

## Part three: Accountability and management



Assistant registrar Libby Bright scans objects in the Museum's Mitchell Repository's main store.





# Governance



The National Museum of Australia guides the delivery of its outputs through its corporate governance framework. This framework comprises the Museum’s enabling legislation and other legislative instruments, managerial and organisational structures, corporate policies and strategies, and resource management practices.

## Legislation

The *National Museum of Australia Act 1980* defines the broad functions and activities of the Museum. This Act established the Museum as a Commonwealth statutory authority and, along with the National Museum of Australia Regulations, defines the Museum’s role, functions and powers. (For the functions and powers of the Museum, see Appendix 2, p. 128). The *Commonwealth Authorities and Companies Act 1997* provides a single set of core reporting, auditing and accountability requirements for directors of Commonwealth authorities. It also deals with other matters such as banking and investment and the conduct of officers, and states that directors are responsible for the preparation and content of the report of operations in accordance with the Commonwealth Authorities and Companies (Report of Operations) Orders 2008. The *Public Service Act 1999* covers the powers of the Director of the National Museum of Australia in relation to the management of human resources.

The National Museum of Australia is a statutory authority within the portfolio of Environment, Water, Heritage and the Arts.

## Council and committees

The Council of the National Museum of Australia is responsible for the overall performance of the organisation, including setting the strategic direction and establishing goals for management. The Council works with senior management in developing, executing, monitoring and adjusting the appropriate strategies, and its members are appointed under Section 13(2) of the *National Museum of Australia Act 1980*.

The *National Museum of Australia Act 1980* provides for a Council consisting of a Chair, the Director of the Museum and not fewer than seven or more than 10 other members. All members are appointed by the Governor-General and, apart from the Director, are part-time appointees for terms of up to three years, although terms of appointment can be extended. The Director can hold office for a period not exceeding seven years.

The current membership of the Council provides a mix of skills and experience in the areas of history, politics, education, business, financial and strategic management, journalism, museum management, and government policy and administration. The Commonwealth Remuneration Tribunal determines remuneration for non-executive members.

During 2007-08 the term of one non-executive member, Mr David Barnett OBE, lapsed.

At 30 June 2008, the Council comprised the following members:

- The Hon Tony Staley AO (Chair)
- Dr John Hirst (Deputy Chair)
- Mr Benjamin Chow AO
- Dr John Fleming
- Ms Marian Gibney
- Ms Sally Anne Hasluck
- Mr Christopher Pearson
- Mr Craddock Morton (executive member).

### Governance model



#### Accountability

- Parliament
- Government
- Minister
- Council
- Other stakeholders

#### Strategy

- Vision and mission
- Performance management framework
- plans, policies and procedures
- strategic and business plans
- Personal performance plans
- Organisational structure
- Risk management
- Committees
- Culture

#### Controls

- Legislation
- Delegations
- Values
- Codes of conduct
- Ethics
- Certified Agreement
- Staff circulars

#### Performance

- Internal conformance and reporting
- External conformance and reporting



The Council of the National Museum of Australia (left to right) Christopher Pearson, Craddock Morton, Marian Gibney, Benjamin Chow, Tony Staley and Sally Anne Hasluck.

The Council held five meetings during 2007–08. Senior officers from the Department of Communications, Information Technology and the Arts (July – December 2007) and from the Department of the Environment, Water, Heritage and the Arts (December 2007 – June 2008) attended Council meetings as observers.

The Museum provides Council members with information on government changes to corporate governance responsibilities as it becomes available, including Australian National Audit Office documents and guidelines.

The Council has policy and procedures for the disclosure and resolution of any matter for its

consideration that may result in a conflict of interest. Members are required to make the nature of that interest known at the commencement of a Council meeting, and details of such disclosures are recorded in the minutes of the meeting.

The Council has three committees that assist in the execution of its responsibilities:

- the Audit and Finance Committee
- the Collections Committee
- the Sponsorship and Development Committee.

Details of Council committees are in Appendix 1, pp. 126–7.



National Museum Director  
Craddock Morton



General Manager,  
Audience and Programs,  
Louise Douglas

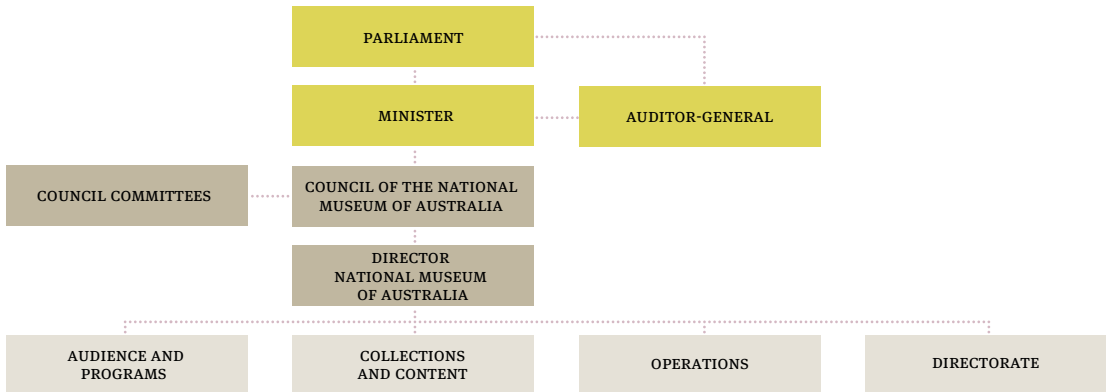


General Manager,  
Collections and Content,  
Mathew Trinca

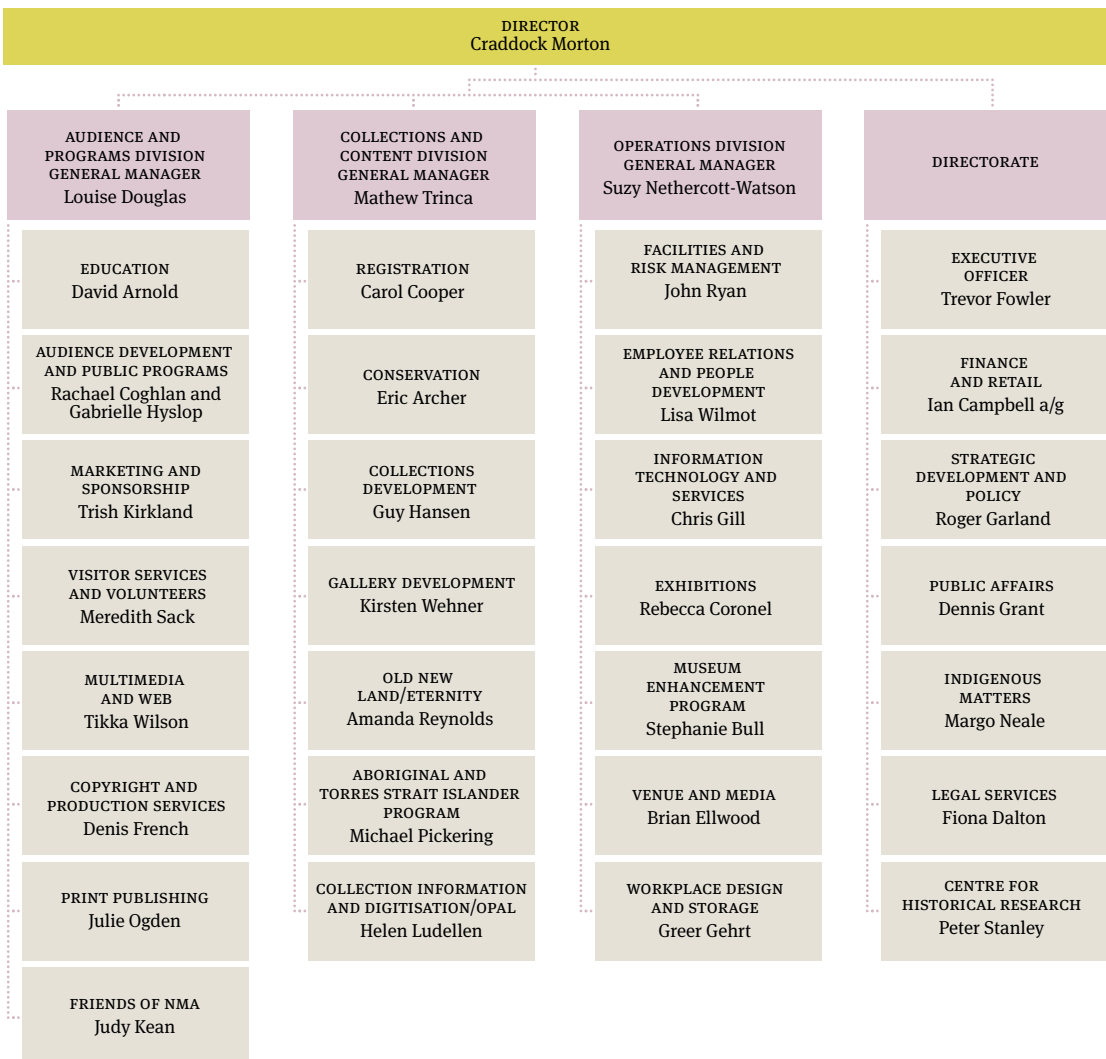


General Manager,  
Operations,  
Suzy Nethercott-Watson

**Accountability chain as at 30 June 2008**



**National Museum of Australia organisation chart as at 30 June 2008**



## Executive Management group

The Executive Management group, comprising the Director and three General Managers, provides strategic and operational leadership to the Museum.

## Performance Management Framework

The Museum’s organisational Performance Management Framework provides the structure for delivering outputs and outcomes through planning, policy and procedural work. Performance is guided by the Museum’s strategic and business plans as well as its vision and mission statements. Performance is tracked through quantitative measures, project management practices and qualitative reports.

### Strategic Plan

A new Strategic Plan 2007–10 came into effect on 1 July 2007. Its key priorities and a summary of progress against its business priorities for 2007–08 are provided in Part One, Executive summary, of this report (see pp. 8–19).

### Business planning

Business planning and performance reporting are central to the Museum’s delivery of outcomes

and outputs for its stakeholders. Museum divisions and their business units implement annual business plans linked to the Museum’s strategic and annual business priorities. Business planning identifies key risks for the delivery of the Museum’s priorities, and includes risk mitigation.

### Project management

During the year the Museum’s project management methodology was further deployed through discussions with the exhibition management team. Primavera is a collaborative, web-enabled project management tool that allows:

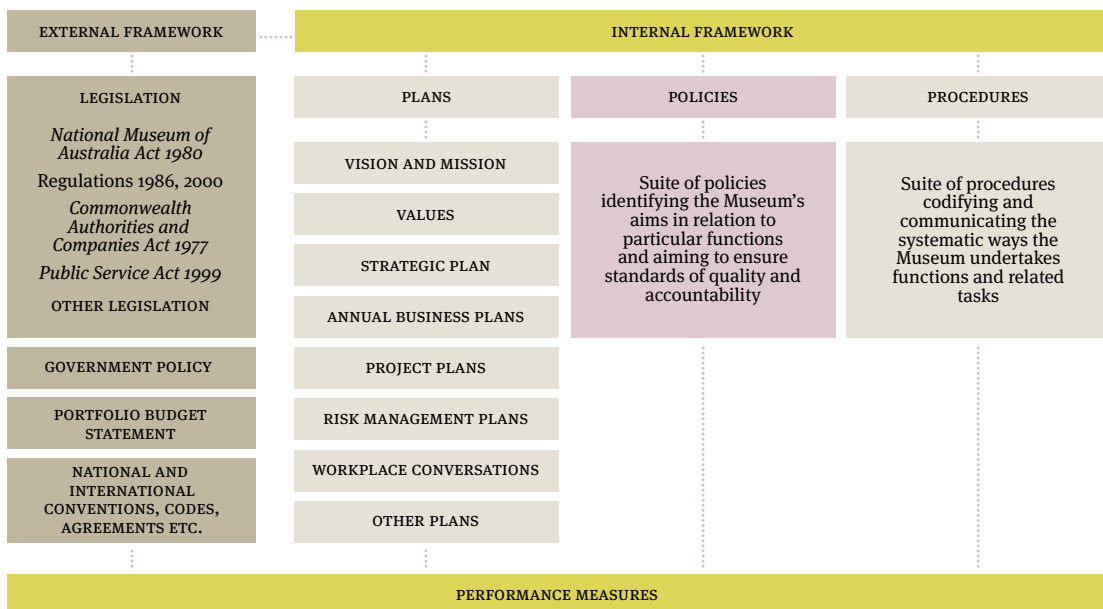
- project managers to plan, schedule and manage projects
- team members to view and update activities for which they are accountable for in a project
- managers and executives to view the performance of portfolios of projects for which they are responsible.

Application of this methodology, software and project support will continue to evolve throughout 2008–09.

### Policies and plans

The Museum has a comprehensive suite of policies and plans, which it monitors and reviews at regular intervals and makes publicly available on its website.

## Performance management framework overview





Exterior, National Museum of Australia.

## Internal and external scrutiny

### Internal audit

An external service provider, RSM Bird Cameron, delivers internal audit services to the Museum under a three-year service contract. The major reviews completed by the internal auditors during 2007–08 included:

- financial compliance
- retail operations
- online services
- catering turnover
- fraud control reviews.

### External audit

The Australian National Audit Office (ANAO) is responsible for auditing the Museum's annual financial statements. An unqualified audit opinion precedes the annual financial statements in Part 4 of this report (see pp. 86–123).

The Museum is continuing to implement recommendations from the Safe and Accessible National Collections performance audit, which was conducted in 2004–05. This performance audit applied to the Museum and other national collecting institutions.

### Risk management and fraud control

The Museum has in place formal risk management practices to enable the efficient and effective delivery of its programs, and to promote sound business practices.

The Museum's risk management framework was developed in accordance with the Australian Standard AS4360: Risk Management, and has been in operation for a number of years. This framework aims to assist all managers to incorporate formal risk management processes in their work.

The Museum is committed to fostering a culture of risk management throughout the organisation. Its risk management framework comprises:

- a risk management policy
- strategic and corporate risk registers
- guidance material, including risk management plan templates and a risk ratings matrix.

Risk management training was made available to managers and other staff during the year.

The Council's Audit and Finance Committee reviewed the Museum's Strategic Risk Management Plan during the year. Divisional and business unit risk management plans were also reviewed during 2007–08, as part of the annual review process.

The Museum continued to participate in Comcover's Annual Risk Management and Insurance Benchmarking program (see Indemnities and insurance, p. 72).

The Museum's fraud risk assessment and control plan is endorsed by the Council's Audit and Finance Committee, and the action plan was reviewed during the year. The Museum provides fraud awareness training to staff as part of its induction training program and through staff circulars.

### Freedom of information

The *Freedom of Information Act 1982* requires each Commonwealth Government agency to publish a statement setting out its role, structure and functions; the documents available for public inspection; and how to access such documents. This statement is available in Appendix 8, p. 158. There were no formal requests for access to documents under section 15 of the Act during 2007–08.

### Privacy legislation

The Museum provides information as required to the Privacy Commissioner for inclusion in the Personal Information Digest. No reports by the Privacy Commissioner under Section 30 of the *Privacy Act 1988* concerning actions or practices by the Museum were received during 2007–08.

### Formal decisions/notifications/ministerial directions

The Museum received no formal notifications or ministerial directions from the Minister during 2007–08.

Ministerial directions that continue to apply in 2007–08 from previous financial years relate to the:

- Commonwealth Procurement Guidelines
- Commonwealth Cost Recovery Guidelines
- Foreign Exchange Policy
- Implementation Guidelines for the National Code of Practice for the Construction Industry
- Compliance Report requirements.



## Significant events

The Museum did not advise the Minister of any significant events during 2007–08 in accordance with the *Commonwealth Authorities and Companies Act 1997*.

## Legal actions

In 2007–08 the Museum settled three claims. One claim related to storm damage to the Museum's premises and there were also two employee-related matters. The claims were met by the Museum's insurer, Comcover.

As at 30 June 2008, there were no outstanding claims lodged against the Museum by a contractor's employee.

## Ombudsman

No new issues or matters about the Museum were referred to, or raised with, the Commonwealth Ombudsman's Office.

## Occupational health and safety

During 2007–08 the Museum continued to manage occupational health and safety (OH&S) for all staff, volunteers and visitors through its well-established framework for OH&S management. This includes:

- the OH&S Committee, which met four times during the year
- five designated work groups for OH&S management in different areas of the Museum
- health and safety representatives and deputies elected by employees in each of the five designated work groups
- regular training for staff
- staff health monitoring
- targeted safety improvements
- incident reporting and investigation.

The Safety and Risk Manager continues to represent the Museum at various forums, including the Commonwealth Safety Management Forum and the Cultural Institutions OHS Group.

The Museum recognises that training is an integral part of achieving and maintaining a high standard of workplace safety. Training provided during 2007–08 included:

- OH&S and risk management induction presentations for new employees

- OH&S induction presentations for Visitor Services teams
  - customised manual handling training for collections management staff
  - manual handling training for staff who work in Facilities, the Museum Shop, Multimedia and Public Programs
  - training for staff members to gain licences for forklift and other plant operation, where required.
- Because of its extensive use of contractors, the Museum continues to focus on ensuring that all contractors working on Museum sites receive a site induction prior to commencing work to make them aware of their OH&S obligations.

The Museum continued its approach of identifying, assessing and rectifying safety hazards in a functional and practical way, which also takes environmental aspects into consideration. Some key improvements made during 2007–08 include:

- complete redesign of the Circa operator's console to minimise strain-related injuries
- non-slip surfacing in the Museum's Garden of Australian Dreams
- safety film for glass in galleries to reduce the risk of glass fragmenting.

Comcare commended the Museum on its response when asbestos was discovered during fit-out works at Limestone House. Comcare also noted the Museum's effectiveness in terms of its policies and procedures and the manner in which this issue was resolved.

The Safety and Risk Manager continued to provide OH&S input from the design to installation phases of exhibitions, including *Papunya Painting: Out of the Desert* and *League of Legends: 100 Years of Rugby League in Australia*.

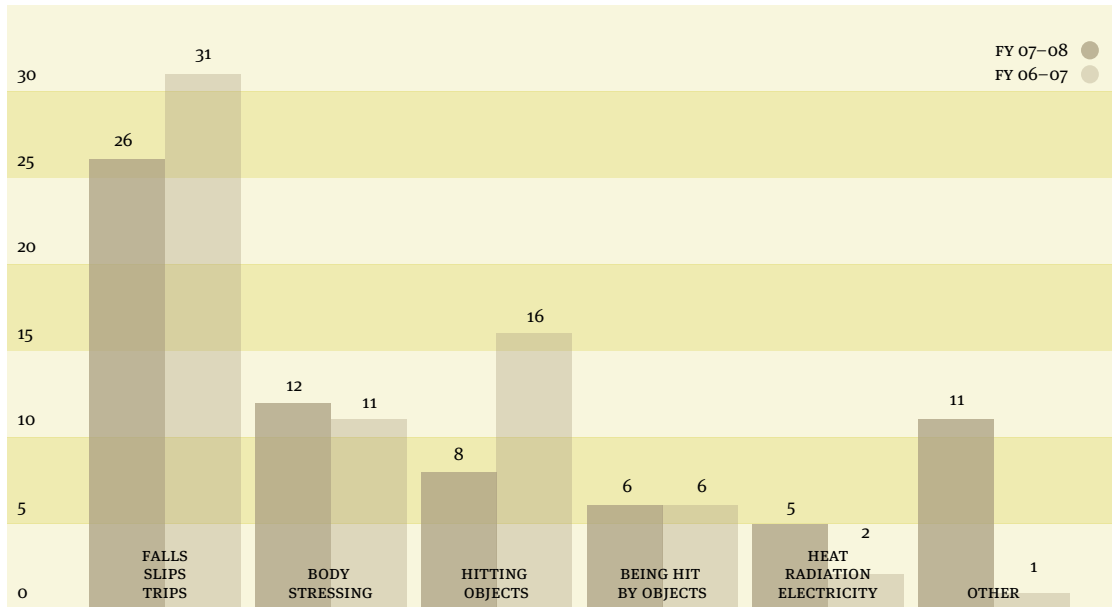
Ongoing recruitment and training of wardens, first aid officers, and health and safety representatives took place to replace staff members who have vacated those positions.

Flu vaccines were made available to all staff and volunteers. This is seen as a cost-effective measure to assist staff and volunteers in maintaining their health and to provide productivity with a reduced requirement for sick leave.

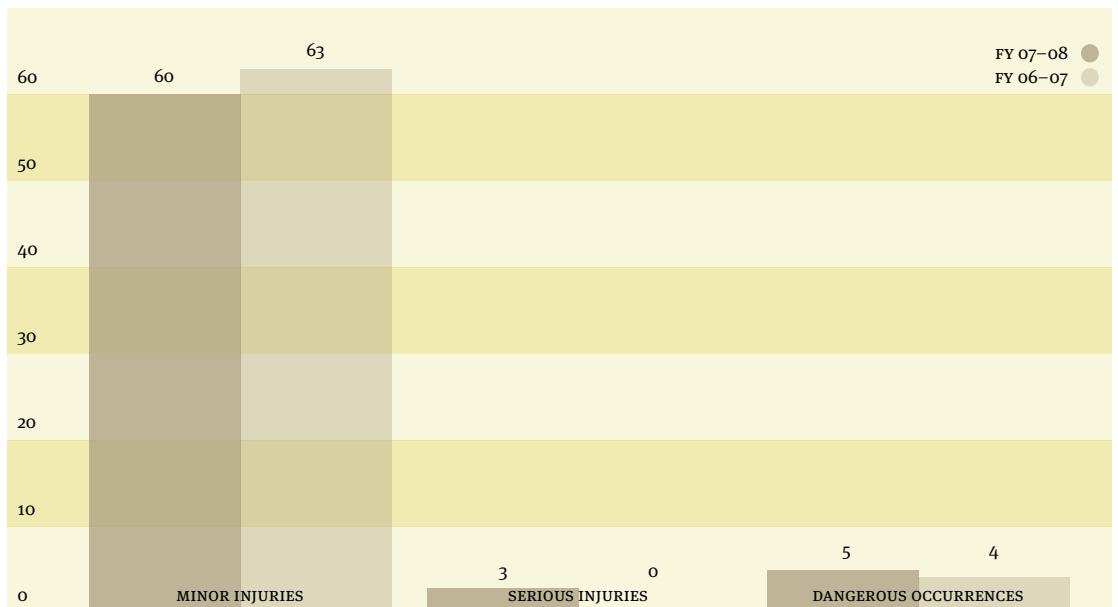
Staff, visitors or contractors reported a total of 63 injuries during the year. There were five dangerous occurrences, and these were reported to Comcare in accordance with section 68 of the *Occupational Health and Safety (Commonwealth Employment) Act 1991*.

There were no fatalities or provisional improvement notices recorded during the period.

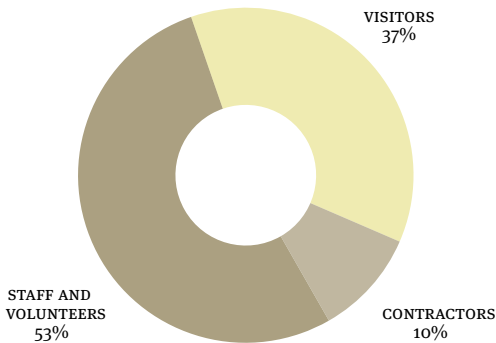
**Cases of injury or dangerous occurrences**



**Category and number of reported incidents**



### Category of person injured or involved in dangerous occurrences



## Indemnities and insurance

In accordance with section 16 of the Commonwealth Authorities and Companies (Report of Operations) Orders 2008, which requires reporting on indemnities and insurance premiums for officers, the Museum confirms that it has:

- director's and officers' liability insurance cover through Comcover, the Commonwealth self-managed fund
- not entered into any deeds of indemnity in relation to director's and officers' liability.

The Museum's property insurance claim, which resulted from flooding and a ceiling collapse in December 2006, was finalised during the year. All repairs were completed satisfactorily.

As part of its annual insurance renewal process, the Museum reviewed its insurance coverage to ensure that it remained appropriate for its activities.

The Comcover Risk Management Benchmarking program recognised the ongoing positive impact of the Museum's risk management strategies and activities by awarding the Museum a \$23,000 discount on its 2007–08 premium.

## A focus on client service

The Museum's Client Service Charter (see Appendix 9, p. 159) is available to the public in a brochure and on the Museum's website.

During the year the Museum received 374 written comments from visitors regarding services, programs, exhibitions, the building and facilities. The written comments were received both by email and from visitors completing the Client Service Charter feedback form. The majority of the feedback was positive. Some changes to the Museum's services, amenities and exhibitions were made as a result of visitors' comments, including:

- enhanced visitor comfort through changes to sound and lighting in the Circa theatre
- continued improvements to the readability of exhibition labels
- continued improvements to lighting in permanent and temporary exhibition areas
- continued delivery of new face-to-face interpretative programs
- increased seating for temporary exhibitions.

Positive references to the service provided by the visitor services hosts were the most common visitor comments recorded through the Charter, accounting for over 25 per cent of all feedback received in 2007–08.

All new employees are made aware of the Client Service Charter in the Museum's Orientation Day New Starters program, and it was included in detail in the induction and training sessions provided to new and existing visitor services staff. 'Focusing on the customer', a training session for administration staff in the skills required to meet client service expectations, was also provided twice in 2007–08.

## Environmental performance

The National Museum of Australia remains committed to the conservation of natural resources through improved energy management and the implementation of a number of other initiatives aimed at minimising the impact on the environment from its operations. The promotion of ecologically sustainable development (ESD) principles is woven through the content of the Museum's programs and administrative and decision-making processes.

Under the *Environment Protection and Biodiversity Conservation Act 1999*, all Commonwealth agencies are required to report on their environmental performance and contribution to ecologically sustainable development. The Museum's key activities, citing the relevant paragraphs of the Act, are described on the following pages.



A grove of Italian alders at the National Museum of Australia.

### **How the Museum's activities accord with the principles of ESD (Paragraph 516A(6)(a))**

The Museum's Environmental Management System incorporates guidelines for all Museum activities to reduce their impact on the environment. It also promotes the management of energy, waste and water on Acton Peninsula and Mitchell sites. The system is designed to be as accessible as possible for all staff and to minimise risks to the environment, and meets the requirements of ISO14001. The Environmental Management Policy highlights the Museum's commitment to operate within the principles of ecologically sustainable development wherever possible.

The Museum continues to contribute to the protection and improvement of the Canberra environment through the Lower Sullivan's Creek Catchment Group, in partnership with The Australian National University, Australian National Botanic Gardens, CSIRO Black Mountain, Environment ACT, and the National Capital Authority. This nationally significant ecological survey focuses on the development of a biodiversity management plan for the area.

### **How the administration of legislation by the Museum accords with the principles of ESD (Paragraph 516A(6)(b))**

The Museum's functions, as set out in the *National Museum of Australia Act 1980*, continue to remain consistent with the spirit of ESD principles. These include programs that 'improve the total quality of life, both now and in the future, in a way that maintains the ecological processes on which life depends'. The Act also specifies that the focus of the Museum's exhibitions, collections, programs and research should be on three interrelated themes: Aboriginal and Torres Strait Islander history and culture; Australia's history and society since 1788; and, most specifically, the interaction of people with the environment. Stories related to Australia's environment appear throughout the Museum's permanent and temporary exhibitions, education programs, public programs, publications and the website. In particular, the Old New Land gallery, one of the Museum's four permanent galleries, is devoted to the interaction of people and the environment, and includes displays on bushfires, farming practices, Indigenous land management practices, endangered and extinct species, drought and water management.





### Water saving success Reducing the torrent to a trickle

The Museum is now saving over three million litres of water per year, following the installation of 15 hybrid semi-waterless urinals in the public toilets.

The water-saving urinals were installed as part of the Museum's ongoing commitment to improving its environmental performance, pursuing ecologically sound practices and minimising waste.

Water is a scarce natural resource and the Museum has used significant quantities of water in the past. The Museum's water management plan was developed to address methods for reducing excess water consumption. Along with the new urinals, dual-flush toilets and water-saving showerheads have also been installed in the Museum's buildings. In critical areas, water meters have been installed to monitor water usage.

Prior to conversion, each urinal was flushing over 600 litres of water per day. The new amenities have reduced this to around 2.4 litres daily; a water saving of over 99 per cent.

The Museum's facilities have already been distinguished by their exemplary cleanliness. The Museum's cleaning contractor, Rolfe Property Services, was awarded a Golden Service Award for the cleaning of the Museum in October 2007. The Golden Service Awards, sponsored by Kimberly-Clark, are the building services industries award for recognition of achievement and high standards of excellence.

All cleaning chemicals used in the toilets meet Australian environmental management systems specifications. Visitors and staff in the Museum can now take comfort breaks with facilities that are award-winningly clean, environmentally friendly and use significantly less water.

### How the outcomes specified for the Museum in an Appropriations Act contribute to ESD (Paragraph 516A(6)(c))

The Government's Portfolio Budget Statement specifies that Australians should 'have access to the Museum's collections and public programs to encourage awareness and understanding of Australia's history and culture'.

Although not directly contributing to ESD, an increased awareness and understanding of Australia's history – including its environmental history – and culture by the public is still relevant to ESD principles.

### How the Museum's activities affect the environment (Paragraph 516A(6)(d)) and the steps taken to minimise this (Paragraph 516A(6)(e))

The Museum's activities have the potential to affect the environment through consumption of energy, waste production, and the impact on local waterways, flora and fauna. A number of strategies, with relevant targets and objectives, have been put in place to reduce the Museum's environmental impact.

These include:

- the reduction of energy consumption
- increase in waste recycling
- decrease in water use
- the use of environmentally friendly cleaning chemicals.

The Museum undertook a number of specific steps to reduce the impact of its activities on the environment:

**Reduction of energy consumption:** The Museum increased its purchase of electricity from renewable energy sources from 8 per cent to 10 per cent and in addition has reduced overall energy consumption through:

- accurate tracking of energy usage across the Acton site – the Museum's energy monitoring system enables independent monitoring of the heating, ventilation and air conditioning system
- replacement of older lights, such as the outdoor lights on the Museum building, with energy efficient LED lights. These require less maintenance and replacement, further reducing their whole-of-life environmental impact. Existing light fittings were also modified to improve energy efficiency
- ongoing review of newer technologies to optimise energy usage and whole-of-life environmental impact of Museum plant and equipment
- changes to the building management system

to ensure that the chillers operate at optimum efficiency

- the installation of additional photoelectric cells on external lights for greater energy efficiency.

**Recycling:** The Museum continues to recycle paper, cardboard, toner cartridges and glass/plastic bottles in the administration areas. Specific activities included the implementation of a recycling program for fluorescent tubes and bulbs, and installation of recycling bins in the outdoor public areas and in staff amenity rooms.

**Water use:** The Museum continued to reduce levels of water use through the installation of hybrid semi-waterless urinals in high-use public toilets, dual-flush toilets and water-saving showerheads in leasehold buildings, and water meters in critical areas to help track and monitor water consumption. In line with current water restrictions, watering of the gardens and external facade of the building was reduced.

**Environmentally friendly cleaning chemicals:** All cleaning chemicals used by the Museum's cleaning contractors meet the specifications set out in Australian Standards AS/ANZ ISO 14001:1996 'Environmental Management Systems — Specification with guidance for use' and AS/ANZ ISO 14004:1996 'Environmental Management Systems — General guidelines of principles, systems, and supporting techniques'.

**Greenfleet:** The Museum continued its membership of this non-profit organisation that plants trees in nearby forests to offset carbon emissions from its vehicle fleet.

**Staff action:** A group of Museum staff assisted in raising awareness of environmental issues by promoting activities such as ride-to-work days, and posting environmentally friendly hints on the Museum's website.

### Mechanisms (if any) for reviewing and increasing the effectiveness of those steps (Paragraph 516A(6)(f))

Monitoring and reviewing performance are integral to the Museum's Environmental Management System. An extensive review of the targets and objectives was carried out in 2007–08 to ensure that it remains relevant to Museum operations and continues to meet changing government requirements. The ANAO also undertook an audit of the Museum's Green Procurement and Sustainable Office Management practices.

## Disability strategies

The Museum recognises the importance of the *Disability Discrimination Act 1992*. Compliance with the Act helps identify and remove barriers that might prevent people with disabilities from accessing Museum programs, services and employment opportunities. The Museum meets its obligations under the Act by implementing the Commonwealth Disability Strategy and the Museum's Disability Action Plan. Details of the Museum's performance during the year in implementing the Commonwealth Disability Strategy are set out in Appendix 10, pp. 160–4.

## Advertising and market research

In accordance with reporting requirements contained in section 311A of the *Commonwealth Electoral Act 1918*, the Museum annually reports its total expenditure on advertising and market research. The total payment by the Museum to advertising and market research organisations in 2007–08 was \$972,992 and comprised payments to:

- advertising agencies
- market research organisations
- media advertising organisations
- recruitment advertising.

## Sponsorship and development

The Museum raised \$996,056 in cash or kind support, exceeding the target of \$736,500. This included sponsorship for two major exhibitions, as follows:

- *League of Legends: 100 Years of Rugby League in Australia*: \$282,826
- *Utopia: The Genius of Emily Kame Kngwarreye*: \$320,000.

'Whole of Museum' sponsorship has continued to grow with major media sponsors again renewing their commitment and delivering support valued at over \$393,000 to build the Museum's brand.

The Museum regularly reviews and revitalises its sponsorship program, particularly in the context of the evolution of the Museum's credibility and reputation as it matures as an organisation. A major review was undertaken in 2006–07 and implemented in 2007–08 resulting in the Museum:

- creating a robust and effective sponsorship program
- delivering a return on sponsorship investment
- building the Museum's brand through marketing and communication opportunities created by partnerships with sponsors



*League of Legends: 100 Years of Rugby League* was developed with the Centenary of Rugby League Committee and featured many objects from the Museum's collection.

- reinforcing the Museum's vision to be a world-class museum through supporting exhibitions, programs and services.

The Museum worked closely with the recently established Friends of the National Museum of Australia Foundation which aims to enhance support for the Museum's acquisitions program.

## Merchandising and retail

Merchandising and retail operations raise commercial revenues while enhancing visitor experiences by providing merchandise that is largely inspired by the Museum's exhibitions, programs and its unique building.

Key achievements during 2007–08 included:

- a 2.8 per cent growth in gross revenue
- a conversion rate (that is, the percentage of Museum visitors who purchase from the Museum

Shop during their visit) of 16.16 per cent compared with 15.31 per cent in 2006–07.

Retail staff members are active members of the ACT branch of the Cultural Shops Forum of Australia. This forum includes retail managers from the National Gallery of Australia, Questacon, Parliament House Shop, the National Library of Australia, Old Parliament House and the National Film and Sound Archive.

## Venue hire

The Museum is a popular venue for a range of corporate events including conferences, meetings, product launches, gala dinners, awards presentations and cocktail receptions. Key relationships were developed within the industry to help promote the Museum as a venue to local, national and international markets, particularly the convention industry.

## Resources, estimates and outcomes

### Financial outcome for 2007–08

The Museum's financial statements disclose an operating surplus of \$0.171 million compared with the 2006–07 operating surplus of \$3.652 million.

The Museum's appropriation for 2007–08 was \$40.764 million. The Museum also received a capital appropriation of \$5.159 million in 2007–08, which related to the implementation of the Review of Exhibitions and Public Programs 2003.

### Income statement

The revenue from non-government sources decreased by \$3.319 million this year. The decrease was the effect of the Museum receiving a donated collection asset valued at \$4.379 million in 2006–07. Donated assets for 2007–08 were valued at \$475,000.

Total expenses increased by \$0.898 million. This was due to a number of factors including an increase in the number of staff employed for special projects.

### Balance sheet

The balance sheet discloses an increase in the Museum's net assets to \$24.471 million. In 2007–08 there was an increase in the asset revaluation reserve following an independent valuation of the buildings (\$5.755 million) and heritage cultural assets (\$13.386 million).

Cash as at 30 June 2008 totalled \$1.278 million (30 June 2007: \$2.194 million) and investments totalled \$46.525 million (30 June 2007: \$41.130 million).

### Statement of cash flows

Net cash received from operating activities increased by \$1.478 million in 2007–08.

During the year the Museum received an equity injection of \$5.159 million to implement the recommendations of the Review of Exhibitions and Public Programs 2003.

## Management performance

### Consulting and contracting services

The Museum is committed to achieving the best value for money in its procurement practices, including contracted services for internal audit, information technology hardware and support, advertising, transactional banking, cleaning, catering, security and exhibition design. Its purchasing practices and procedures are consistent with the Commonwealth Procurement Guidelines and are also in accordance with the *National Museum of Australia Act 1980* and best practice principles. The Museum annually reviews its Procurement Guidelines to ensure consistency with Commonwealth policy.

The total number of consultancy services provided to the Museum in the period 2007–08 was 29, and the total expenditure on consultancy contracts during the year was \$1.217 million. Major services involved program evaluation, market research, information and communication technologies, and financial services.

### Facilities management

During 2007–08, the Museum finalised the tender process for the provision of telecommunication services, and a contract was awarded to Telstra for the next three years.

Major facilities management projects commenced or completed during the year included:

- major refurbishment work at the Museum's leased premises at 9–13 and 90 Vicars Street at Mitchell to relocate the Museum's conservation section and create dedicated areas for the photographic studio and receiving and dispatching space; this work also included the construction of new office accommodation and laboratories
- a series of fit-outs within Museum buildings – the Annexe, Medical Superintendent's Building (MSB) and Limestone House – to accommodate new project teams
- an upgrade of emergency lighting and exit signage in the main Museum building, which will continue in 2008–09
- replacement of furniture in the Axis restaurant and catering equipment within the Museum kitchen





Behind-the-scenes preparation for the Museum's *Migration Memories* exhibition, September 2007.

- a continuing program of energy management works, including the installation of more energy-efficient external lighting, modifications to existing lighting circuits to improve efficiency, and the installation of additional energy and water meters to allow the Museum to monitor consumption more accurately
- provision of hybrid (semi-waterless) urinals within the high-use public toilet facilities in the main Museum building; toilets in all the Museum's leasehold premises have also been converted to dual-flush systems and all showers have had AAA rated showerheads fitted
- ongoing works within the Museum building to validate and document the operating relationships between the fire system and the building management system, and Fire/Building Code of Australia requirements
- provision of consultancies to validate the structural integrity of various building elements, including a review of the structural integrity of the Loop and a structural and occupancy loading review of various elements of the Museum
- additional work on the roof harness safety systems at 8 McEachern Place in Mitchell, completing all the required modifications to the roof safety systems within the Museum's portfolio of buildings
- revision of chilled-water plant programming to provide better environmental conditions within the Museum's exhibition areas while also reducing energy consumption through improved sequencing of the HVAC plant
- resealing the concrete surfaces within the Museum's Garden of Australian Dreams to improve slip resistance in this public area.

## Asset management

The Council's Audit and Finance Committee monitors the financial management of the Museum's assets.

During 2007–08, the Museum continued ongoing training and implementation of changes to its Asset Management System, to streamline and strengthen some procedures within the system. The Museum has also redeveloped its Asset Management Plan, revising

its life-cycle maintenance and replacement program of plant and equipment.

Major assets added to the database during the year included the refurbishment of Museum buildings, the Annexe, MSB, Limestone House, 9–13 and 90 Vicars Street, and the redevelopment costs of Circa.

## Storage and accommodation planning

### Centre for National Museum of Australia Collections (CNMAC)

In accordance with its functions under the *National Museum of Australia Act 1980* – to develop and maintain a national collection of historical material – an ongoing strategic priority for the Museum is to develop and plan for collection storage needs. This year a detailed functional design brief was completed, and included site evaluations, environmentally responsible building studies, climatic studies and a storage strategy.

The Museum continues forward planning to address the storage space issues. Work has progressed on the development of such initiatives as:

- securing an additional lease above unit 4 at 90 Vicars Street to provide an additional 1600 m<sup>2</sup> of collection storage space
- a new 400 m<sup>2</sup> panel room to be used as processing space for incoming collections, such as the Aboriginal and Torres Strait Islander Affairs Collection
- adding new conservation staff office accommodation, an objects workshop and transit store
- constructing a new photographic studio and receiving and dispatching space adjacent to the main store
- providing dedicated curatorial research and assessment spaces.

### Staff accommodation

The Museum has engaged the consultants Woods Bagot to undertake a staff accommodation efficiency exercise. The scope of this project is to:

- resolve immediate issues and shortcomings within the workplace through practical solutions and options
- provide baseline data and analysis as input into future accommodation planning
- identify business unit synergies.

This work will produce the baseline data that will be utilised in the further development of the Museum's Property Plan.

## Security

During 2007–08 the Museum's Security section maintained a safe and secure environment for all collections, visitors, staff, contractors and assets. To ensure the currency of its security arrangements, the Museum reviewed a number of key documents during the year, including the security policy, security operating procedures and the security management procedures, and amended these where appropriate.

A review of security was also undertaken, in conjunction with refurbishment works carried out during the year. These reviews recommended a number of changes regarding access control and CCTV coverage, and the majority of this work was completed during 2007–08.

Other activities during the year included:

- conducting security awareness training at staff inductions and contractor site inductions
- entering into maintenance contracts for the security electronic management system and electronic secure key cabinets.

The Museum worked with the Australian Federal Police Intelligence Unit to provide specialised security for numerous VIPs who visited the Museum during the year. The Museum also continued to provide a venue to assist the Australian Federal Police and the Attorney-General's Department Protective Security Coordination Centre with a range of specialised training courses.

## People management

People are vital to the performance of the Museum. The Museum is committed to attracting, developing and retaining people of high calibre, skill and experience; it values greatly the diverse backgrounds and perspectives of its staff, and regards workplace diversity as fundamental to its success.

People who make a valued difference to the Museum's work and work environment are recognised and appreciated for their contribution. The Museum places high value on the performance and capability of its people. This is reflected in its Strategic Plan, with a key business priority for the year being to support workforce diversity and skill retention.

### Impact and features of workplace agreements

The Museum has three standard types of employment agreements in place: Senior Executive Service Australian Workplace Agreements (AWAs) that individually cover each Senior Executive Service (SES) employee; a Museum-wide collective



### Innovative face-to-face interpretation The Museum does it best

The Museum's active relationship with the Interpretation Australia Association (IAA) goes back several years. Visitor Services and Volunteers Coordinator Tristan Hoffmeister currently represents the ACT Chapter on the national body, and Visitor Services staff are regular IAA conference attendees.

At the IAA's 2007 conference, the Museum's paper attracted considerable acclaim. Presented by Tristan, with colleagues Kelee Hodge and Trevor Reid, the paper focused on how the Visitors Services team uses dynamic face-to-face interpretation to engage visitors with Museum themes. The Museum team told conference delegates about the key elements of the Museum's face-to-face interpretation philosophy; including the belief that visitor engagement is often most successful when live interpretation can enhance what is found in the written text of brochures and exhibition labels. The goal is to leave visitors feeling connected, inspired and curious to learn more, and to give people an opportunity to share their own stories with Museum staff.

As an example of the Museum's proactive and flexible approach to engaging visitors, Tristan, Kelee and Trevor described the recent introduction of 'Roving hosts' and 'Host talks' programs, which have been introduced to increase the options for visitors to access face-to-face interpretation.

The winter 2007 edition of IAA's magazine reported on the Museum's previous National Tourism Award, asking 'How do they do it?' before answering, 'Innovative, face-to-face-interpretive services is one way'.

ABOVE: Host Trevor Reid shows a visitor the Holden exhibit in the Nation gallery.

agreement covering most non-SES employees; and individual AWAs covering a small number of non-SES employees. Up until early 2008, and in line with government policy, AWAs were available to non-SES staff on a case-by-case basis. Under the Transition to Forward with Fairness legislation, AWAs will continue to operate until they are terminated or the relevant employment ceases; however, no new AWAs may be made.

The current certified agreement, the National Museum of Australia Workplace Agreement 2005-08, passed its nominal expiry date of 30 June 2008. Planning for a replacement collective agreement between the Museum, its staff and the Community and Public Sector Union commenced in late June 2007 and formal negotiations commenced in March 2008, continuing through the remainder of the financial year. The negotiations were protracted and complicated by the need to adapt arrangements to the requirements of the Work Choices legislation and the prospective intervening federal election.

By late June 2008, negotiations for the new certified agreement were largely complete, with a comprehensive and well-received staff engagement program generating constructive input to the negotiations. Significant productivity was expected as a result of initiatives in the areas of family-friendly employment practices, measures to encourage Indigenous employment and cultural engagement, measures to retain valued mature-age employees, individual employment flexibility, and limited use of casual and intermittent employment arrangements.

Productivity initiatives in the 2005-08 certified agreement had continuing impact during the year, including:

- implementing improvements to the Workplace Conversations individual performance management framework, including team conversations to further develop the links to the Museum's Strategic Plan and better support team planning and performance
- improving corporate training delivery with the continuation of a training prospectus to allow managers and staff to better plan training commitments
- ongoing annual review of performance management arrangements and revision of online processes to address suggestions from staff feedback
- implementing new online recruitment technology to enable applicants to lodge job applications through the internet
- review of the 2001 front-of-house strategy, including the review of rostering and operating environments.



Deputy Director of the Luang Prabang National Museum in Laos, Vanpheng Keophanna, working on the water rat fur coat with the Museum's conservator Sarah Murray and photographer Lannon Harley.

### **Attracting the right people and doing it better**

The Museum operates in an environment of increasing skills shortage and tough competition for appropriately experienced and skilled people. It understands the importance of securing the preferred people through efficient and effective recruitment processes, and worked to successfully reduce the time involved in recruitment activity in 2007–08.

For example, in both 2005–06 and 2006–07 the time period between advertising a vacancy and the delegate approving the selection committee's recommendations was, on average, between 70 and 80 calendar days. In 2007–08 this was reduced to just under 50 calendar days through better planning by selection committees, more streamlined central processing, and working closely with managers to achieve the best outcome within available legislative requirements and flexibilities.

The Museum's recruitment processes also benefited from the introduction of the electronic gazette and APS jobs website, coordinated by the

Australian Public Service Commission, which assisted recruitment staff in meeting deadlines and in being more responsive to clients. The Museum's new online recruitment functionality will also allow more effective internal analysis of applicant data.

This year, the Museum reviewed its induction and orientation processes, to ensure employees receive valuable and important information early in their careers at the Museum. A new online induction package was introduced to enhance the induction experience and complement existing practices. This new package comprises a mixture of self-paced learning, face-to-face group workshops and tours of key Museum facilities.

### **Supporting and maintaining a strong individual performance management culture**

The Museum's staff performance management framework, Workplace Conversations, is a key productivity initiative in the National Museum of Australia Workplace Agreement 2005–08.



The intent of Workplace Conversations remains the same as previous years: that is, a 'guided conversation' approach. Each year, the Museum undertakes an evaluation of this framework and its associated processes (conducted this year in April–May). Results continue to indicate that it is a healthy and useful framework. Based on staff feedback, there will be some refinement to the online recording process of conversation outcomes for the 2008–09 cycle.

The Workplace Conversations program continues to use Museum-specific work-level standards to clarify job roles and expectations, and Museum-specific capability profiles to identify and reinforce work behaviours that support the Museum's objectives. Workplace Conversations require staff members to have regular performance discussions with their manager. These formal guided discussions cover the scope and deliverables of the staff member's position, the support required to deliver them, and a documented agreement on relevant learning and development opportunities. Links are made between a staff member's work and the overall strategic and business priorities of the Museum, as well as the specific capabilities the person will concentrate on in the conduct of their position. Aggregate learning and development data assists in the development of overall corporate training activities.

Mid-cycle team conversations encourage discussions on team performance and complement the regular individual focus characteristic of Workplace Conversations. The Museum considers it important for teams to consider and celebrate their successes.

Workplace Conversations training was provided across the Museum, particularly in introducing new staff to the performance management framework and helping existing staff to enhance their communication, negotiation, conciliation, work-planning, leadership and management capabilities.

The external human resources consultant, Interaction Consulting Group, continued to provide performance management training, evaluation and support services to Museum staff.

### **Enhancing our capability through learning and development**

The Museum's corporate training program is driven largely by individual development needs identified through Workplace Conversations, and the Museum's strategic and business priorities. It is further informed by learning activity evaluation.

In 2007–08 the Museum's corporate training program focused on: building capability in cultural awareness, leadership, contract management, recruitment and staff selection, writing, performance

management, and application of the Australian Public Service (APS) Values and Code of Conduct. There was also an emphasis on revising induction and orientation processes, and the associated learning experience.

The goals of the program are aligned with the Museum's Capability Profile, which has 10 elements: thinking and acting strategically, focusing on the customer, building knowledge and capability, leading and managing, communicating with skill, creating and innovating, getting results, being self-aware and acting professionally, working well with others and together, and knowing and understanding the business.

As in previous years, in 2007–08 a number of staff members presented papers at conferences and seminars, undertook research and attended technical and professional workshops. A list of these activities is reported in Appendix 7, pp. 145–58.

In addition, two staff members took part in the 2007 Cultural Management Development Program (CMDP), with another staff member enrolled in the 2008 CMDP. One staff member attended the Advanced Workplace Skills Program (AWSP) during 2007, with another two enrolled in the 2008 AWSP. Both the CMDP and AWSP are collaborative development programs, run in conjunction with other cultural institutions in Canberra.

In recognition of the Museum's unique role in telling the stories of Indigenous Australia and maintaining a significant collection representing Aboriginal and Torres Strait Islander cultures, the Museum continued the program, introduced in June 2007, to enhance staff cultural engagement with Aboriginal and Torres Strait Islander culture and society. The majority of Museum staff attended these workshops. The program explores the relationships between Indigenous Australians and the Museum in all aspects of its business. It looks at practical aspects, such as how staff acknowledge, celebrate and engage with cultural differences in general, and with Indigenous Australians in particular, and the benefits of having an Indigenous Australian perspective in the workplace. The Museum plans to develop a follow-up program in 2008–09 designed to further embed cultural competencies.

The National Museum of Australia Workplace Agreement 2005–08 also enabled staff to access Museum-sponsored study leave, with special provisions for staff to learn languages other than English.

Other staff training focused on core behaviours, skills and knowledge required by people across the Museum, and included:

- seminars on mental health in the workplace, with a particular emphasis on depression and anxiety
- seminars on OH&S for all staff, through induction

presentations, as well as focused OH&S presentations for Visitor Services teams

- manual handling training
- refresher courses for first aid officers, wardens and section health and safety representatives
- regular and comprehensive orientation programs for all new Museum employees.

### Maintaining a consultative culture

During the year the Museum continued to implement collaborative staff consultation arrangements in accordance with the National Museum of Australia Workplace Agreement 2005–08. In addition to direct staff consultation at the work group level, the Museum continued consultation through the Museum Consultative Forum (MCF) and Workplace Development Committee (WDC) to facilitate discussions on broad and operational issues for staff across the Museum. The MCF provides for staff input into high-level strategic issues, while the WDC focuses on operational issues across the Museum. The MCF met twice during the year. In line with agreed arrangements, the WDC received updates on several standing items throughout the year.

### Supporting and making workplace diversity a priority

The Museum's Workplace Diversity Plan 2005–08 seeks to create an environment that is supportive of people's diversity by building knowledge and capabilities within the Museum from many backgrounds, having business processes that support diversity, and developing diverse ways to work. In implementing the plan, the Museum continued to encourage a staffing profile that reflects Australia's cultural diversity. This was done through measures such as recruitment strategies; promoting APS values relating to diversity; continuing the Indigenous Employment Implementation Group (a sub-group of the Museum Consultative Forum, and chaired by the Museum's Director); maintaining a network of equity and diversity contacts; and continuing to raise awareness on ways to prevent bullying and harassment in the workplace.

Formal reporting to Parliament of the Museum's progress against implementing the Charter of Public Service in a Culturally Diverse Society, through the Department of Immigration and Multicultural and Indigenous Affairs, did not occur federally in 2007–08, hence our performance was not assessed externally against the framework, as has been the case in previous years.

The Museum is aware of the ongoing decrease in the number of Indigenous people employed across



### Indigenous cadets An experience to remember

In July 2007, Rebecca Richards, Ben Cruse and Kashia Collins became the Museum's inaugural Indigenous Cadets. The Indigenous Cadet Program offers financial assistance while studying, along with practical 12-week work placements during each summer university break and a guaranteed APS 3 position after the cadets successfully complete their undergraduate degrees.

Rebecca, originally from South Australia's Nepabunna Aboriginal community, is studying for a Bachelor of Arts (psychology and anthropology) at the University of South Australia. She says that the cadetship experience 'has changed my preconceived ideas about what a museum does or should do'. Kashia, from Queensland, is studying for a Bachelor of Arts (cultural sociology) at Brisbane's Griffith University, and her greatest experience was working on both the *Papunya Painting: Out of the Desert* exhibition and in the Gallery of First Australians, which gave her a great sense of pride. Ben, who is studying at The Australian National University, comes from coastal New South Wales and is undertaking a Bachelor of Arts (archaeology and anthropology) degree. He reported that he particularly enjoyed working with the Visitor Services and Volunteers team, calling them 'a great bunch of people to work with'.

All three cadets attended the Museum's two-day orientation program in July 2007 and, after completing the university year, worked full-time for three months from December 2007. The first summer placement in 2007–08 gave the cadets experience of working with staff from the Visitor Services and Volunteers team, and the Education and Audience Development/Public Programs teams. The cadets were involved in meeting and greeting visitors to the *Papunya Painting* exhibition, assisting with school groups and participating in the Australia Day family event.

ABOVE: Indigenous cadet Ben Cruse receipts clothing donated to the Museum by Jackie Huggins.

the Australian Public Service, and continued to take particular measures during the year to provide and support employment opportunities for Indigenous people. These included establishing a dedicated role in the Visitor Services and Volunteer team to promote, facilitate and support the employment of several Indigenous people; the provision of cultural awareness training for staff focusing on Indigenous culture; and the continued employment of three people under the Indigenous Cadet Program. The Cadet Program supports the cadets in completing their post-secondary education and in gaining valuable on-the-job work experience, along with ongoing employment upon successful completion of the program.

As at 30 June 2008, the number of Museum staff members who identified themselves as belonging to specific groups was:

### Museum staff who report as belonging to specific groups

GROUP	NO.	% TOTAL STAFF
Aboriginal and Torres Strait Islander peoples	15	5.3
People with disabilities	6	2.1
Culturally and linguistically diverse backgrounds	33	11.2
Females	199	70.6

### Providing better security and privacy for clients

Accommodation for the Museum's Employee Relations and People Development team was improved during the year to provide a better contact and welcome point for clients, and to provide better security for personnel information and privacy for assisting clients.

### Post-separation employment

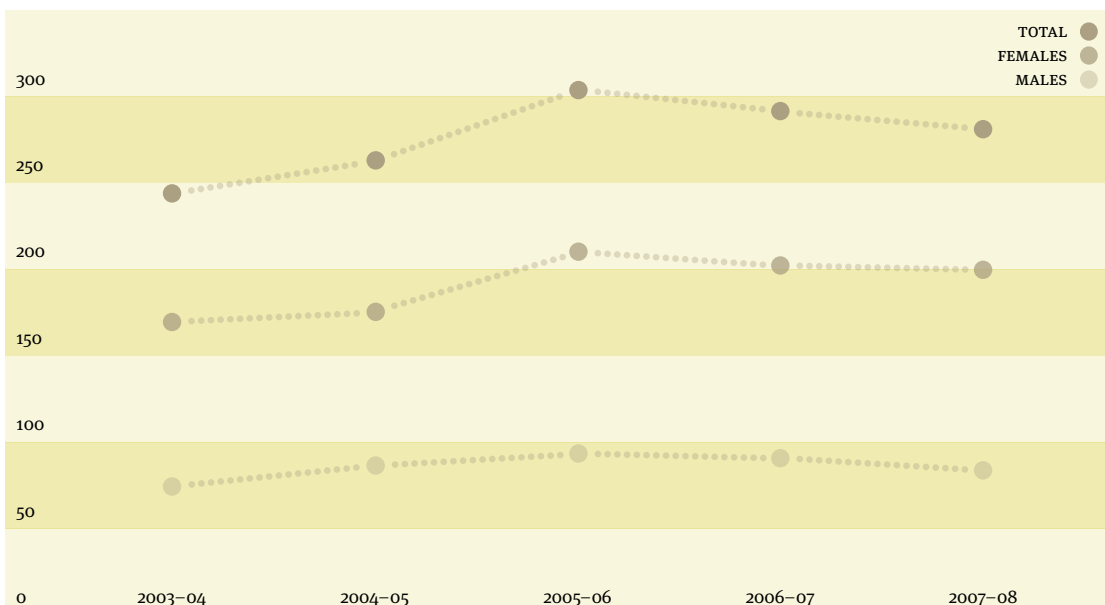
There were no applications for post-separation employment during the year.

### Educational and developmental placements

The Museum continued to be a sought-after venue for secondary and tertiary students seeking work experience, with 17 students undertaking work experience placements during the year across different areas of the Museum. This year, the Museum also placed a number of students through various programs outside the usual student-initiated work experience requests, resulting in work experience opportunities for an Indigenous student, a student with a disability and an 'at-risk' student.

The Museum also hosts interns from The Australian National University's Museums and Collections program, which is coordinated jointly between the Museum's Centre for Historical Research and the university.

### Total staff numbers, 2003-08 (at 30 June each year)



## People recognition

Staff recognition at the Museum is usually expressed formally between those most directly involved in individual performance management. This is a critical level of recognition, stressing the importance of having constructive Workplace Conversations throughout the year aligned with strategic and business priorities.

The Museum also provided for wider recognition of significant contributions and achievements by its staff, with the Director presenting Australia Day Achievement Medallions to 40 staff members who had made noteworthy contributions to the work of the Museum during the past year, or over a number of years.

Internal communications and staff news are regularly communicated through the Museum's active intranet and the internal newsletter, the *Loop*, which is produced by the Public Affairs team.

## Staffing information

Museum staff members are employed under the *Public Service Act 1999*, and employment conditions are established under legislation applying to the Australian Public Service and, in particular, the Museum's Workplace Agreement.

The average staffing numbers over the past three years (see graph p. 84) would indicate the Museum's overall numbers have stabilised within the 280–300 range, with the gender split fairly constant every year. At 30 June 2008, the Museum employed 282 staff, consisting of 221 ongoing and 61 non-ongoing employees, which represented a full-time equivalent number of 250.6.

A full breakdown is shown in Table 1. Tables 2 and 3 provide additional breakdowns, by division and employment category as at 30 June 2008, and by APS level, respectively.

**Table 1 Staffing by employment status**

STATUS	MALE	FEMALE	TOTAL
Ongoing full-time Principal Executive Officer (PEO)			0
Non-ongoing full-time PEO	1		1
Ongoing full-time Senior Executive Service (SES)	1	2	3
Ongoing full-time non-SES	59	100	159
Ongoing part-time SES			0
Ongoing part-time non-SES	11	48	59
Non-ongoing full-time SES			0
Non-ongoing full-time non-SES	8	33	41
Non-ongoing part-time SES			0
Non-ongoing part-time non-SES	3	16	19
<b>TOTAL</b>	<b>83 (29%)</b>	<b>199 (71%)</b>	<b>282</b>

**Table 2 Staffing by division**

DIVISION	ONGOING	NON-ONGOING	TOTAL
Directorate	28	9	37
Operations	41	9	50
Collections and Content	62	25	87
Audience and Programs	90	18	108
<b>TOTAL</b>	<b>221</b>	<b>61</b>	<b>282</b>

**Table 3 Staffing by APS level**

APS LEVEL	MALE	FEMALE	TOTAL
PEO	1		1
SESB2			0
SESB1	1	2	3
Executive Level 2	13	14	27
Executive Level 1	11	25	36
APS6	14	30	44
APS5	13	27	40
APS4	9	42	51
APS3	8	19	27
APS2	12	38	50
APS1			0
Cadet	1	2	3
<b>TOTAL</b>	<b>83 (29%)</b>	<b>199 (71%)</b>	<b>282</b>