

177. Q. Where did it come from? Have you reflected on where that came from? Was it pre-existing, do you think?
178. A. I think so, yes. I certainly found it when I came in. The employee relations' activity was quite heavy. Where does it come from? I suppose I don't want to make anybody a scapegoat and type group, but DCMs, I think, needed further investment in terms of management development, in terms of having difficult conversations, providing reasonable challenge, but doing that in a way that people could receive. I was saying this a lot to others and looked in the company as well that I wanted to improve the management development opportunities for DCMs because they are a critical group. The first-line managers often are in organisations of this kind of size because they are managing the majority of the staff who deal with the front-line, face-to-face challenge every day. We were trying to move to this, and we did it through talking to people, coaching people, reflecting on that, etc., so on a day-to-day basis we would do that. I thought the running of the operation was good, generally.
179. People, managers, first-line managers were generally good, doing the core business of running the day. However, I wanted to improve how they managed people, and I think that there was certainly room for improvement that we identified in that group to improve their management of their direct reports, and what I mean by that is it is not just in terms of giving critical feedback, but also giving positive feedback. Being present and forming much more meaningful relationships with direct reports so that they felt they would want to come and talk to them about issues, where I think sometimes that wasn't always the case.
180. Q. Can I just present something to you? You have a Senior Management Team who deal with each other by grievance. That is how they see it, the staff. There is some churn in the Senior Management Team. There is certainly some misbehaviour in the Senior Management Team, and then you have a group of DCMs who are quite operationally focused, don't really do people stuff very well, and can I add to that, that perhaps a not very present Senior Management Team. They are all quite busy, have quite a big agenda, a lot of people off, so they are filling gaps. Therefore, what staff and DCMs will tell us is that the staff don't see much of the Senior Management Team.
181. Therefore, the Senior Management Team aren't modelling those behaviours that you are talking about, and the only behaviours they are modelling appears to be tearing each other's hair out. Does that sound fair?
182. A. Yes, I think there is a bit of fairness in that. I think it is a busy centre, so I think people were under pressure. If I think about the core factors, Stacie was off for long periods of time. Others were off for periods of time too, and that did pull people, it did serve to stretch people, and I think that was difficult.
183. Q. Give me some idea, or your impressions of how present people were.
184. A. You mean actually physically in the centre?
185. Q. Physically how much time -?
186. Mr Marsden: Walking the floor?