

22

MENT WILL HURT THE OFFICE PEOPLE.
FIND OUT HOW MUCH WORK JOHN CALLOW IS GOING
TO DO HIMSELF ON FIB. WE MAY NOT NEED
A PR DIRECTOR IF JOHN IS QUALIFIED. FIND OUT
FROM JOE. EXACTLY WHAT THE CRB SEES OUR
PUBLIC PARTICIPATION ROLE AS, AND ~~TO~~ HOW IMPOR-
TANT PHYSICAL PLANNING IS IN FIB.

CONSIDER DROPPING THE USC NAME IN VICTORIA;
NO ONE HAS HEARD OF IT, BUT CLARKE-GAZZARD
"ARE THE BLOKES WHAT DID THE MARTIN PLAZA"

DO SOMETHING WITH DOUG. THERE ARE TOO MANY
PEOPLE AT A SIMILAR LEVEL (not ~~many~~ level) IN
MELBOURNE AND NO ONE BOLD ENOUGH TO GIVE
THEM DIRECTION. [CHRIS, MIKE, DOUG, DENNIS JOHNSTON]
ADMINISTRATION IS NOT AS VITAL AS THE ABILITY
TO ACCEPT THE REPERCUSSIONS OF A BOLD DECISION,
THESE PEOPLE ARE TECHNICALLY WELL QUALIFIED
BUT TOO SPECIALIZED AND DON'T REALIZE THAT ALMOST
ANY DECISION IS VALID WHICH TAKES THE PRESSURES
OFF THEM.

FINI

MELBOURNE

Presented by MB
to GC 23/3/73

unsolicited
reports by
Mikel BALL

This one up his sleeve as a parting present to GG. In this lull of planning work it's logical to concentrate on Vorkees stuff but Joe as Director can do little in Melbourne to bring in council jobs. He has asked Chris Cholerton if Chris can do so and Chris said yes. Chris has only been back in Australia for 6-8 months and has more value as a worker than a job-getter. His image doesn't encourage PR. Chris expects to get lions share of Bureau of Roads and has blinded the client with science. They are impressed and so is Joe. Chris has said also that he will quit if TYLER is appointed and is concerned with his pay and with Mike Cockroft's power spree. He's flexible if vociferous.

Doug is not considered a Melbourne group member but is respected as a good administrator, if not up on his technical knowledge.

Trouble with Mike Cockroft is inevitable - he's not liked in Melbourne except by Joe Womble, god knows why.

Eric holds the group together. His effect on office morale is fantastic primarily because he seeks contact with everyone, he is father.

I think he is considering Boar for his replacement but a Melbourne architect told me he has settled in with someone else.

Clarke Gaggard has a horrible name in Conherra. Team members were actively discouraged to mention the words at the NURDA meeting on March 12 in Conherra, and Chris reported unpleasant asking about who employed him on the NURDA job.

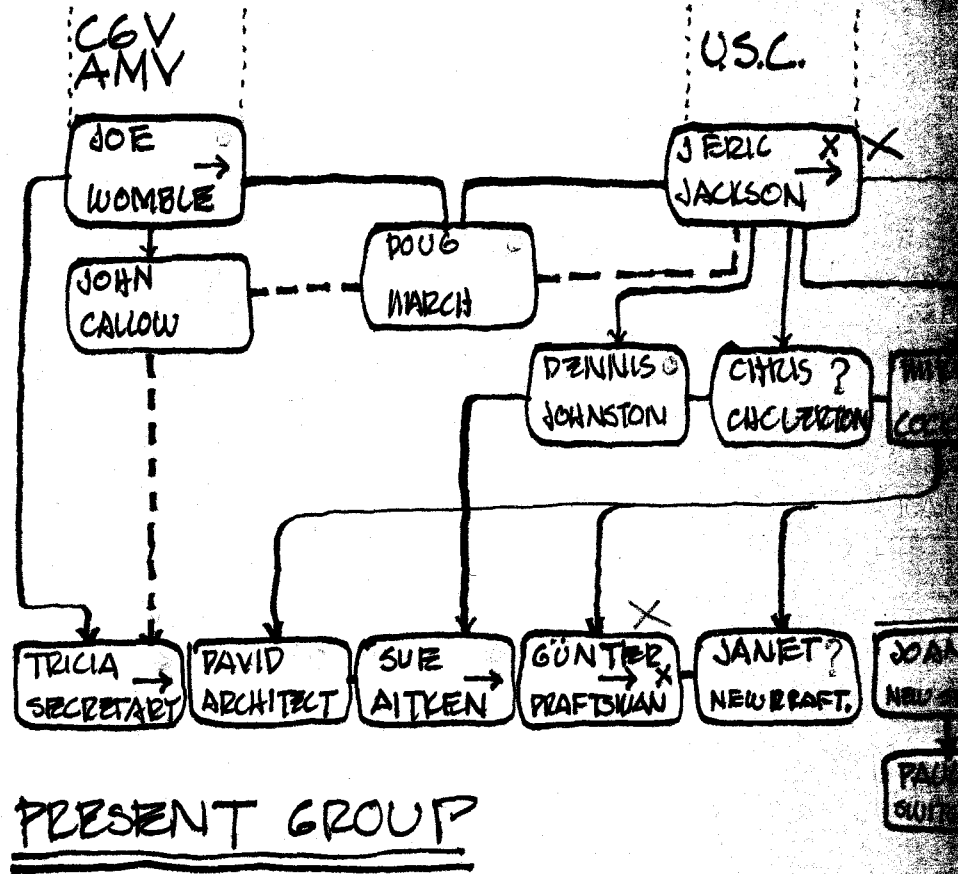
SOLUTION: OFFER JOE PRO TEM DIRECTORSHIP PENDING REAC-
and MENT OF ERIC. JOE'S TAX AND AMV PROBLEMS WILL
RECOMMEN- PROBABLY COME OUT SOON AND HIS LEAVING BE SETTLED.
DATIONS HAVE A BOLD TALK WITH ERIC ON JUST HOW MUCH WORK
CAN BE GOTTEN IN MELBOURNE. BE KIND WITH ERIC
HE KEEPS THE OFFICE TOGETHER AND BAD TREAT-

Personal opinions on Melbourne's ailments:

I think J. Callow was brought out to organize the work done gotten by Joe Womble. John has let it slip that he was viewed by Al Vorhees as the successor to Joe. Joe seems to have received "orders" from AMV to do his PR thing elsewhere (perhaps in Brazil). This ordering of people to "new areas" is consistent with American corporate manipulation. Joe likes Australia, is settled and Angela is committed to 6 months script writing for TV in Melb; he is also very stubborn which probably accounts for the incredible 'go-no-go' situation which is disheartening the office. Joe has expressed extreme irritation at the 'indecisive' nature of the Sydney people. (However this is a common complaint of American managers).

John Callow can't fill Joe's PR shoes even though he smokes cigars and has the right accent. If Joe goes and no planning director [USC] is appointed with demonstrated PR capacities at NATIONAL level, John doesn't look like being able to carry the office. ✓ If a director is appointed after Joe goes, what is said now to John Callow will determine the nature of Melb-Sydney communication. If Joe goes after appointment as USC/CGV director in MELB, we are done for, if John inherits the position.

Aside from Bureau of Roads and F&B (both AMV jobs) no likely prospects are in sight. The St Kilda stuff of Eric's seems politically deadlocked. A possible job for Master Planning Mt. Hawthorn [12-15,000] was reached imminent submission once letter is received. I think Eric is keeping



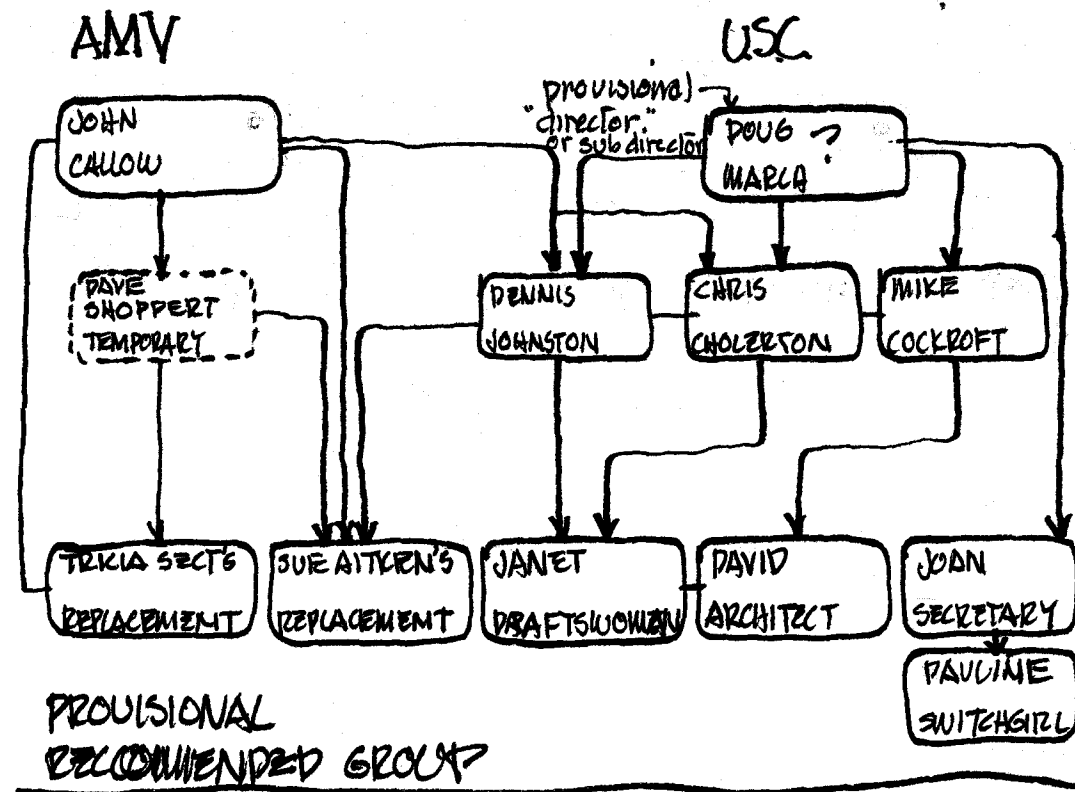
LEGEND

- X NOT GOOD AT PRODUCING
- VALUABLE PRODUCER
- LEAVING THE OFFICE
- UNTRIED: PRODUCTION UNKNOWN

PROBLEMS

- morale is ebbing because Eric's successor might everyone's job, also worried about carrying another producer.
- commitments not being met because section leaders are leaving and don't really care.

Melbourne needs immediate planning work if AMV domination
 is a worry to USC. If not, then a planning director with
 demonstrated ability to get big work can be selected within
 six months. In the meantime, profit of planning section will
 rise sharply when Eric Jackson leaves. Mainly NURDA job.
 Architecture in Melbourne office is nil. Flow-on from planning
 can't happen while Eric doesn't perform. If architecture
 is important, then the planning director must be an architect
 with PR abilities in planning. Only if arch. to be dominant.
 Project F18 needs physical planning: Chris Cholerton will
 be full time on Comm. Bureau of Rds and is like David
 Wolmoth when more than one project: confused.
 We are expecting something from Eric's leaving...



LEGEND

- PR ABILITY UNKNOWN
- VERSITILITY UNKNOWN

PROBLEMS

Mike Cockcroft wants power in planning; and wants
 to get it through office manager appointment.
 Sue Aitken won't work under Mike Cockcroft.
 No conceptual people in this group, too Technical
 and data oriented for public participation [F18].
 Can Doug bring in big time work? In planning?
 Is AMV completing domination of the office?
 Is this actually the logical thing?
 John Callow doesn't seem to be a work-getter
 but an organiser. What happens when F18
 stops? Is the AMV name sufficient to get work?

Sydney

15/4/73

unsolicited
reports by
Mikel Ball

personal notes you might comment on
to the relevant people:

Ken McDonald's wife was sick on Thursday
I think he would be pleased that you
heard.

Poor Diane and her house problem.

Olive had an infectious throat on Wed/Thrs.

Luchio hasn't had furniture in his flat
for months and wants an old broken
drawing board; there are four in the ping-
pong room and a few obsolete ~~the~~ stools;
could I handle this?

Eva must be pleased that you've saved her
at least one Sunday in the past year or two!

Dianne Morrison and Peter Casey are striking sparks over King's Cross. Peter's usual lack of tact and Dianne's intolerance were inevitable. Brian Walters is the only one in this office who can get along with Peter. I despair for Dianne. She is completely crapped off with Ian over the Coff's Harbour presentation and will never forget it. She hasn't been able to move into the house "bought" for two months due to legal hassles and is very touchy.

Olive is desultorily planning her great escape to greener pastures but not active at all.

Nicky and I went to ^{Tasmania} a wedding over the weekend and met a friend of yours at the blackjack table, name was Heather waitke or something similar. Comes from Melbourne, is an engineer, was smashed, and lost \$150 in two hours. Also knew P. Casey. When am I going to Adelaide?

Dianne Morrison had lunch with Sonja - is this another uhuh desertion?

to be an
expressed
Thus 18th
April
to me

please see the latest on Melbourne given to Ian last Friday with some interesting documents left lying about.

one postscript: The Mt. Hotham dispute between Chris Cholerton and Mike Cockcroft has begun since receipt of a letter inviting our submission for the job. A copy of the letter should arrive on Monday April 16. Due date is May 18th. Ideally, both Mike and Chris should prepare the submission but I'm sure neither can resolve irreconcilable differences. Chris agreed to bring Luchio down for design ability which could produce a very abrasive scene with Mike Cockcroft.

Solution, I think, is to find out what Mike expects and indicate that Chris should handle the submission because it is a PLANNING job. Perhaps Mike could have some input when we get it.

another Melbourne postscript:

Dave Schoppert, the visiting AMV 'brain', has told Chris that he [Chris] is not "good enough" to be working on the National Bureau of Roads project. Although Chris' proposals were very well received [although not completely understood] by the client at the first meeting, Chris said he was in the 'pooch' with Joe Womble yesterday. This conflict should work itself out soon.

Sue Aitken is coming on Easter Tuesday for a few days staying with Nicky and me and commuting with Shirley.

NO Chris Cholerton ~~may~~ come up for Easter, might be good to gossip with him if you've the time. Mike Lockcroft was to come to "view the system" this week - but cancelled.

John Callow is a hopeless writer - see his NURPA summary but remember time was short. Both he and Joe were poorly thought of by those ~~at~~ here who met them.

Sydney: it's been very loose for the past few days - always tightens up when you appear. Ken McDonald - Luchio feud was certainly cooled off since Luchio went back to King's Cross. I think Ken is quite happy with his project manager's lot, and Luchio is more or less content to use his brain. Luchio is very reticent to use the drafting people, as a consequence is going through the budget great guns. He feels he is imposing; and after being knocked back by busy draftsmen has almost given up. I am giving as much of his drawing as I can to Meg as an introduction to the drafting section. Italians work best with women after all. He could do good work if sent to Melbourne on Mt. Hotham and would induce him to stay with us as well. If you know when he is going to Adelaide better tell him; he suspects another passing over. We could work him into Hotham at the same time. He will baulk at more than two weeks away from home: newly weds!

April
May 29
to
Sat May
5
me!

3 Mike Cockcroft has settled down a lot, not so aggressive but still baiting Sue Aitken.

John Callow, in a mood of ebullience at 2 am. when the NURDA report was finished, expressed dismay at lack of organization in the office in two ways

- 1) distortion of deadlines
 - 2) inefficient report production.
- he wants to do something about it. we all were a bit irritated by this but agreed that efficiency was lacking. John is very silent - no one knows how he views Joe's extended tenure. Joe has written to AMV stating a two year stay in Australia.

Eric is purported to be warning off old clients by verbal messages similar to written ones to USC directors. St. Kilda mainly is one which could hurt USC most. No black and white proof on this one. Melbourne staff is divided in their reaction to this rumor; those who thought Eric was badly treated don't mind so much.

St Kilda
now O.K.

22 Eric still hasn't heard from H.K.L. Co accepting his conditions on their offer, and his activity with old clients is seen as keeping options open.

FUTURE FRICTIONS exist between Mike Cockcroft who has been given Mt. Hawthorn submission in writing (the minutes of Monday) and Chris who sees it as his hobby. Clarification should be given in an off-hand, non serious message, perhaps a query whether the submission has been invited addressed to whoever is going to handle it.

John Callow is everpresent but no words get from him.

Sue A's replacement is nowhere near her own capabilities; will require a second man if super technical stuff is required. Chris is browned off at this, Dennis thinks the replacement can be educated (Sue disagrees). Chris very worried that an outside planner will be. Attached: Mike's current work for Deva Homes, employed other interesting things left lying around.

4
Now received
1973

From
Mike
Ball

Team
work

1
Situation in MEUB office is mostly continuing as my last note to you monday fortnight ago with these exceptions:

Doug has 'lost his drive' temporarily and seemed to have trouble finishing his section of the NUTDA report. Initial dead line was exactly three weeks ago from today, Friday 6 APRIL. On physical planning section was drafted then and all other sections (except summary of course) were only finished on Tuesday morning. Reasons mitigating this were a vague brief, Doug's input elsewhere, and lack of data. This non-meeting of dead line produced some friction in the office; Chris Cholerton being the most vehement and John Callow quietly fuming in his inner-directed American style, Joe Womble's reaction was the gentlest - he thought we would make \$10,000 more than the planned profit - turned out to be maybe \$3000 or so. Janet drafts woman and Günter draftsman logically were 'miffed'.

2
because of the rush on graphics resulting in a couple of all-night-stands. Chris has intimated that Doug is looking half-heartedly for work outside the company but this could be merely reaction from non replacing of Eric. Chris C. is seeing himself as the USC pillar in the bloodline. He expressed hesitation in taking the office vacated by John and I suggested giving it to Dennis Johnston instead. He did so but Dennis went immediately to Joe and Mike Cockcroft stormed over more or less demanding it himself. Chris did a little storming himself then, took it back and won't part with it under any conditions. Vestiges of this ill-will still float about but it was seen as flexing of muscles by those people, in the 'power void' there and shouldn't last long.

Chris is worrying himself silly - becomes more into the Wilmoth syndrome every day. Joe has ordered him home for rest, yesterday and today.