survey also highlighted areas that were working well, and those that required additional attention.

Team Leaders were trained to conduct the survey. Members of each team completed the survey. The July 1994 team review survey highlighted that there was generally good communication inside the teams, clear leadership, and that agreed decision making processes were in place.

A number of areas that required additional attention were:

- the need for more personal recognition;
- poor inter Team communication;
- continuing to reduce the rigid work practices; and
- improving the given notice of changes on the shopfloor.

Each move with respect to teams' development was discussed and implemented in conjunction with people from the shopfloor. Each Product Team decided to continue in self directed work teams at every point in the change process. The only block in the system came when one of the shops decided not to go into a product stream approach to work organisation, but decided instead to maintain a traditional form of trade based work organisation. They understood that this placed them at risk later down the track, but they were unable to achieve consensus for the change. Generally people were excited about the changes.

*“Job design, The team leaders have more tasks, in the past they did not have to do finances, they do now. The tradesperson is also affected he is pushed to carry greater responsibility. This is also linked with award restructuring.”*

*“...for me personally, I learnt the need to have a clear plan, accountability, method of measuring our targets and working towards achieving targets.”*



## Results

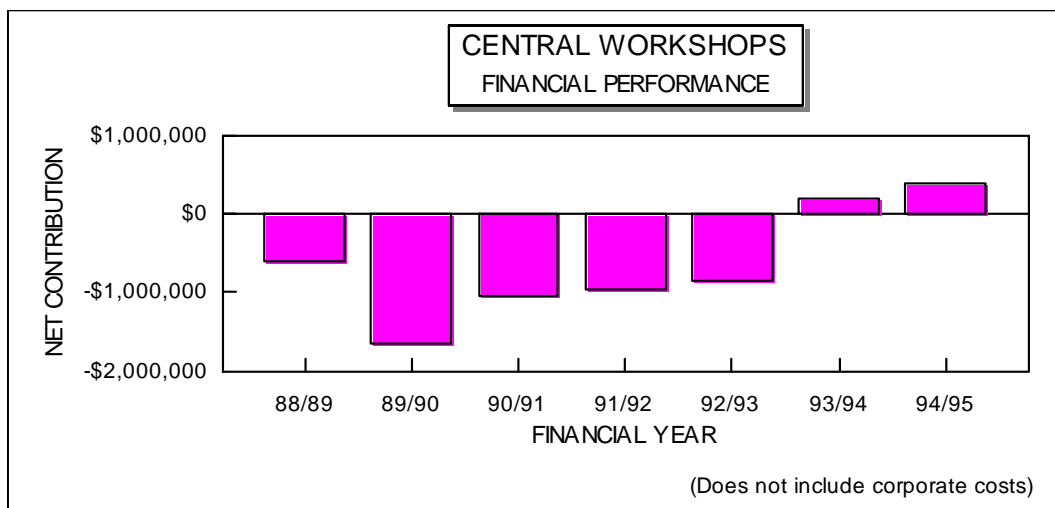
### Quality Assurance AS3902

The Central Workshops decided that it was imperative that they achieve an independent endorsement of their Quality Management System. In December 1994 Bureau Veritas Quality International awarded the Workshops accreditation to AS3902/ISO 9002 Standard.

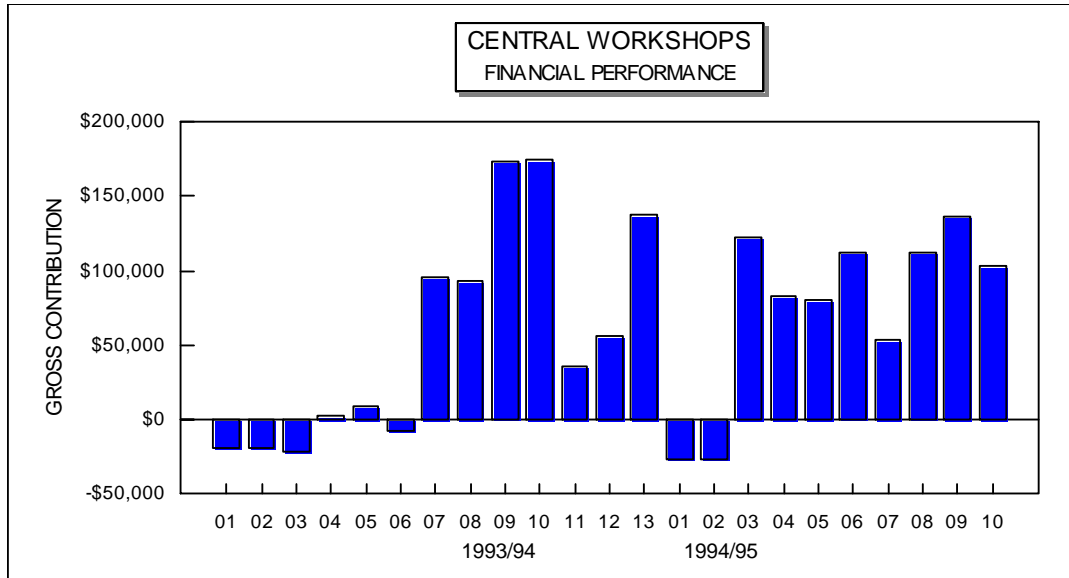
*“There have been positive outcomes. We have not worked harder, but worked in the same direction for the same goals. The difference between working smarter not harder.”*

*“As a measure of our success our on time deliveries have gone up, our profit has gone up and our administration time has been reduced. All of the things that we have baseline for and have measured have improved.”*

### Financial Outcomes



## THE 100 WEEK STRATEGY



### Industrial Relations

The industrial relations climate at the Central Workshops was calm and constructive during the 100 week Strategy. This occurred in spite of the fact that the Central Workshops had traditionally been a hot bed for action in industrial relations. It was the primary central location for many of the tradespeople working in the Water Authority, and had a strong culture of union support and industrial solidarity.

The full-time officials from all unions, the AMWU<sup>1</sup>, AEEFEU<sup>2</sup>, LHMWU<sup>3</sup> and CSA<sup>4</sup> were actively supportive of the process. They maintained a good balance between their role in protection of their members' interests, and in their role as members of a forum designed to give the whole business a future.

The Authority encouraged the Central Workshops to act relatively autonomously. They moved away from many corporate policies and practices, and senior management was prepared in every case to find a flexible solution to difficult issues of regulations and policies. Their willingness to do this produced a mature industrial relations climate.

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<sup>1</sup> Metal Trades

<sup>2</sup> Electrical Trades

<sup>3</sup> Miscellaneous Trades

<sup>4</sup> Civil Service Association

Organisation Learning - Changing the view of what is possible.

Learning came from this process at a number of levels:

- corporate management
- Workshop management
- shopfloor people

#### *Corporate Management*

The Board of the Water Authority, through the Central Workshops Business Advisory Board and the line managers mentioned earlier, came to understand that it was possible to give people on the job far wider scope to take and implement decisions than previously thought possible. In 1995, the Board of the Water Authority formally congratulated the people at the Central Workshops on their improved performance.

#### *Workshop Management*

The Central Workshops Management team, including the Team Leaders, learned a great deal about patience, participation and themselves. They came to understand that a more open and consultative management style can lead to better working relationships and greater productivity. This was contrasted against the “old days” when people lived in fear of and contempt for each other.

#### *Shopfloor People*

For about 80% of the people who work in the shops, this was like a breath of fresh air. They were taken seriously, and their ideas were actually implemented. They grasped the chance with both hands, and took on board responsibilities, acted as self-managers, worked smarter and created some excellent teams.

For about 20% of the workforce, the Strategy was a nightmare of change upon change and no certainty at the end of it. They longed for the old days and took a great deal of persuading to get involved at the most basic level. They were, however, the minority. Their number dwindled over time, as more and more people saw the logic in what was being done.

## Postscript

During the period of December 1994 to mid 1995, at which time the decision to out source the Central Workshops was formally implemented, the people at the Central Workshops continued to improve their performance. It was a remarkable action when one considers that the government had already publicly declared its position, and that there was no hope that the Central Workshops would stay open as part of the Water Authority. In other parts of the Water Authority where the decision to out source was made public, morale plummeted and work performance was significantly reduced.

The people at the Central Workshops refused to give up their new organisation culture. Many spoke of the need to keep “making the point” to the Water Authority that they had become commercial, and that any decision to out source them was purely political. They persisted to the end. They took their newfound autonomy into the negotiations over out sourcing and created the best opportunity they could from the situation.

Many also spoke of their determination to take their new understanding to future jobs:

*“.....I’m taking redundancy. I don’t want to work for the government any more. I reckon the only thing I learnt out of all of this is that there’s better ways of doing things on the job than I was taught when I did my trade. Having a say in what goes on is the only way to go as far as I’m concerned.”*

## A Special Case – The Fabrication Shop

The most extraordinary event in the 100-Week Strategy was the final action of the people working in the Fabrication Shop. During the Strategy this group had been the most difficult to convince of the merits of participation and autonomy. They remained in their traditional command-and-control culture for a long time. They waited to be told what to do.

In the last weeks of the Strategy it became apparent that their cost structures and lack of changed work practices were holding back the rest of the Workshops. At a meeting of the Business Council the other Shops gave them an ultimatum – change or else.

## THE 100 WEEK STRATEGY

After several weeks of examining their own situation, and many arguments, they conceded the hopelessness of their business case. They simply could not compete with outside contractors, and they could bring themselves to change their ways.

They then announced to the rest of the Workshops that they could not achieve the results needed, and they formally asked for redundancy for everyone in the Fabrication Shop. Rather than hold back the rest of their workmates, they chose as a group to leave the site. In the climate of the time, with unemployment levels rising in the wider community, this was an amazing action.

Yet when asked about their behaviour, they individually and collectively understood the implications of their move. They did not see themselves as “sacrificing” their jobs for the rest of the people – it was simply the right thing to do.

*“.....no problem. Either we go or everyone goes. I guess we learned that much out of this.....you can't hide forever.....you've got to do the best thing by your mates....”*

## THE 100 WEEK STRATEGY

### PARTICIPANTS IN THE 100 WEEK STRATEGY

Employees involved in the 100-Week strategy. Many have moved on, during the period of the 100-Week strategy

Aloe P	Grant N	Lyra T	Simon M
Andrawartha S	Grantham S	Mackie G	Slater S
Anning M	Grasso B	Maloney W	Smith D
Archer B	Green T	Markovich G	Smith R
Austin P	Hart S	Marquis R	Smith S
Beagley T	Harvey J	Marriott A	Smithson K
Bevan B	Healy J	Martella P	Stevens P
Bilton S	Henderson M	McDonald S	Stevenson J
Binn J	Hewitt K	McQuinn J	Stewart N
Blazeski G	Hicks K	Merton P	Taylor R
Borromei T	Hogg R	Mitrovic D	Terry K
Bovey M	Horgan C	Moschilla F	Thorpe J
Bradshaw R	Horne E	Newton I	Thorpe M
Bramwell G	Hoskins R	Nicolaou S	Tomerini P
Broderick K	Ives M	Noonan P	Trichilo F
Brown P	Jacobson B	O'Donnell P	Truda V
Bunn L	Janczewski L	O'Neill M	Vanzon G
Burnett T	Jankinson C	O'Neill S	Vasquez G
Burns M	Jespersion P	Park M	Vauth S
Campbell J	Joachim R	Parker J	Vincent M
Carrick D	Jones G	Perrin R	Walton A
Chapelhow A	Jordan B	Peterkin A	Wancer R
Coci A	Kakusoulis J	Pezzino C	Ward D
Cockman R	Keeting C	Pittaway M	Wedgewood V
Cohen D	Kennedy L	pittman D	Weinert P
Connor I	Kent R	Poller D	Wettermann A
Cousins C	Kern F	Poore T	Winder A
Cullen V	Kinsman K	Pringle F	Witty S
Dais C	Kither J	Proctor J	Wood K
Davies G	Kletnieks N	Prottey P	Wright F
Davis S	Kroeber B	Rampling I	Zillner P
Dilena R	Ladora E	Reeds S	
Dobson A	Laffrey R	Regan B	
Dullaghan T	Lakay A	Reynolds L	
Duwooz L	Lamont A	Ridgewell J	
Ekstam N	Langlands G	Robinson J	
Evans M	LaRoche N	Rose M	
Fink C	Lattanzio A	Rowden G	
Finlayson D	Laurance J	Santopolo L	
Formolli L	LeSerf P	Sarich G	
Forster J	Lietzow B	Schutte P	
Francis P	Linklater A	Sharpe M	
Gallea P	Lister J	Shaw C	
Galligan J	Little N	Shea P	
Gardner C	Lloyd K	Sheffield S	
Golding M	Luci J	Sheppard A	
Graham A	Lutz D	Sherwood C	