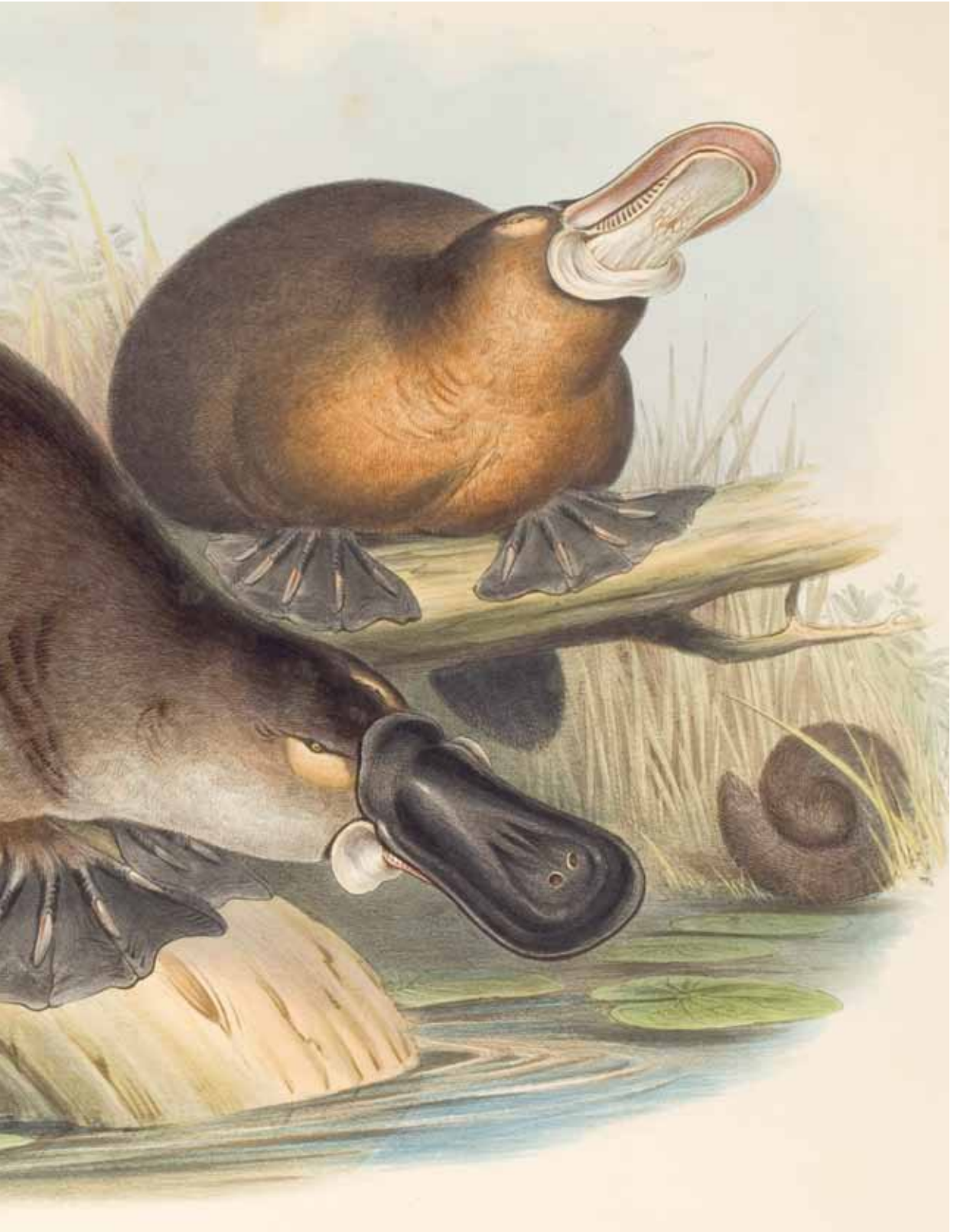


Part three: Accountability and management



Ornithorhynchus anatinus (platypus) by John Gould, from *The Mammals of Australia*, vol. 1, 1863, featured in *Charles Darwin: An Australian Selection*, published by National Museum of Australia Press.



Governance

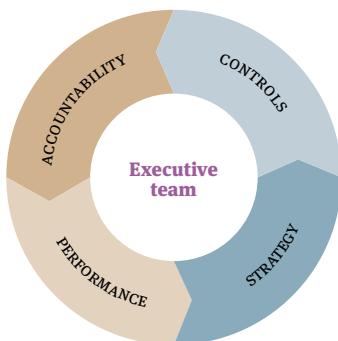
The National Museum of Australia guides the delivery of its outputs through its corporate governance framework. This framework comprises the Museum's enabling legislation and other legislative instruments, managerial and organisational structures, corporate policies and strategies, and resource management 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 2000, defines the Museum's role, functions and powers. (For the functions and powers of the Museum, see Appendix 2, p. 140). 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 the Environment, Water, Heritage and the Arts.

Governance model



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 neither fewer than seven nor 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, law, education, the arts, tourism, business, financial and strategic management, museum management, government policy and administration. The Commonwealth Remuneration Tribunal determines remuneration for non-executive members.

The terms of Council members the Hon Tony Staley AO (Chair), Mr Christopher Pearson and Mr Benjamin Chow AO lapsed during 2008–09. At 30 June 2009, the Council comprised the following members:

Mr Daniel Gilbert AM (Chair) has many years of experience as a commercial lawyer and company director. Since the mid-1970s he has had extensive

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: (clockwise from left) Andrea Hull, John Morse, Marian Gibney, John Hirst, Benjamin Chow, Craddock Morton (seated), Daniel Gilbert, Sally Anne Hasluck, John Fleming and Barbara Piscitelli.

involvement with social justice issues through work with community legal centres and public organisations and the arts. In 1992 he established the Gilbert+Tobin Pro Bono practice, which has a strong emphasis on Indigenous issues.

Dr John Hirst (Deputy Chair) is a scholar emeritus in the History Program at La Trobe University. His interests include Australian social and political history, democracy and civic culture, and he has published extensively in the field. He was a member of the Prime Minister's Republic Advisory Committee in 1993 and is currently Chair of the Commonwealth Civics Education Group and a member of the Film Australia Board.

Dr John Fleming is an internationally renowned bioethicist and widely published author. He served as Director of the Southern Cross Bioethics Institute in Adelaide and is a lecturer in Bioethics at the Institute. He is currently President of Campion College, New South Wales. Dr Fleming has hosted a popular Adelaide talkback radio program for over 30 years.

Ms Marian Gibney is an experienced lawyer who has held a number of high-profile private and public positions, including her current role as General Counsel, ACMI Investments. Her government sector board appointments include membership of the Queensland Art Gallery Foundation Board.

Ms Sally Anne Hasluck has been associated with museum work since 1974 when she was appointed as the inaugural curator of the newly established Claremont Museum in Western Australia. In 1994 she left Claremont to establish a museum consultancy and to commence a seven-year term on the Western Australian Museum Board.

Mr John Morse AM is advisor on tourism and Indigenous tourism to the Director of Parks Australia, the owner of John Morse Art, and Chair of the Muṯitjulu Foundation. He was Managing Director of the Australian Tourism Commission for nearly 20 years, during which time he oversaw the development of Brand Australia and drove the highly successful



Exterior, National Museum of Australia.

international campaign to encourage people to visit Australia during the 2000 Olympics.

Dr Barbara Piscitelli AM is a freelance consultant and researcher in education and the arts. Her research explores cultural policy and childhood, children's learning in museums, and early childhood visual arts education. Dr Piscitelli is a member of the Board of Directors of the Collections Council of Australia and of the Queensland Museum.

Professor Andrea Hull AO has held senior roles at international, federal and state levels in cultural, heritage and education areas. She was Director and Dean of the Faculty of the Victorian College of the Arts at the University of Melbourne for 14 years, and is a member of the Council of Trustees of the National Gallery of Victoria.

Mr Craddock Morton (Executive Member) see p. 84.

The Council held four meetings during 2008–09. An executive officer from the Department of the

Environment, Water, Heritage and the Arts attended the meetings as an observer.

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.

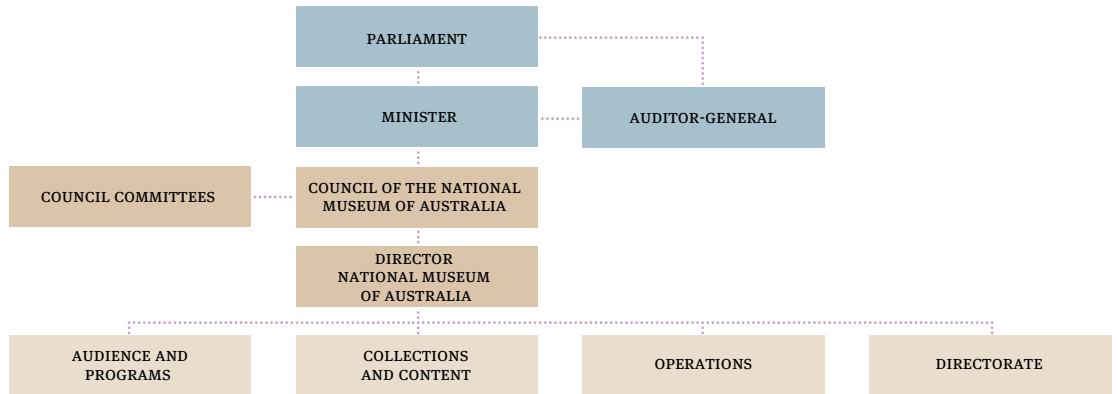
The Council has policy and procedures for the disclosure and resolution of any matter for its consideration that may result in a conflict of interest. Members are required to make the nature of that interest known at the commencement of a Council meeting, and details of such disclosures are recorded in the minutes of the meeting.

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

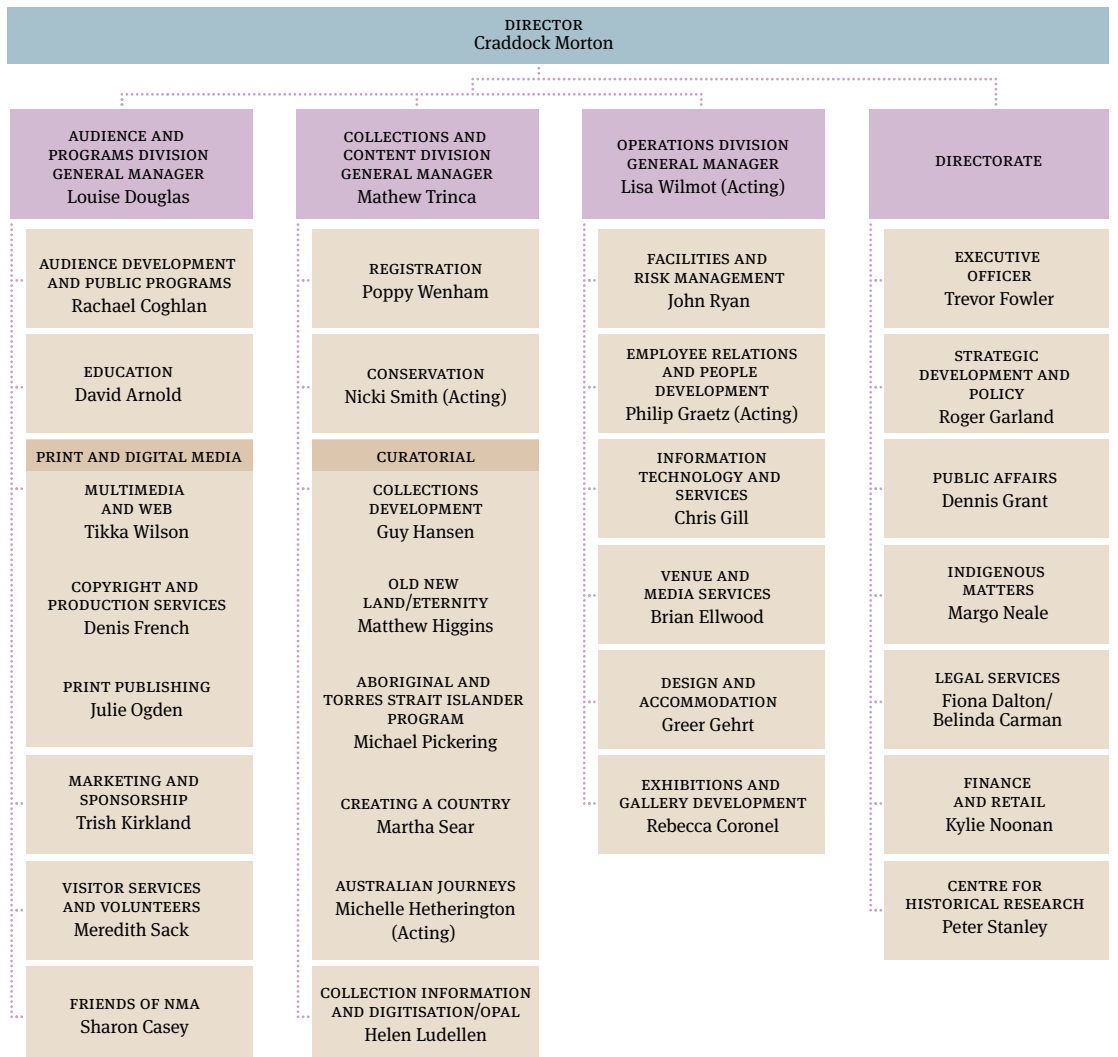
- the Audit and Finance Committee
- the Collections Committee
- the Sponsorship and Development Committee.

Details of Council committees are listed in Appendix 1, p. 138.

Accountability chain as at 30 June 2009



National Museum of Australia organisation chart as at 30 June 2009





The Executive of the National Museum of Australia: (left to right) General Manager, Audience and Programs, Louise Douglas; Director, Craddock Morton; Acting General Manager, Operations, Lisa Wilmot; and General Manager, Collections and Content, Mathew Trinca.

Executive Management group

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

Craddock Morton, Director

Until 1986 Craddock Morton held various positions in the departments of the Senate and Prime Minister and Cabinet before working in a number of ministerial staff positions. In 1994 he left the position of Senior Adviser to Prime Minister the Hon PJ Keating to become Director of the Australian Foundation for Culture and Humanities.

From 1995 Mr Morton held various positions in the Department of Communications, Information Technology and the Arts, including Chief General Manager on the Acton Peninsula Project (National Museum construction) and Director of Old Parliament House. After acting as Director of the National Museum from December 2003, Mr Morton was appointed to the position in June 2004. He is currently Chair of the National Cultural Heritage Committee, President of ICOM Australia, a member of the Executive of Museums Australia and the Council of Australasian Museum Directors, and a Director of Art Exhibitions Australia.

Louise Douglas, General Manager, Audience and Programs

Louise Douglas has had a successful career in cultural heritage management that spans 20 years, working at senior and executive management levels at the Powerhouse Museum and the National Museum of Australia.

Ms Douglas has been active in Museums Australia for many years and was National Vice President from 1998 to 2000. She has been a member of the Canberra Museum and Gallery Advisory Committee since 1996 and is currently a member of the Fulbright Commission's Australian Capital Territory Selection Committee.

Mathew Trinca, General Manager, Collections and Content

Prior to joining the National Museum as a senior curator in 2003 Mathew Trinca worked as a curator of history at the Western Australian Museum and as a consultant historian on film, conservation and public history projects.

With research interests in cultural history and museum practice, Mr Trinca co-edited *Country*, a collection of essays on Western Australia's environmental history, and *Under Suspicion*, a collection devoted to studies of internment in Australia during the Second World War.

Lisa Wilmot, Acting General Manager, Operations

Having worked with the Museum for over six years, Lisa Wilmot commenced as Acting General Manager, Operations in April 2009. Prior to taking on this role, she successfully led and managed the Museum's human resources and workplace relations functions.

During her Australian Public Service career of over 20 years, she has managed various corporate-related functions in the employment, education and training portfolios including finance, complex tendering processes, employment services and employment programs delivery, and an 18-month term in the Office of the Minister for Education.

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

The current Strategic Plan 2007–10 came into effect on 1 July 2007. Its key priorities and a summary of progress against its business priorities for 2008–09 are provided in Part One, Executive summary, of this report (see pp. 10–25).

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.

Performance Management Framework overview

Project management

The Museum’s project management methodology continued to be deployed, with Primavera computer software underpinning this methodology. Primavera is a collaborative, web-enabled project management tool supporting:

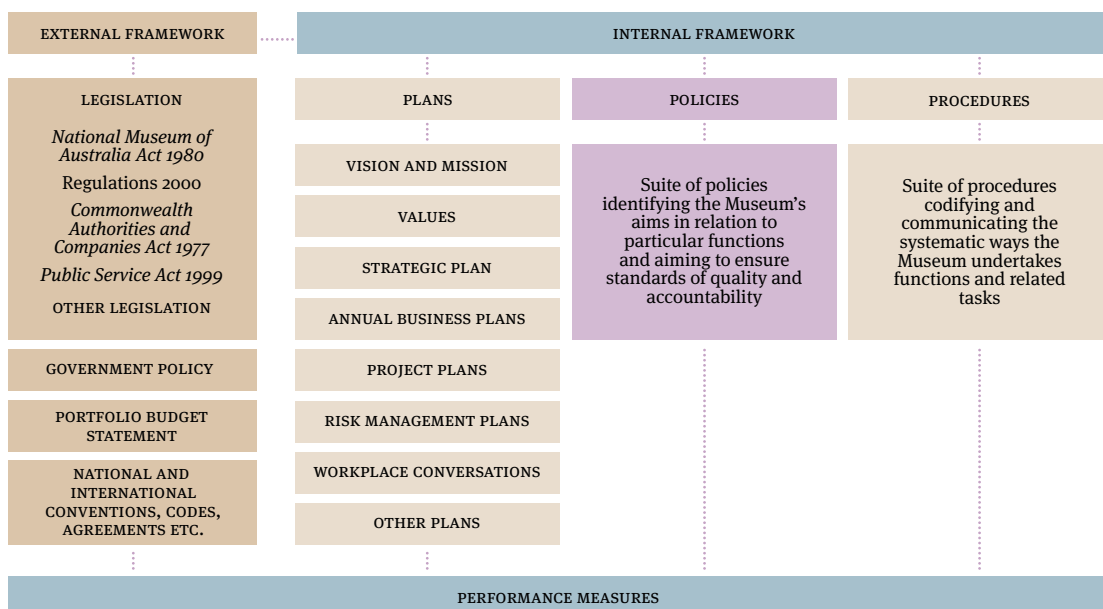
- project managers to plan, schedule and manage projects
- team members to view and update project activities for which they are accountable
- managers and executives to view the performance of a portfolio of projects.

Application of the methodology, software and project support will continue to evolve throughout 2009–10.

Policies and plans

The Museum has a comprehensive suite of policies and plans. These are monitored and reviewed at regular intervals and made publicly available on the Museum’s website.

Performance Management Framework overview



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 2008–09 included:

- fraud control
- financial compliance
- catering turnover
- payroll
- procurement.

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 Four of this report (see pp. 104–05).

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's risk management practices have been developed in accordance with the Australian Standard 4360: Risk Management, and have been in operation for a number of years.

The focus of the risk management framework is to assist all managers and supervisors to incorporate formal risk management processes into their work to enable the efficient and effective delivery of the Museum's programs, and to promote sound business practices. The Museum's risk management framework focuses on categories including occupational health and safety (OHS), preservation of the National Historical Collection, damage to the building and infrastructure, financial loss, loss of reputation and damage to the environment.

The Museum's dedicated Risk Management unit is committed to fostering a culture of risk management throughout the organisation and, within an overall risk management framework, maintains and advises on:

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

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

The Museum participated in Comcover's Annual Risk Management and Insurance Benchmarking program (see Indemnities and insurance, p. 96).

The Museum has in place fraud prevention, detection, investigation, reporting and data collection procedures and processes, which, together with the Fraud Risk Assessment and Control Plan, meet the specific needs of the Museum and comply with the Commonwealth Fraud Control Guidelines.

The Museum's Fraud Risk Assessment and Control Plan is endorsed by the Council's Audit and Finance Committee, and the associated 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.

An internal audit was conducted of the Museum's controls to minimise risks to the Museum resulting from the actions of third party providers.

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. 161. There were no formal requests for access to documents under Section 15 of the Act during 2008–09.

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 2008–09.

Formal decisions/notifications/ministerial directions

The Museum received no formal notifications or ministerial directions from the Finance Minister during 2008–09.



Exterior, National Museum of Australia.

Ministerial directions that continue to apply in 2008–09 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 2008–09 in accordance with the *Commonwealth Authorities and Companies Act 1997*.

Legal actions

In 2008–09 the Museum settled three claims. One claim related to premises formerly leased by the Museum and the others were employee compensation matters.

Ombudsman

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

A focus on client service

The Museum's Client Service Charter (see Appendix 9, p. 161) is available to the public as a brochure and on the Museum's website.

During the year the Museum received 484 written comments from visitors regarding services, programs, exhibitions, the building and facilities, an increase of 29 per cent over the number received in 2007–08. The increase can be attributed to visitors commenting on the new Australian Journeys gallery and the redeveloped Circa theatre.

The main source of feedback was through 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:

- improved accessibility for visitors with special needs
- continued enhancement of visitor comfort through changes to sound and lighting in the Circa theatre
- improvement in the readability of exhibition labels
- further improvements in 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 33 per cent of all feedback received in 2008–09.

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 in 2008–09.

Sustainability

Taking care of people

The Museum’s people are at the heart of the organisation, caring for the collection and physical infrastructure and delivering quality programs and exhibitions for Australian and international audiences. The Museum attracts passionate, creative, highly qualified people with diverse skills and experience. It is a major task to develop and retain high-quality employees – a task to which the Museum is committed.

Delivering services for diverse audiences requires staff with similarly diverse backgrounds and perspectives, and the Museum works hard to maintain and encourage diversity in its workforce.

The value the Museum places on employee performance and diversity is highlighted in the Strategic Plan, with a commitment to continually reviewing the way business is conducted, operating in a way that utilises better practices and providing an environment to assist staff to undertake their work. The Museum’s business priorities for the year included support for workforce diversity and skill retention, and implementing terms and conditions of employment negotiated for a new collective workplace agreement.

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 Collective Agreement.

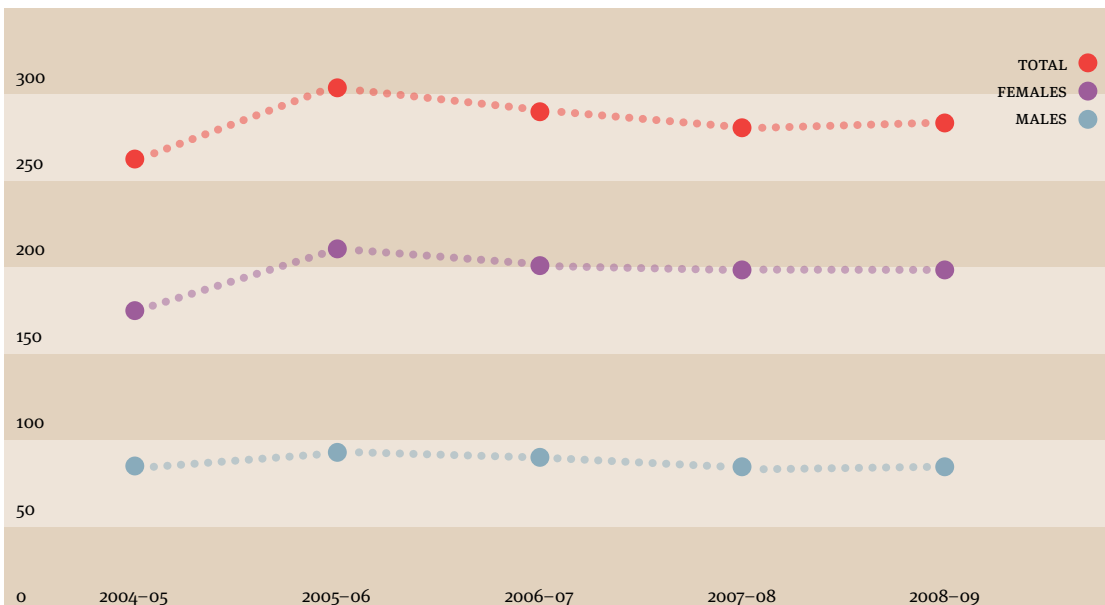
The staffing numbers over the past five years indicate the Museum’s overall numbers have stabilised within the 280–300 range, with the gender split fairly constant every year. At 30 June 2009, the Museum employed 284 staff consisting of 229 ongoing and 55 non-ongoing employees, which represented a full-time equivalent number of 246.97.

Impact and features of workplace agreements

As an Australian Public Service agency, the Museum employs people within a regulatory framework that includes federal workplace relations and related legislation, the *Public Service Act 1999* and common law employment contracts.

In a rapidly evolving workplace relations and public sector management environment, a range of instruments regulate the Museum’s terms and conditions of employment. Agreements negotiated with employees and their representatives are at the heart of this framework. The Museum has maintained a high level of employee support for collectively negotiated arrangements over the last decade. This reflects a culture of consultation and trust.

Total staff numbers, 2004–09 (at 30 June each year)



The National Museum of Australia Workplace Agreement 2008–2011 commenced on 30 October 2008 and is the primary agreement covering most Museum employees. It is a three-year union collective agreement with the Community and Public Sector Union, and has a nominal expiry date of 30 October 2011. The Museum negotiated the agreement in the first half of 2008 and it was approved by 98.3 per cent of votes cast by eligible staff. It replaced the National Museum of Australia Workplace Agreement 2005–08.

The Museum also has a number of Australian Workplace Agreements (AWAs) made under the *Workplace Relations Act 1996*. These include comprehensive agreements with Senior Executive Service employees and individual AWAs covering a small number of non-SES employees. Under the Transition to Forward with Fairness legislation and the *Fair Work Act 2009*, AWAs will continue to operate until they are terminated or the relevant employment ceases, but no new AWAs may be made.

The 2008–11 workplace agreement introduced a number of significant changes to the term and conditions of employment to generate productivity improvement and support the Museum's strategic and business priorities. The changes focus on family-friendly employment practices, encouraging Indigenous employment and cultural engagement, retaining valued mature-aged employees, individual employment flexibility, and the introduction of casual and intermittent employment arrangements.

The workplace agreement provides a competitive but not excessive pay outcome of 4.25 per cent from commencement of the agreement, with annual increases of 3.5 per cent plus an additional 0.5 per cent per annum, conditional on global achievement of individual performance management targets.

There is a new provision for individual employees to negotiate pay and conditions enhancements through Individual Flexibility Agreements, including encouragement to negotiate flexible arrangements to suit employees' caring responsibilities as they change

Staffing by employment status

STATUS	MALE	FEMALE	TOTAL
Ongoing full-time Principal Executive Officer (PEO)	0	0	0
Non-ongoing full-time PEO	1	0	1
Ongoing full-time Senior Executive Service (SES)	1	2	3
Ongoing full-time non-SES	53	109	162
Ongoing part-time SES	0	0	0
Ongoing part-time non-SES	16	48	64
Non-ongoing full-time SES	0	0	0
Non-ongoing full-time non-SES	10	21	31
Non-ongoing part-time SES	0	0	0
Non-ongoing part-time non-SES	4	19	23
TOTAL	85	199	284

Staffing by division

DIVISION	ONGOING	NON-ONGOING	TOTAL
Directorate	25	12	37
Operations	47	3	50
Collections and Content	68	17	85
Audience and Programs	89	23	112
TOTAL	229	55	284

Staffing by APS level

APS LEVEL	MALE	FEMALE	TOTAL
PEO	1	0	1
SESB2	0	0	0
SESB1	1	2	3
Executive Level 2	11	13	24
Executive Level 1	11	21	32
APS6	14	36	50
APS5	11	24	35
APS4	11	41	52
APS3	6	21	27
APS2	18	40	58
APS1	0	0	0
Cadet	1	1	2
TOTAL	85	199	284

'The best of both worlds'



In January 2009, Simon Goode joined the Museum's Visitor Services and Volunteers team through the Australian Public Service Commission's Indigenous Entry Level Recruitment Program. Recruits receive valuable on-the-job training and support combined with Australian Public Service Commission training, mentoring and the opportunity to study towards a Certificate III in governance.

On completing the program, trainees may continue working with the Museum or move into other roles within the Australian Public Service. 'I'm finding it a great way to learn about the public service as well as learning about the Museum; I've got the best of both worlds', said Simon, explaining that he feels immense support from his colleagues at the Museum.

Simon, from Darug country in western Sydney, said he was particularly drawn to the Museum for the opportunity to learn more about his Indigenous culture. 'Our culture has disappeared so quickly and it's a long road to learn about these things. We don't have anyone who speaks the Darug language any more, which is really quite sad.' Simon plans to share some of the knowledge he has gained during his time at the Museum with other Darug people when he returns for a corroboree later this year.

One of the highlights of the job, according to Simon, is the opportunity to engage with visitors from a range of backgrounds, and share stories with them about objects in the Museum's collection. The Open Collections area in the Museum's Gallery of First Australians provides an opportunity for visitors to catch a glimpse of what they can expect to see 'behind the scenes'. Simon loves taking visitors into this unique space to interpret very special objects that represent the material culture of Australia's long Indigenous history.

over time. The workplace agreement also increases the maternity leave entitlement by one week, to 14 weeks, and enables better management of excess leave accrued by employees, including provision to cash-out up to two weeks of annual leave per year (as allowed under the legislation).

The workplace agreement introduces new provisions to encourage employment and retention of Aboriginal and Torres Strait Islander peoples, through consultation with Indigenous employees and other practical initiatives to support Indigenous cultural awareness, Indigenous language training and mentoring activities, skills training for Indigenous employees, and guidelines on flexible work provisions for Indigenous cultural and community purposes.

Other initiatives in the agreement include:

- commitment to develop and implement sustainable environment initiatives
- upgrading of subsidies for spectacles needed for using screen-based equipment to cover any lenses, including contact lenses, required for visually demanding work
- consideration, during the period of the agreement, of averaging of shift penalties
- continuation and ongoing enhancement of the Workplace Conversations individual performance management framework
- continued support for corporate training.

Attracting the right people and doing it better

The Museum competes for high-quality employees with public sector agencies, other museums and cultural institutions, academic institutions and private enterprise. Longer-term demographic trends in the Australian population, including the ageing of the Australian working population and the retirement of the 'baby boomer' generation, is leading to increased competition for highly qualified, experienced and skilled people. In addition, the crisis in the global and Australian financial environments leads to increasing uncertainty in labour markets.

Through efficient, effective and timely recruitment processes, the Museum seeks to define, attract, select and secure the best candidates, and minimise recruitment timeframes and costs. The Australian Public Service Commission recommends a target of 45 days from the identification of the recruitment need to the new starter commencing for a typical, non-SES recruitment exercise. Consistent with that target, the Museum continued to work successfully during the year towards reducing the time involved in recruitment activity.

The Museum has successfully reduced recruitment timeframes by adopting a project



PS *Enterprise* volunteer Robin Brinton (left) receiving a certificate from Director Craddock Morton for 20 years of volunteering, during the *Enterprise*'s 130th anniversary celebrations.

planning approach to recruitment exercises and working with managers and selection committees to adopt better and more flexible practices for recruitment activities available within the legislative and policy framework. The Museum's new online recruitment functionality has also allowed it to better capture applicant information and disseminate that information more efficiently.

Induction and orientation processes have also been improved, to help make new employees feel welcome and valued and to enable them to become fully productive as quickly as possible. The Museum's induction and orientation includes personalised day-one induction by the recruitment officer, periodic 'new starter' training sessions on the Workplace Conversations performance management framework, an online induction package, and a regular Orientation Day program. The online induction package allows new employees to work through detailed information in their own time and has enabled the Museum to successfully reduce the Orientation Day program from two days to one, while maintaining a focus on meeting Executive and other key staff. The Orientation Day also includes an introduction to the Library and tours of the collection storage and conservation facilities at Mitchell.

Supporting and maintaining a strong individual performance management culture

The Museum's staff performance management framework, Workplace Conversations, is a key productivity initiative. The intent of Workplace Conversations remains the same as in previous years: that is, a 'guided conversation' approach. Workplace Conversations 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 requires staff members to have regular performance discussions with their manager. These formal guided discussions cover the scope and deliverables of a 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 review 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 2008–09 the Museum's corporate training program focused on: building capability in cultural awareness, leadership, 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 2008–09 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. 154–60.

In addition, one employee took part in the 2008 Cultural Management Development Program (CMDP), with another enrolled in the 2009 CMDP. Two employees completed the Advanced Workplace Skills Program (AWSP) during 2008, with another two enrolled in the 2009 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 role in telling the stories of a diverse Australian population, the Museum developed and implemented cultural competency awareness sessions for staff. These sessions were designed to build on the cultural awareness program introduced in 2007 that focused on Aboriginal and Torres Strait Islander cultures.

The workplace agreement also enabled employees to access Museum-sponsored study leave, with special provisions for staff to learn languages other than English. It specifically introduced some additional support for staff to undertake approved external Indigenous cultural awareness or language training or mentoring activities, and established a funding pool of \$5000 to support bridging and other enabling studies and skills training for Indigenous employees.

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

- refresher training for the Museum's Equity and Diversity Contact Officer on harassment and bullying in the workplace
- seminars on mental health in the workplace, with a particular emphasis on resilience and managing change
- seminars on occupational health and safety (OHS) for all staff, through induction presentations, as well as focused OHS 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

The workplace agreement updated the Museum's staff consultation arrangements, with provision to better engage with staff through formal and informal consultation and the redesignation and refocusing of the former Workplace Development Committee as the Workplace Consultative Committee (WCC). The WCC is the forum for broad consultation on operational matters.

The framework also provides for the continuation of a biannual Museum Consultative Forum in which the Director and Executive group engage with staff representatives on higher level strategic issues for the Museum.

Supporting and making workplace diversity a priority

The Museum's Workplace Diversity Plan seeks to create an environment that is supportive of people's diversity by building knowledge and capabilities from many backgrounds within the Museum, 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 Australian Public Service values relating to diversity; maintaining a network of equity and diversity contacts; and continuing to raise awareness on ways to prevent bullying and harassment in the workplace. The plan expired during the year and a replacement plan was developed.

Aware of the ongoing decrease in the number of Indigenous people employed across the Australian Public Service, the Museum continued to take particular measures during the year to provide and support employment opportunities for Indigenous people. These included continuing 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; and the continued employment of three people under the Indigenous Cadet Program. This 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. In 2009 the Museum offered two places as visitor services hosts through the Indigenous Entry Level Recruitment Program (IELRP) coordinated by the Australian Public Service Commission. This program provides entry level staff with the opportunity to obtain a Certificate IV qualification.

Additionally, in 2008 the Aboriginal and Torres Strait Islander Program team employed a 12-month non-ongoing identified position at the APS 4 curator level and the Visitor Services and Volunteers team supported a summer work placement for another Indigenous visitor services host.

The Museum participated in the Access and Equity Report 2006–08 coordinated by the Department of Immigration and Citizenship and presented to Parliament on 18 March 2009. The Australian Journeys gallery was featured in the report.

The Museum received financial assistance from the Workplace Modification Scheme for two staff from JobAccess, a government initiative to assist with workplace solutions for the employment of people with disabilities.

Recognising people

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, aligned with strategic and business priorities, throughout the year.

To provide wider recognition of significant contributions and achievements by its staff, the Director presented Australia Day Achievement Medallions to 54 employees, including two volunteers, 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.

Post-separation employment

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

Making the Museum accessible and safe

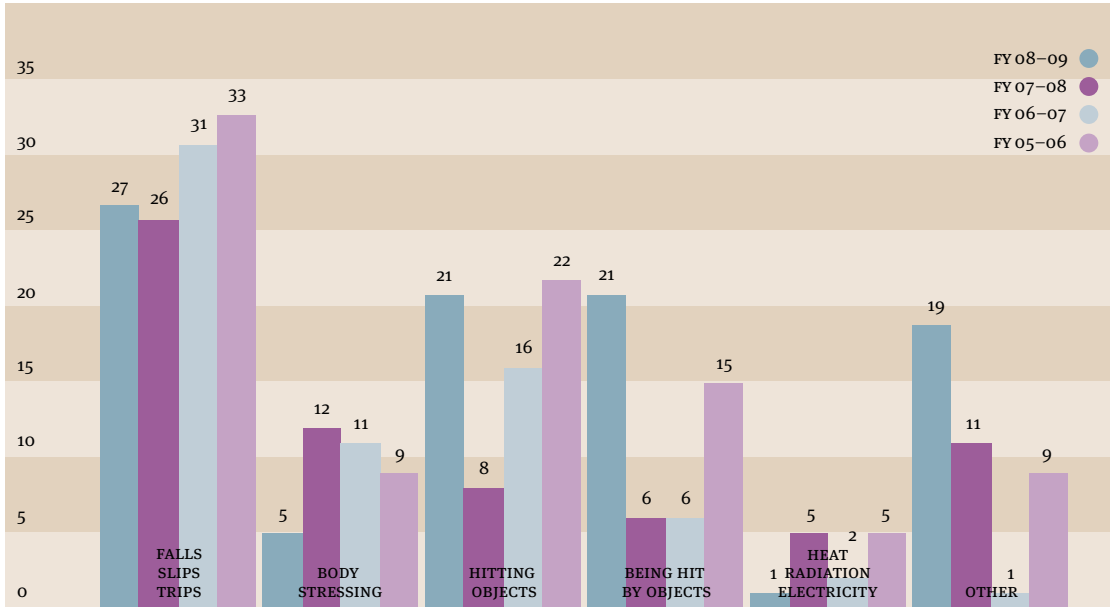
The Museum recognises the importance of the *Disability Discrimination Act 1992*. Compliance with the Act helps to identify and remove barriers that might prevent people with disabilities from accessing Museum programs, services and employment opportunities. The Museum meets its obligations under the 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. 163–6.

As at 30 June 2009, the number of Museum staff members who identified themselves as belonging to specific groups was:

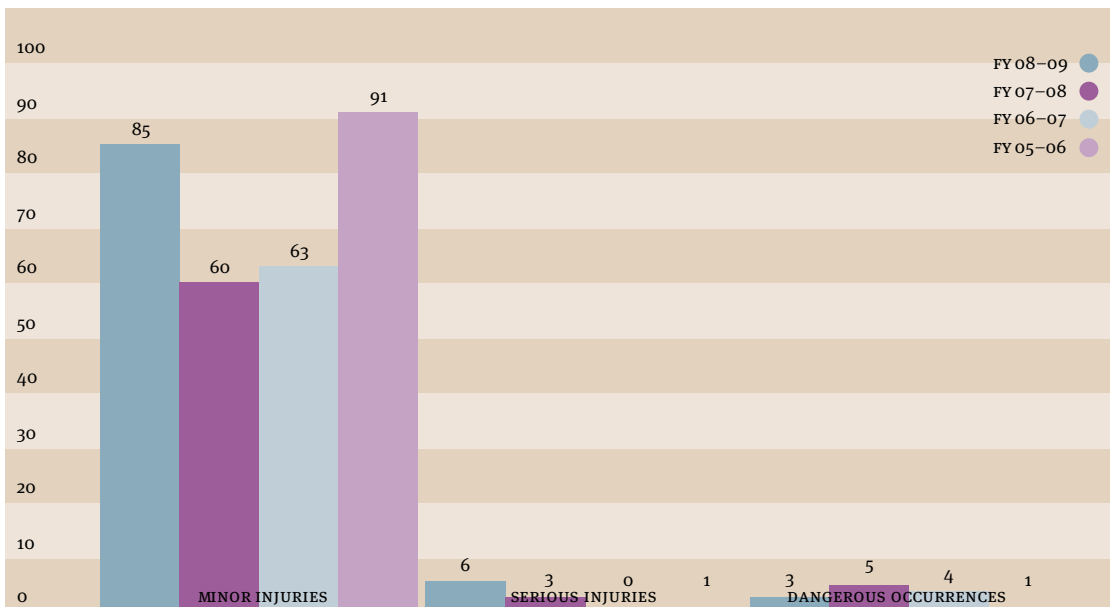
Museum staff who report as belonging to specific groups

GROUP	NO.	% TOTAL STAFF
Aboriginal and Torres Strait Islander peoples	13	4.6
People with disabilities	8	2.8
Culturally and linguistically diverse backgrounds	36	12.7
Females	199	70

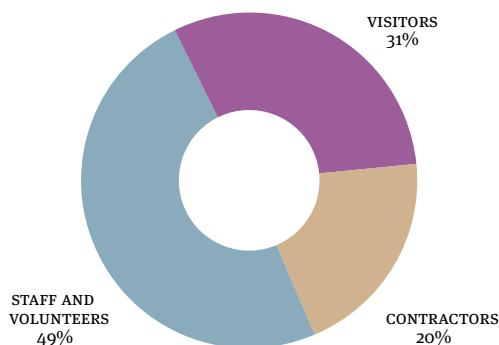
Cases of injury or dangerous occurrences, 2005-09



Category and number of reported incidents, 2005-09



Category of person injured or involved in dangerous occurrences, 2008–09



Educational and developmental opportunities

The Museum continued to be a sought-after venue for secondary and tertiary students seeking work experience, with 20 students undertaking work experience placements across different areas of the Museum during the year. The Education section hosted 17 undergraduates from the University of Canberra, who are completing a Professional Community Day as part of their teaching program.

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, were also hosted at the Museum.

Promoting a healthy and safe workplace

During the year the Museum continued to manage occupational health and safety (OHS) for all staff, volunteers, contractors and visitors. It achieved this through its well-established framework for OHS management. This framework includes:

- a dedicated Safety and Risk Manager

- the OHS Committee, which met four times during the year
- five designated work groups for OHS 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
- targeted safety improvements
- incident reporting and investigation
- provision of timely information to employees via a dedicated intranet website.

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.

During the year, the Museum's Health and Safety Management Arrangements (HSMA) and OHS Strategic Plan 2008–2010 were developed and implemented.

The Museum recognises that training plays a key role in achieving and maintaining a high standard of workplace safety. Training provided during 2008–09 included:

- the introduction of an online OHS training course for all new employees
- training courses focusing on the OHS obligations of managers and supervisors
- 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.

Ongoing recruitment and training of wardens, first aid officers, and health and safety representatives also took place to replace staff members who have vacated those positions. To further promote staff awareness of OHS and the Museum's OHS website, Museum staff were also invited to undertake an OHS quiz during the year, to further educate staff about their OHS responsibilities and general health and safety issues.

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 OHS 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 2008–09 included:

- ongoing installation of safety film for glass in galleries to reduce the risk of glass fragmenting
- OHS input into exhibition creation and gallery development, from the design to installation phases.

In April 2009, the Museum's Pandemic Response Plan was activated in response to the increased threat of the H1N1 Influenza 09 (Human Swine Influenza), with appropriate information, focusing on preventing the spread of illness, disseminated to employees.

As part of increasing staff awareness of their own health and wellbeing, flu vaccines and voluntary health assessments were made available for all staff and volunteers.

Staff, visitors or contractors reported a total of 91 injuries during the year. There were three dangerous occurrences, and these were reported to Comcare in accordance with Section 68 of the *Occupational Health and Safety Act 1991*.

The statistics show an increase in the number of reported OHS incidents compared with the previous year, with the number increasing from 68 to 94. The increase occurred mainly in the category of minor injuries. The statistics appear to reflect an increased awareness of OHS across the Museum, which has led to staff being more diligent in filing incident reports.

There were no fatalities or provisional improvement notices recorded during the period. Minor injuries are those that require no medical treatment, or only first aid treatment. Serious injuries require emergency medical attention by a doctor, in a hospital or in an ambulance. Dangerous occurrences are incidents that could have, but did not, result in serious injury or death.

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.

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

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 \$21,000 discount on its 2008–09 insurance premium.

Taking care of our environment

The National Museum of Australia remains committed to the conservation of natural resources through ongoing improvements to its energy management and the implementation of a number of other initiatives aimed at minimising environmental impact 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.

Environmental management systems

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 all Museum sites. The system was developed to meet ISO14001:1996 'Environmental Management Systems – Specification with guidance for use'. It was designed to be as accessible as possible for all staff to allow them to minimise risks to the environment. The Environmental Management Policy, which was reviewed during the year, 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 local 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



National Ride to Work Day, October 2008.

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 five 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.

During the year the Museum held a public workshop, 'Collection connection', which again emphasised the connection between the Museum's displays and the environment. This workshop was entirely based on recycled materials collected from Museum staff and from Reverse Garbage in Marrickville, Sydney.

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 ongoing 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.

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. Ongoing reviews are carried out on targets and objectives to ensure they remain relevant to Museum operations and continue to meet changing government requirements.

Environmental initiatives

Reduction of energy consumption

The Museum continues to purchase 10 per cent of its electricity from renewable energy sources, 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
- ongoing replacement of older lights, such as bathroom lights and 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, which has also resulted in savings in energy costs

- ongoing 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 usage through the use of hybrid semi-waterless urinals in high-use public toilets, as well as dual-flush toilets and water-saving showerheads in leasehold buildings. Water meters were also installed in critical areas, including cooling towers, to help track and monitor water consumption. In line with current water restrictions in the Australian Capital Authority, 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

The Green Museum group, a voluntary group of environmentally conscious Museum staff, assisted in raising awareness of environmental issues by promoting activities such as:

- organising regular ride-to-work days including participation in the National Ride to Work Day
- providing tips via the Museum's intranet on ways to reduce work and home environmental footprints
- setting up a car-pooling roster
- collecting ideas from staff on ways to make the workplace more sustainable and acting upon these wherever possible.

Generating external revenue and support

Sponsorship and development

In 2008–09 the Museum raised \$716,705 in cash or in-kind support, exceeding the target of \$600,000. This included sponsorship for three major exhibitions, as follows:

- *League of Legends: 100 Years of Rugby League in Australia* (travelling exhibition), \$210,340
- *Utopia: The Genius of Emily Kame Kngwarreye* (Canberra), \$54,000
- *Darwin* (Canberra), \$48,000.

‘Whole of Museum’ sponsorship has continued to grow with major media sponsors again renewing their commitment and delivering support valued at over \$392,000 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, undertaken in 2006–07 and implemented in 2008–09, resulted in the Museum consolidating its sponsorship programs to create a single sponsorship program. The outcome of this was to:

- create a robust and effective sponsorship program
- provide a framework that caters for both major categories of sponsorship, whole-of-Museum sponsors and exhibition sponsors
- deliver a return on sponsorship investment
- build the Museum’s brand through marketing and communication opportunities created by partnerships with sponsors
- reinforce the Museum’s vision to be a world-class museum through supporting exhibitions, programs and services.

The Museum works closely with the 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 2008–09 included:

- 11 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 17.78 per cent compared with 16.16 per cent in 2007–08.

Retail staff are active members of the ACT branch of the Museum Shops Association 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. Two staff members attended the annual conference held in September 2008 at the National Gallery of Australia.

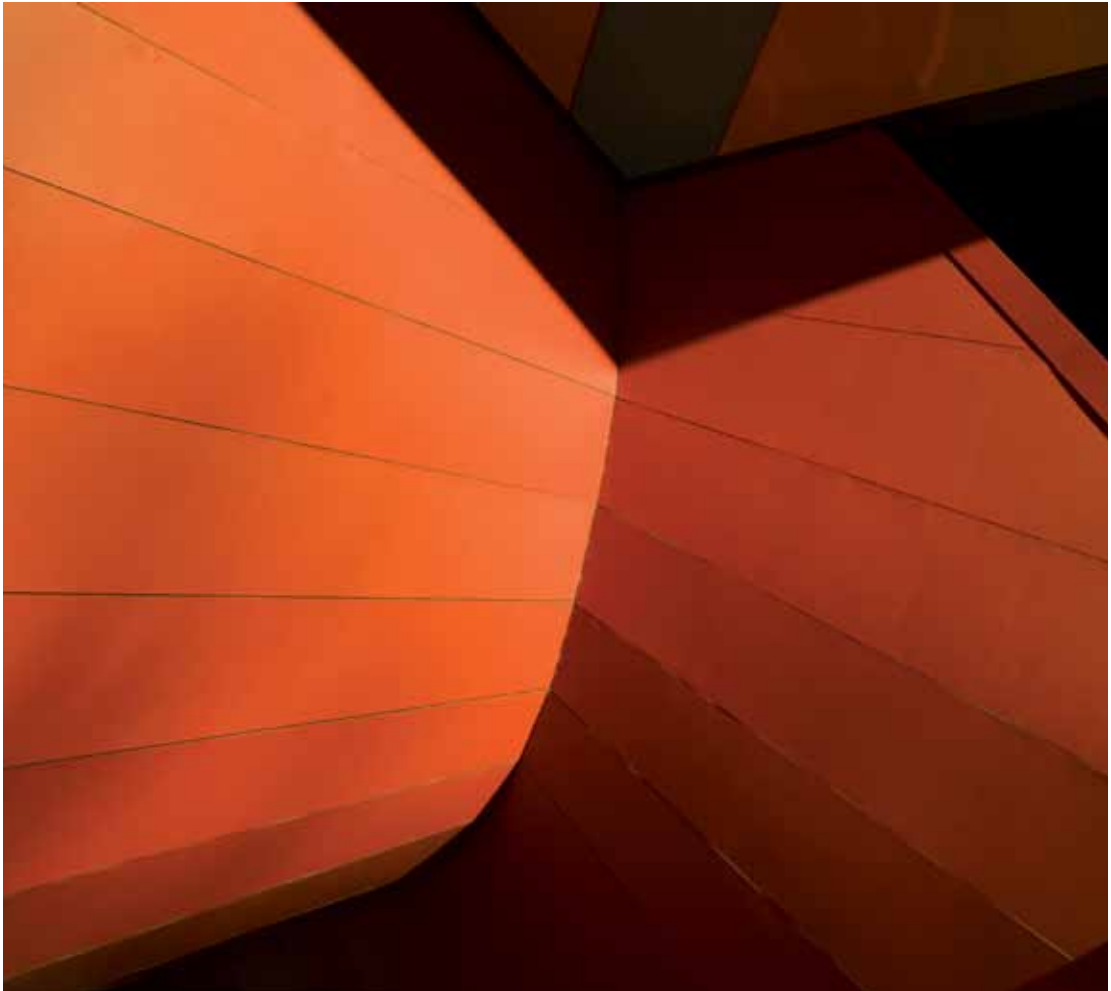
Venue hire

The Museum is a popular venue and in 2008–09 a range of corporate events was held at Acton, including conferences, meetings, product launches, gala dinners, awards presentations and cocktail receptions. Overall, however, there was a decline in functions and venue hire by external users, which evidence suggests is linked to the economic downturn.

Key relationships were developed within the industry to help promote the Museum as a venue to local, national and international markets, particularly the conventions industry. See pp. 148–53 for further details

National Museum of Australia Press

National Museum of Australia Press titles are sold in the Museum Shop and distributed nationally by NewSouth Books. During the reporting year over 11,000 books were sold in the Museum Shop and revenue from national sales totalled \$160,000 — a record for the press. Negotiations are underway to secure a contract for international distribution, which will provide the Museum with the opportunity to increase this revenue stream.



Exterior, National Museum of Australia.

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 2008–09 was 26, and the total expenditure on consultancy contracts during the year was \$443,307. Major services included exhibition research, information technology and facilities services.

Facilities management

During 2008–09, the Museum exercised options to extend two major facilities contracts: the provision of facilities maintenance and cleaning services. These were extended for three years and one year respectively.

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

- refurbishment work at leased premises at 9/13 Vicars Street in Mitchell to alter the laboratory area and provide shower facilities for staff
- a fit-out within the Medical Superintendent's Building at Acton to accommodate visiting conservators, students and professors
- ongoing fire upgrade projects at the Museum building at Acton, including revised exit signage and emergency lighting works
- a continuing program of energy management works, including the installation of more energy efficient external lighting. This saw the Museum convert outside display up-lighting to new generation LED lighting and the retrofitting of the Shop display lighting to LED units
- ongoing works within the Museum building at Acton to validate and document the operating relationships between the fire system and the building management system and the Building Code of Australia (BCA) requirements
- provision of storage space within the lower level of the Museum building at Acton to provide approximately 200 square metres of floor area that will be used for Museum storage
- revision of chilled water plant programming to provide better environmental conditions within the Acton exhibition areas while reducing energy consumption. This was achieved through improved sequencing of the HVAC (heating, ventilation and air conditioning) plant and has resulted in significant reductions in energy use and operating costs
- a feasibility study of the Museum's Broadcast Studio to determine its suitability for conversion to a temporary exhibition gallery.

This year the Museum completed a proposal to extend the main Administration building at Acton. The proposal is to build a two-storey extension to the existing administration wing of the main Museum building using, where possible, best practice in green building materials, plant and systems. The extension, if approved by Government, will provide an additional 920 square metres of floor space.

The primary aim of this proposal is to free up 650 square metres of existing space, currently used for administrative purposes, so that it can be used for exhibitions. This will allow more of the Museum's collection to be on display and accessible to the public. The extension will also provide more efficient and functional work space and staff accommodation for the Museum.

Asset management

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

During 2008–09, 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 enhanced asset tracking by implementing the electronic interface module to enable data capture with barcode scanners.

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, the Medical Superintendent's Building, Limestone House, 9–13 and 90 Vicars Street, the redevelopment costs of Circa and assets associated with the Australian Journeys gallery.

Security

During 2008–09 the Museum's Security section continued to maintain a safe and secure environment for visitors, staff, contractors and collections, including the National Historical Collection, and all Museum buildings and infrastructure.

Upgrades to security infrastructure undertaken during the year included:

- installation of additional cameras to provide further security for objects that are displayed in the Museum's Hall
- provision of additional storage for the Digital Video Manager system, giving the Museum more flexibility in managing material recorded by the security cameras.

The Museum worked with the Australian Federal Police in providing specialised security for visiting luminaries. Security was also provided for Museum events and after-hours functions throughout the year.