

CONFIDENTIAL

To: Gerard Menses
From: Geoff Blackwood, Robert Stocks, Human Resources Department
Date: 5 June 1997
Subject: Findings/Outcomes of Investigation
re Natural Springs (Harrogate Campsite).

The following is a summary account of the investigation which has been completed by Robert Stocks and myself re the above subject matter.

The investigation was conducted over a period of seven days and involved the interviewing of the following people:

Mr. Peter Bleby, Executive Manager, Promotions & Corporate Development
Mr. Bob Brandenburg, Campsites Manager
Mr. Bob McGlennon, Manager Harrogate Campsite
Mr. Malcolm Harris - Past Caretaker
Ms - Chairperson Farmers Cooperative, Harrogate District.

The investigation was extremely lengthy due to the extent of allegations/information flow from each person being interviewed. I feel that the investigation was carried out thoroughly using a due process and keeping confidentiality to the utmost.

The interview focused on two primary areas of concern those being:
OHS&W, and
Management input, overview, support.

Issues - Bob Brandenburg

It was very apparent that Bob Brandenburg knew very little about his responsibility as a manager of the campsites and has an extreme lack of knowledge pertaining to agency policy, the agency's commitment to OHS&W and the agency's expectations of its managers when managing OHS&W issues.

- The investigation did recognise that Bob Brandenburg had attended several OHS&W workshops.
- Decisions all revolved around the cost in money terms rather than the welfare of others. (If it cost too much safety was not really an issue. This was nurtured by senior management).
- Questions put to Bob Brandenburg were not answered directly and had to be clarified several times to elicit an answer - to which the answers were usually nonsense or evasive.
- Projection of blame seems to be constantly being placed towards Mr. Bob McGlennon.
- When questioned about the major areas of concern at the Harrogate site, e.g. water, building structure and electricity, Bob Brandenburg denied any previous knowledge of hazard or potential dangers from these issues.

- Letters sent to Bob Brandenburg from S. Pulford (Solaris Engineering), Bob McGlennon in 1996 highlighting OHS&W concerns, unsafe conditions and matters that need urgent attention due to their potential danger were produced and read to Bob Brandenburg. Bob Brandenburg agreed that he had seen these. When asked why he did not act on the recommendations Bob stated he did not and he was neglectful.
- When asked if he had ever highlighted any issues of concern to Mr. Peter Bleby (PB), he stated that he was unsure if he did. Although constantly stated that Peter was always too busy and never had time to discuss matters with him.
- Decisions of urgency were never addressed due to their expense. Caretakers priority list was rarely considered.
- That Mr. Brandenburg never received supervision from his manager, Peter Bleby.
- Bob Brandenburg never knew from one year to the next what his budget contained and that the information received was often out of date and very limited particularly the capital expenditure for camps.
- Bob Brandenburg did not have any prior knowledge leading up to the interview that an OHS&W audit had been carried out by Robert Stocks at Harrogate campsite and stated he had not seen the report.
- Peter Bleby had not addressed any of the issues pertaining to the major hazards identified in the report to Bob Brandenburg.
- Complaints/requests put to Bob Brandenburg from Mr. McGlennon, Mal Morris, were not investigated or taken seriously.
- There seemed to be a general consensus from those interviewed that Bob Brandenburg was a man who has a wonderful reputation as a human being but lacked what it takes to manage the campsites when it came to skill or ability.
- There was a total lack of communication between Peter Bleby to Bob Brandenburg and from Bob Brandenburg to Bob McGlennon. There was no evidence of teamwork or a democratic consultative approach to their work.
- The answers to several questions and the general discussions highlighted an attitude that was somewhat archaic in its style, with total disregard to others that would be deemed as "the workers" and not management.

RECOMMENDATIONS:

Minimum Recommendations

- Bob Brandenburg attend intensive OHS&W training course.
- Bob Brandenburg not be responsible for the management of projects or staff.
- Bob Brandenburg report to another manager in new department.
- Bob Brandenburg enter into a performance agreement that clearly highlights outcomes and expectations relating to an appropriate job description. Three monthly reviews are conducted to ensure actions and expectations are being addressed and met.
- Bob Brandenburg be given a Final Warning due to the severity of his negligence of duty:-
 - ⇒ OHS&W
 - ⇒ Management of Campsites
 - ⇒ Management of Staff
 - ⇒ Non compliance to Agency policies.

Maximum Recommendation

Dismiss Bob Brandenburg for gross incompetence/neglect of duty in:-

- ⇒ OHS&W
- ⇒ Management of Campsites
- ⇒ Management of Staff
- ⇒ Non compliance to Agency policies.

And that life threatening hazards remained uncontrolled and reported for five years.

Encourage - Resignation with due payment ARL/LSL/

Issues - Peter Bleby

Peter Bleby showed total disregard for Agency policy and management expectation, particularly in the area of OHS&W legislation, policy procedure.

- Disregard to the investigation being carried out - this was evident by Peter Bleby's non attendance to the request to attend investigation discussion, due to the fact that he had not read his memo requesting his presence and time.
- Lack of detail when making decisions due to a narrow focus/perspective when considering OHS&W management issues.
- Did not manage/monitor staff to check if work priorities were being set.
- Investigation team got the impression that Peter Bleby tried to play down and trivialise the severity of risks and hazards highlighted in the investigations by pleading ignorance to the issues and projecting blame towards Bob McGlennon and his partner.
- Constantly tried to justify the reasons for the campsite being somewhat primitive because it is an Environmental Learning Centre. The investigation team could not agree with these statements and found the site to be detrimental to the environment and its staff.
- Peter Bleby did not consider the details requested by G. Blackwood in his memo dated 30/4/97 titled "OHS&W Issues at Harrogate".
- Peter Bleby's response to letter dated 30/4/97 asking for immediate response took three weeks to respond to. Reply received 21/5/97 and did not address the issues.
- When asked why the OHS&W report dated 8/5/97 was not actioned Peter Bleby denied any knowledge of the report or its requests. The investigation team then pointed out to Peter Bleby that this was untrue and that a discussion had taken place involving Gerard Menses, Geoff Blackwood and Peter Bleby highlighting the recommendations - Peter could not remember the details of the discussion. Robert Stocks also pointed out that the report was given to him on 8/5/97. The investigation team also pointed out that on 21 May 1997 Peter Bleby handed back the report to be placed in the file pertaining to the Harrogate investigation. The evidence clearly showing that he had received the report.
- Peter Bleby had made assumption that everything at Harrogate was okay and relied on communication from Bob Brandenburg on these issues.
- Had no idea what was happening in regard to new toilet system and did not know if Council approval had been sought. (Council approval has not been sought).
- Peter Bleby felt that Bob McGlennon's problems were due to relationship difficulties with partner causing bitterness. Investigation team found that there was no problem with relationship and that Bob McGlennon felt ignored and not listened to.

- The investigation revealed an extensive list of poor management decisions, together with management inaction at critical times (involving Peter Bleby and Bob Brandenburg). This inaction has destroyed the goodwill and integrity of the caretakers and some of the surrounding farmers, thus causing negative public relations and image of agency.

Recommendations - Peter Bleby

- Peter Bleby attend extensive OHS&W training course.
- Peter Bleby attend extensive management training course.
- Peter Bleby be placed on a performance based contract which pertains to expectations of his job description and there is ongoing review, i.e. every three months for a period of 12 months.
- Peter receive a Written Warning due to the fact that he has displayed incompetence and neglect of detail and duty. Not dismissible but needs to address the above performance criteria/outcome and may lead to further disciplinary action being taken or dismissal from agency.
- Campsites be removed from Peter Bleby's management services and placed in more appropriate team, i.e. Finance/HR.

Other Recommendations

- Immediate action to rectify all hazards at Harrogate take place.
- New job descriptions are written for all campsite caretakers.
- Procedures be drawn up relating to communication protocols between campsites and management.
- Campsite caretakers are supervised on regular basis.
- Strategic management plan be developed for each site to stop crisis management intervention.
- Sites be regularly checked and audited by OHS&W officer or representative.
- Mr. McGlennon and Val Crawford receive written apology from Agency ? compensation.
- ? Back payment for campsite caretakers of wages be investigated by H.R.

Geoff Blackwood.
Human Resources Manager

Robert Stocks