

Part 3 **ACCOUNTABILITY AND MANAGEMENT**

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05



*Miss Australia crown*  
Dean McNicoll

# Governance

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

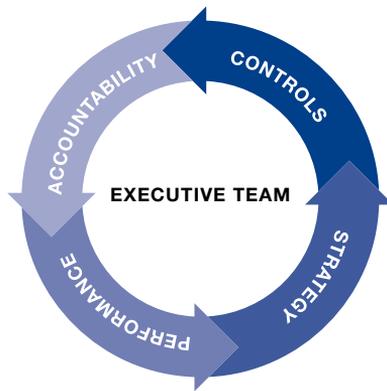
## GOVERNANCE MODEL

### Accountability

Parliament  
Government  
Minister  
Council  
Other stakeholders

### Performance

Internal conformance and reporting  
External conformance and reporting



### Controls

Legislation  
Delegations  
Values  
Codes of conduct  
Ethics  
Certified agreement  
Staff circulars

### Strategy

Vision and mission  
Performance management framework  

- plans, policies and procedures
- strategic and business plans

 Personal performance plans  
Organisational structure  
Risk management  
Committees  
Culture

## LEGISLATION

The key legislative instrument defining the broad functions and activities of the Museum is the *National Museum of Australia Act 1980*. This Act established the Museum as a Commonwealth statutory authority and, along with the *National Museum of Australia Regulations*, defines its role, functions and powers. The functions and powers of the Museum are in Appendix 2.

The *Commonwealth Authorities and Companies Act 1997* provides a single set of core reporting, auditing and accountability requirements for directors of Commonwealth authorities. It deals with other matters such as banking and investment and the conduct of officers. It also 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 2005*.

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.

## 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.



*The Council of the National Museum of Australia (left to right): Tim Duncan, Christopher Pearson, Marian Gibney, John Fleming, Craddock Morton, John Hirst, Benjamin Chow, Sally Anne Hasluck, David Barnett and (front) Tony Staley and Cathy Santamaria.*

*The National Museum of Australia Act 1980* provides for a Council consisting of a Chairman, the Director and not less than seven or more than 10 members. All members are appointed by the Governor-General and, apart from the Director, are part-time and appointed for terms of up to three years, although terms of appointment can be extended. The Director is appointed 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 2004–2005, the terms of two non-executive members lapsed, with one of these being re-appointed for three years.

At 30 June 2005, the Council comprised the following members:

- The Hon. Anthony Staley (Chairman)
- Dr John Hirst (Deputy Chairman)
- Mr David Barnett OBE
- Mr Benjamin Chow
- Dr William Timothy Duncan
- Dr John I Fleming
- Ms Marian Gibney
- Ms Sally Anne Hasluck
- Mr Christopher Pearson
- Ms Catherine Santamaria
- Mr Craddock Morton (executive member).

Details of Council members are in Appendix 1.

The Council usually meets every two to three months, and four meetings were held during 2004–2005. A senior officer from the Department of Communications, Information Technology and the Arts attends Council 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 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 to assist in the execution of its responsibilities. These are:

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

Details of Council Committees are in Appendix 1.

## EXECUTIVE MANAGEMENT GROUP

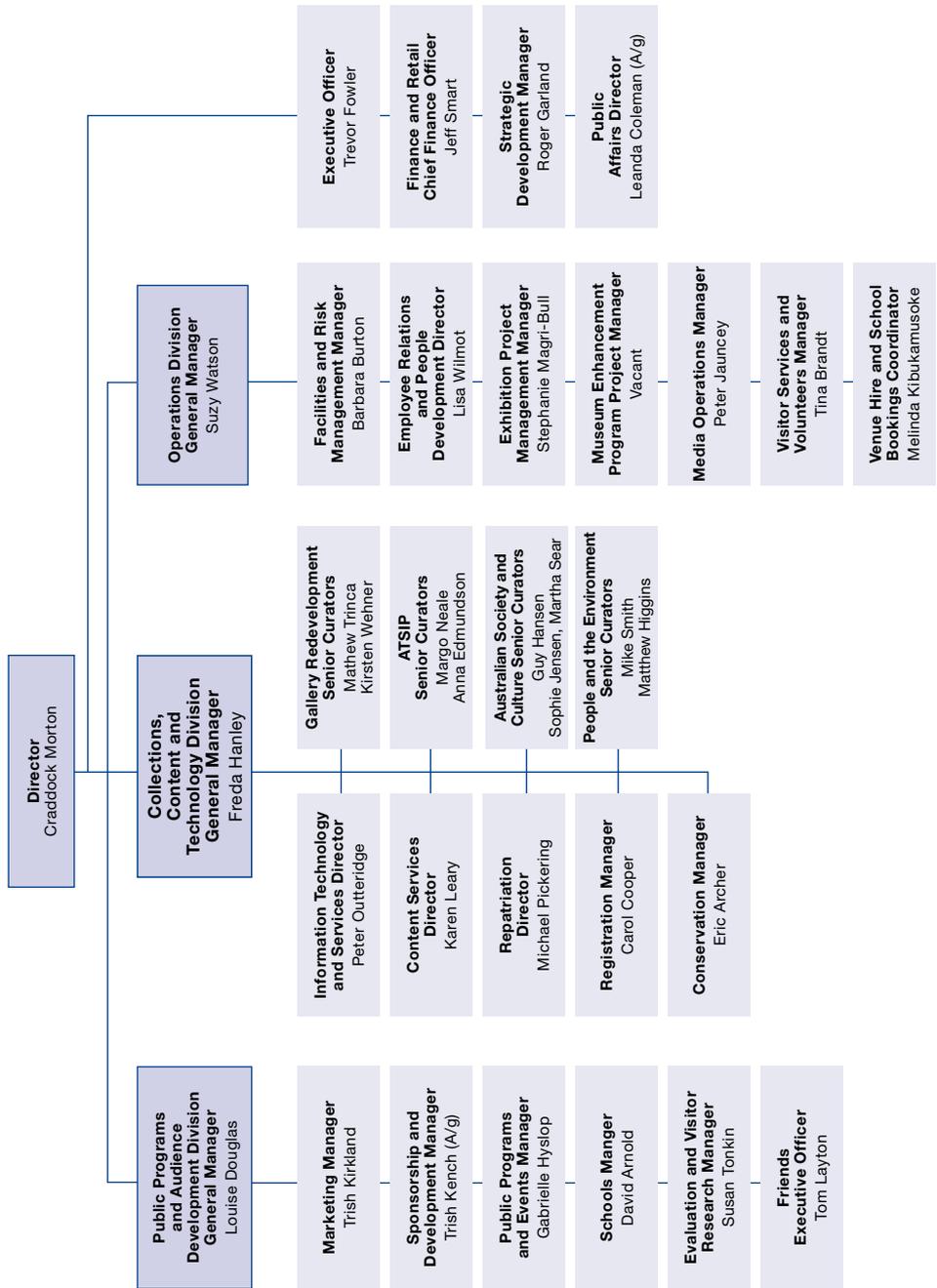
The Executive Management group, comprising the Director and three General Managers, provides strategic and operational leadership to the Museum.



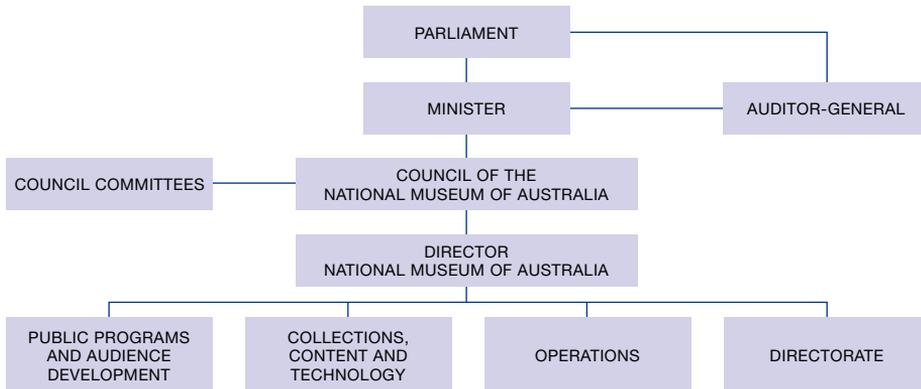
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*National Museum Director Craddock Morton with General Managers Louise Douglas, Suzy Watson and Freda Hanley.*

**NATIONAL MUSEUM OF AUSTRALIA ORGANISATION CHART MAY 2005**



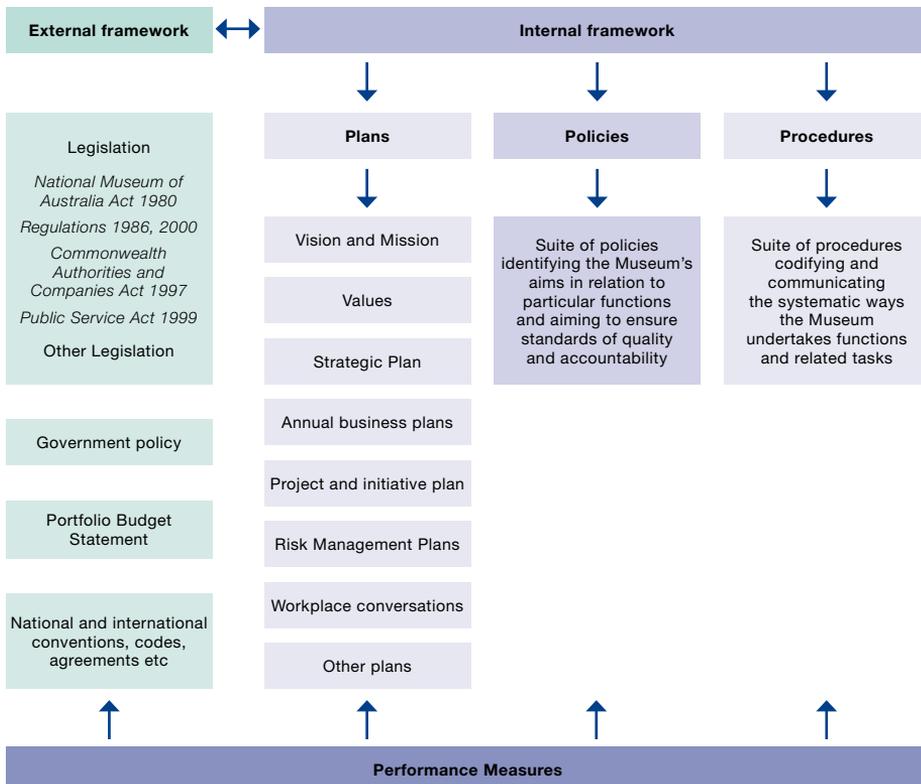
## ACCOUNTABILITY CHAIN



## PERFORMANCE MANAGEMENT FRAMEWORK

The Museum’s organisational Performance Management Framework continues to provide the structure for delivering outputs and outcomes through planning, policy and procedural work. Performance is guided by the Museum’s Strategic Plan and its vision and mission statements and tracked through a set of quantitative measures and project management practices.

### PERFORMANCE MANAGEMENT FRAMEWORK OVERVIEW



## **STRATEGIC PLAN**

This has been the first year of implementation for the Museum's *Strategic Plan 2004–2007*. The key priorities are summarised on page 8. A summary of progress against the Strategic Plan's business priorities for 2004–2005 is provided in Part 1, Executive Summary, pages 9–12.

## **BUSINESS PLANNING**

Business planning and performance reporting are central to the Museum's delivery of outcomes and outputs for its stakeholders. Museum business units implement annual business plans linked to the Museum's strategic 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 Project Management Methodology was developed, formalising and clarifying a range of existing practices. In support of the methodology, the pilot phase of a new project management software system was successfully completed. The methodology, software and project support will continue to evolve.

## **POLICIES AND PROCEDURES**

Supporting continuous improvement, the Museum completed the first year of a two-year review of its suite of policies and procedures. Sixteen high-level policies were reviewed or developed and approved by Council. These policies are available in the public domain via the Museum's website. In the coming year, remaining policies will be reviewed and the standardisation of procedures progressed.

### **Policies approved by Council during the year**

- Aboriginal and Torres Strait Islander human remains
- Asset management
- Audience development
- Collections development
- Communication
- Cultural diversity
- Exhibitions: Temporary and travelling
- Interpretation
- Investment
- Occupational health and safety
- Outreach
- Publishing
- Research and scholarship
- Risk management
- Security
- Sponsorship and development.

# Internal and external scrutiny

## INTERNAL AUDIT

An external service provider, KPMG, delivers internal audit services to the Museum under a three-year service contract. The major reviews completed by the internal auditors during 2004–2005 included:

- financial compliance
- human resource compliance
- International Financial Reporting Standards implementation
- IT security
- asset stocktake and revaluation
- inventory management
- travel expenditure
- Collection Management System.

Reviews of procurement and risk management were underway at 30 June 2005.

## 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.

The ANAO tabled a performance audit of investment management in government agencies during the year which included a review of Museum operations. Also tabled during the year was a performance audit titled Safe and Accessible National Collections. This performance audit includes the Museum and other national collecting institutions.

## RISK MANAGEMENT AND FRAUD CONTROL

To ensure efficient and effective delivery of programs, and to promote sound business practices, the Government requires all Commonwealth agencies to have risk management plans.

The Museum has a commitment to fostering a culture of risk management throughout the organisation through its risk management framework. The framework comprises:

- a risk management policy
- a risk management plan
- strategic and corporate risk registers
- guidance material for staff.

The Risk Management section advises all sections of the Museum and is responsible for the development and continuous improvement of the risk management framework. To strengthen its commitment to being a risk intelligent organisation, the Museum this year revised its *Risk management* policy. Council approved the new policy in April 2005.

In line with changes to the Australian Standard on Risk Management, AS4360, and as part of the ongoing review cycle, the Museum also commenced a review of the risk management plan and associated risk registers. The review is expected to be completed in the first half of 2005–2006. Concurrent with the review, the Risk Management section provided customised in-house training courses for all managers, as part of the Museum's Member Service Plan with Comcover.

The Museum continued to participate in Comcover's Annual Risk Management and Insurance Benchmarking program (see Indemnities and Insurance on page 74).

The Museum's business continuity framework was developed during 2004–2005. This is a comprehensive approach to business continuity and includes a business impact analysis (BIA). The BIA identifies the key business processes and elements that the Museum needs in place to deliver its key business objectives. The framework also recognises the many preparedness and preparation aspects the Museum has developed to train, plan and understand what will be required to respond to a crisis or emergency. During 2004–2005 the business continuity framework was tested in a full-day scenario based exercise that involved all relevant staff. Lessons learned from that exercise will be fed back into the framework as part of the continuous improvement cycle.

The Museum has a current fraud risk assessment and control plan that is endorsed by Council's Audit and Finance Committee. Awareness training is provided to staff as part of the Museum's induction training program.

## **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 access to such documents. This statement is available in Appendix 10.

There were no formal requests for access to documents under section 15 of the Act during 2004–2005.

## **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 2004–2005.

## **FORMAL DECISIONS/NOTIFICATIONS/MINISTERIAL DIRECTIONS**

The Museum received no formal notifications or Ministerial Directions from the Minister during 2004–2005 apart from Council appointment notifications.

The Museum received a Ministerial Direction from the Finance Minister during 2004–2005 directing the Museum to comply with the provisions of the Commonwealth Procurement Guidelines. Ministerial Directions from the Finance Minister from previous years that continue to apply include Government policy on cost recovery and foreign exchange.

## SIGNIFICANT EVENT

There were no significant events advised to the Minister by the Museum during 2004–2005 in accordance with the *Commonwealth Authorities and Companies Act 1997*.

## LEGAL ACTIONS

As at 30 June 2005 the Museum was involved in three legal claims — two relating to workplace injuries purported to have occurred to contractor's employees and one to a Museum visitor. The Museum has denied liability and is defending the claims. Any successful claims are likely to be met by the Museum's insurer Comcover.

## OMBUDSMAN

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

## OCCUPATIONAL HEALTH AND SAFETY

The Museum continued to manage occupational health and safety (OH&S) through its OH&S management framework. This includes:

- an OH&S committee
- four designated work groups for OH&S management in different areas of the Museum
- regular training for staff
- staff monitoring
- safety improvements
- incident reporting.

The Museum's OH&S Committee met four times during the year. The minutes of each meeting were made available to staff. The committee comprises the Safety and Risk Manager, management representatives and health and safety representatives (HSRs) from the four designated work groups, as well as representatives from the Employee Relations and People Development section, and Facilities. The committee is chaired by the General Manager, Operations.

The designated work groups are at Acton Administration, Acton Annexe, Acton Front of House, and Mitchell. Each has an HSR and Deputy HSR. There are also trained first aid officers and fire wardens at all Museum sites.

Training is an integral component in achieving and maintaining a high standard of workplace safety, and there continues to be an emphasis on providing appropriate training to meet the varying needs of staff. Training provided during 2004–2005 included:

- courses for managers and supervisors to emphasise their roles and responsibilities in their role within the Museum and their obligations under the Commonwealth OH&S legislation
- OH&S and risk management induction presentations for new employees
- regular awareness training for Visitor Host Teams to emphasise their OH&S roles and responsibilities especially in regard to the public

- confined space entry and elevated work platform training for Facilities staff
- manual handling training for Collections Management staff.

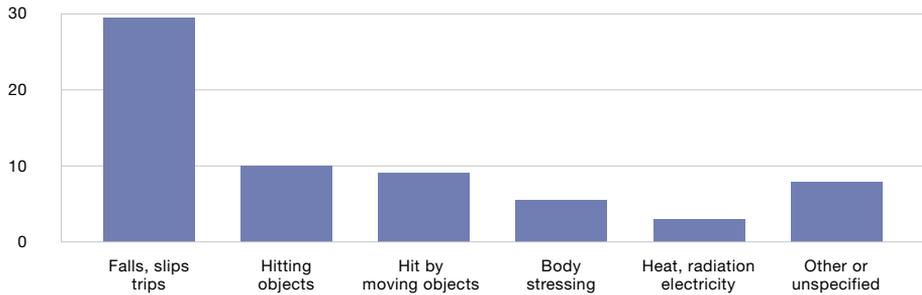
Safety improvements made in the Garden of Australian Dreams have contributed to a reduction in the number of injuries reported over the year compared with the previous year. The Museum continues its approach of identifying, assessing and rectifying safety hazards in a functional and practical way that also takes into consideration environmental aspects.

Staff who work with potentially hazardous substances underwent medical screening during the year. Health Services Australia conducted the screening, and has advised the Museum to undertake two-yearly retesting of staff, rather than annually. No retesting was necessary this year, but will be undertaken in 2005–2006.

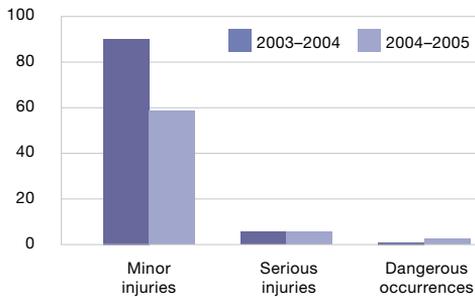
Staff, visitors or contractors reported a total of 65 injuries during the year, including four serious personal injuries. The serious personal injuries and two dangerous occurrences were reported to Comcare in accordance with Section 68 of the *Occupational Health and Safety (Commonwealth Employment) Act 1991*.

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

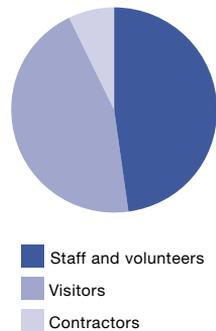
**CAUSES OF INJURY OR DANGEROUS OCCURRENCES**



**CATEGORY OF REPORTED INCIDENTS**



**CATEGORY OF PERSON INJURED**



## INDEMNITIES AND INSURANCE

In accordance with section 16 of the *Commonwealth Authorities and Companies Act (Report of Operations) Orders 2005*, 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 activities. The Comcover Risk Management Benchmarking program recognised the positive impact of the Museum's risk management strategies and activities by offering a 3 per cent discount on the 2004–2005 insurance premium, which the Museum accepted.

## CLIENT SERVICE CHARTER

The Museum's Client Service Charter is available to the public as a pamphlet and on the Museum's website. The Client Service Charter is contained in Appendix 11.

During the year, the Museum received more than 2000 written comments from visitors regarding services, programs, exhibitions, the building and facilities. The written comments were received via email and from visitors completing the Client Service Charter feedback form. The majority of the feedback was positive. Most negative comments related to exhibitions and exhibition content.

The Museum uses visitor feedback to improve its services and amenities. Examples in 2004–2005 include:

- in direct response to comments from visitors, the Museum purchased a three-wheel electronic scooter
- the new Museum map brochure was developed and made available to visitors
- further work was completed to improve the wayfinding signage in the Museum.

## ENVIRONMENTAL PERFORMANCE AND ECOLOGICALLY SUSTAINABLE DEVELOPMENT

During 2004–2005, the Museum continued its commitment 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 following is a summary of the Museum's activities during 2004–2005. A full list of activities against the requirements is in Appendix 9.

- The Museum has developed an Environmental Management System that meets or exceeds the requirements of ISO14001. The EMS is in its final trial stage and is expected to be implemented in the first quarter of 2005–2006.
- 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'.

- Various strategies have been put in place to reduce the Museum's environmental impact. These include the reduction of energy consumption, an increase in waste recycling, and the use of environmentally friendly cleaning chemicals.

## DISABILITY STRATEGIES

The National 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 12.

## ADVERTISING AND MARKET RESEARCH

In accordance with reporting requirements contained in section 311A of the *Commonwealth Electoral Act 1918*, the total payment by the Museum to advertising and market research organisations in 2004–2005 was \$1,389,752 and comprised:

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

A detailed list is shown in Appendix 13.

# Commercial performance

## SPONSORSHIP AND DEVELOPMENT

Corporate sponsorship and partnerships are secured to support Museum programs and to extend and enhance activities such as marketing and technology. In 2004–2005, the Museum continued to develop new collaborations and to revise its *Sponsorship and development* policy and processes. Substantial support was provided by the History Channel, which promoted the *Outlawed!* and *Extremes* exhibitions and also broadcast other Museum advertising material in key markets.

The Museum's Corporate Circle Program continued to engage local business supporters and provided opportunities for members to increase their level of support for the Museum for example Acumen Alliance sponsoring *Behind the Lines 2004*. A key benefit provided for sponsors and Corporate Circle members was the annual networking forum *Getting Down to Business* held in February 2005. The event attracted more than 300 of Canberra's government and private sector decision-makers.



Dean McNicol

*The National Museum Shop.*

## MERCHANDISING AND RETAIL

Merchandising and retail operations enable the Museum to raise commercial revenues while at the same time enhancing visitor experiences through the provision of merchandise that is largely inspired by its exhibitions and its unique building.

Key achievements during 2004–2005 included:

- a 20.4 per cent growth in average spend per Museum visitor
- a 6.6 per cent growth in conversion rate (that is, the percentage of Museum visitors who purchase from the Shop during their visit).

Retail staff were also active members of the Australian Capital Territory cultural shops forum. This forum includes retail managers from the National Gallery of Australia, Questacon, Parliament House Shop, National Library of Australia, Old Parliament House and ScreenSound Australia.

## 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.

This year the Museum continued to focus on promoting the venue to the convention industry. Key relationships were developed within the industry to help promote the Museum as a venue to local, national and international markets. This resulted in participation in promotional events such as the Asia–Pacific Incentives Meetings Expo and the Canberra Convention Bureau’s ‘Top Secret’ events.



George Serrais

*Setting up for another corporate function in the Hall.*

# Resources, estimates and outcomes

## FINANCIAL OUTCOME FOR 2004–2005

The Museum's financial statements disclose an operating surplus for 2004–2005 of \$4.032 million, compared to a \$0.764 million surplus in 2003–2004.

The Museum's appropriation for 2004–2005 was \$40.132 million. The Museum also received a capital appropriation of \$1 million in 2004–2005 which related to the implementation of the *Review of Exhibitions and Public Programs (2003)*.

## STATEMENT OF FINANCIAL PERFORMANCE

Revenues from non-government sources decreased by \$0.455 million. This was mainly due to a decrease in revenue from temporary exhibitions but was offset with an increase in investment income and the value of donated assets.

Total expenses were 8.7 per cent lower than the prior year, moving from \$45.054 million in 2003–2004 to \$41.130 million in 2004–2005. This was due to lower supplier expenses and reduced depreciation and amortisation.

## STATEMENT OF FINANCIAL POSITION

The Statement of Financial Position discloses an increase in the Museum's net assets of \$23.846 million, from \$270.521 million in 2003–2004 to \$294.367 million. The main increase was due to an increase to the asset revaluation reserve following an independent valuation of non-collection assets and in particular the value of buildings.

Cash at bank as at 30 June 2005 totalled \$0.787 million (30 June 2004: \$3.270 million) and investments totalled \$35.972 million (30 June 2004: \$26.734 million). The investments primarily comprise reserves for depreciation and employee provisions.

## STATEMENT OF CASH FLOWS

Net cash received from operating activities increased by 43 per cent. This was primarily due to lower supplier payment.

Net cash used from investing activities increased significantly due to the purchase of additional investments during 2004–2005.

During 2004–2005, the Museum retired a loan from the Department of Communications, Information Technology and the Arts that was used when the Museum opened to assist in funding capital purchases.

# 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, media, transactional banking, cleaning, catering, security and exhibition design. 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 better practice principles. The National Museum's Procurement Guidelines are reviewed annually to ensure consistency with Commonwealth policy.

The total number of consultancy services provided to the Museum in the period 2004–2005 was 39 and the total expenditure on consultancy contracts during the year was \$741,301. Major services involved program evaluation, market research, information and communication technologies and financial services.

## FACILITIES MANAGEMENT

In 2003–2004, the Museum underwent an independent review of the operation of the facilities maintenance management contract and audit of the facilities management contractor's performance. As a result, a number of processes and reporting requirements were streamlined. A series of workshops held with the facilities maintenance contractor and Museum staff refined operational facilities maintenance processes and clarified contractual obligations. The 2004–2005 operational review of the contractor's performance commenced in June 2005 and the report will be presented in early July 2005.

The Museum had expected to complete design and installation of acoustic treatment in the Hall to improve clarity and sound levels during 2004–2005. The work was more involved than initially anticipated and required extensive assessment and design.

Other major facilities management projects commenced or completed during the year included:

- installing a new low load chiller at the Acton site to provide a more energy efficient operation of the chilled water system. The installation is expected to be completed early in the new financial year and will also enhance the Museum's back-up capacity in the system
- negotiating with the owner of one of the Museum's offsite storage premises to determine an acceptable replacement strategy for the heating, ventilation and air-conditioning (HVAC) systems. Works to replace the HVAC system and associated plant and equipment, as well as linking the system monitoring back to the Acton control room, will commence in the first quarter of 2005–2006
- implementing the energy monitoring system to track energy use in targeted areas of Museum to build an annual energy signature to readily compare current and new energy efficiency strategies

- continuing the program of energy management assessments, revising general lighting configurations and revising lighting parameters to reduce power consumption while still delivering appropriate lighting levels for exhibition areas
- replacing carbon filters in gallery areas to optimise environmental conditions for Museum and loaned objects
- conducting a fire matrix review to validate and document the operating relationships between the fire system and the building management system
- upgrading of decking areas to allow for easier use of machinery within the Hall and gallery areas
- assessing the electrical distribution systems to determine the requirements for surge protection and phase failure protection. The recommendations will be progressively implemented in 2005–2006
- reviewing system capacity and redundancy options to determine requirements for business continuity and system backup
- developing documentation and schedules for the cleaning request for tender issued in late June 2005.

## ASSET MANAGEMENT

With the benefit of four full years of operational information from the Acton site, the Museum reviewed the 25-year asset maintenance and lifecycle plan. Part of the review was based on condition assessment information provided by the facilities maintenance contractor. An additional feature of the review was the inclusion of a detailed asset replacement and refurbishment plan for the next five-year period.

Financial management of assets is monitored through the Council's Audit and Finance Committee.

## SECURITY

As part of the ongoing program to maintain appropriate levels of security measures and awareness in the Museum, a protective security risk review was completed in June 2005. The review covered all of the Museum's sites and provided a two-year costed program for implementation of the report's recommendations. While usually it could be expected that an implementation program from such a review would have a timeline of three to five years for completion, the Museum had already recognised most of the issues and commenced remedial action.

There will be progressive implementation of the remainder of the recommendations and it is anticipated that the two-year program will be completed substantially by the end of 2005–2006. The recommended works involved cover areas of additional electronic surveillance, additional access control, improved monitoring, improved security/emergency procedures/policy and training. The Museum will enhance the standard of its safe and secure environment for visitors, staff and contractors.

Other activities during the year included:

- ongoing strategic planning and forecasting to ascertain what resources, equipment and procedures may be required if the level of threat is escalated
- providing regular security awareness bulletins for staff
- presenting awareness sessions to new staff as part of the induction process.

The Museum provided specialised security for VIP visits on 87 occasions, including a visit from Their Royal Highnesses Crown Prince Frederik and Crown Princess Mary of Denmark. The Museum continued to provide a venue to assist the Australian Federal Police and Attorney-General's Protective Security Coordination Centre with specialised training courses.

## PEOPLE MANAGEMENT

The Museum places high value on the performance and capability of its people. It is committed to attracting, developing and retaining high-quality staff commensurate with a museum of national and international standing.

## WORKPLACE AGREEMENT

During the year the Museum continued to implement the *National Museum of Australia (Productivity and Performance) Workplace Agreement 2002 to 2005*. Over the life of the agreement, productivity gains flowed from initiatives in these areas:

- the alignment of organisational performance targets with staff performance agreements
- operational and cost saving initiatives, including office and workplace accommodation changes, improvements to visitor host rostering, greater use of technology, and a reduction in the accrual of unused personal leave
- greater operational flexibility to improve the capacity for organisational change, including less prescriptive consultation arrangements, clearer dispute resolution arrangements, more effective excess staff provisions and more flexible recruitment arrangements.

In line with Government policy, Australian Workplace Agreements continued to be available to Museum employees.

The Museum's *Productivity and Performance Workplace Agreement* has a nominal expiry date of 30 June 2005. In December 2004, the Museum established a Certified Agreement Working Group (CAWG) to develop a new certified agreement to commence in July 2005. The working group completed its task in May 2005 and the Minister approved the new agreement in June. The agreement was scheduled for staff ballot in July. The new three-year agreement will be underpinned by staff commitment to delivering productivity improvements through a range of initiatives, including the new payroll system with self-service functionality, improved business processes and reviews of visitor host rostering and workload management.

## STAFFING AND RECRUITMENT

Museum staff 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.

At 30 June 2005, the Museum employed 263\* staff consisting of 212 ongoing and 51 non-ongoing employees, which represent a full-time equivalent number of 232.6. A full breakdown is shown in Table 1. Tables 2 and 3 provide additional breakdown, by division and employment category as at 30 June 2005 and by level respectively.

TABLE 1: STAFFING BY EMPLOYMENT STATUS			
STATUS	MALE	FEMALE	TOTAL
Ongoing full-time PEO	0	0	0
Non-ongoing full-time PEO	1	0	1
Ongoing full-time SES	0	3	3
Ongoing full-time non-SES	66	93	159
Ongoing part-time SES	0	0	0
Ongoing part-time non-SES	8	42	50
Non-ongoing full-time SES	0	0	0
Non-ongoing full-time non-SES	6	24	30
Non-ongoing part-time SES	0	0	0
Non-ongoing part-time non-SES	6	14	20
<b>Total</b>	<b>87</b>	<b>176</b>	<b>263</b>

TABLE 2: STAFFING BY DIVISION			
DIVISION	ONGOING	NON-ONGOING	TOTAL
Directorate	19	4	23
Operations	88	16	104
Collections, Content and Technology	84	26	110
Public Programs and Audience Development	21	5	26
<b>Total</b>	<b>212</b>	<b>51</b>	<b>263</b>

\* Includes staff on extended leave and on temporary transfer to other agencies

**TABLE 3: STAFFING BY APS LEVEL**

<b>STAFF SPREAD ACROSS LEVELS</b>	<b>MALE</b>	<b>FEMALE</b>	<b>TOTAL</b>
PEO	1	0	1
SESB2	0	0	0
SESB1	0	3	3
EL2	10	14	24
EL1	11	12	23
APS6	14	32	46
APS5	12	20	32
APS4	15	23	38
APS3	5	23	28
APS2	19	49	68
APS1	0	0	0
<b>Total</b>	<b>87</b>	<b>176</b>	<b>263</b>

## INDIVIDUAL PERFORMANCE MANAGEMENT

The Museum's staff performance management framework, Workplace Conversations, a key productivity initiative in the *National Museum of Australia (Productivity and Performance) Workplace Agreement 2002 to 2005*, was successfully implemented during the life of the agreement.

Workplace Conversations uses a 'guided conversation' approach and continues to be well received by managers and staff. It uses Museum-specific work level standards to clarify job roles and expectations. It also uses an associated Museum-specific capability profile to identify and reinforce work behaviours that support the Museum's objectives.

Workplace Conversations requires staff to have regular performance discussions with their manager. The formal guided discussions cover the scope and deliverables of the position, the support required to deliver, and a documented agreement on relevant learning and development opportunities. Clear links are made between a staff member's work and the overall strategic priorities of the Museum as well as the specific capabilities the person will concentrate on in the conduct of their position.

Continual evaluation of Workplace Conversations has been integral to its successful implementation. A formal staff survey conducted just prior to the start of 2004–2005 and feedback received through other avenues provided information valuable to the redesign the Workplace Conversations training and process for 2004–2005.

## **DEVELOPMENT OF THE MUSEUM'S PEOPLE**

Through Workplace Conversations, Museum staff are encouraged to identify individual learning and development needs and to further their skills through external development activities relevant to their field. As in previous years, a number of staff presented papers at conferences and seminars, undertook research and attended technical and professional workshops. Staff professional activities are listed in Appendix 8. In addition, four staff took part in cultural management programs and three staff attended advanced workplace skills training within collaborative development programs with other cultural institutions in Canberra.

The *National Museum of Australia (Productive and Performance) Workplace Agreement 2002 to 2005* also enabled staff to access Museum-sponsored study leave, with special provisions for staff to learn languages other than English.

Other staff training included:

- Workplace Conversations training for all staff. This provided an introduction to the new staff performance management framework and helped staff improve their communication, negotiation, conciliation, work planning and knowledge building capabilities
- awareness sessions on the Australian Public Service Code of Conduct and Values
- seminars on occupational health and safety for all managers and supervisors
- refresher courses for first aid officers, fire wardens and section health and safety representatives
- regular and comprehensive orientation programs for all new Museum employees.

## **CONSULTATIVE ARRANGEMENTS AND EMPLOYEE RELATIONS**

During the year the Museum continued to implement collaborative, staff consultation arrangements in accordance with the *National Museum of Australia (Productivity and Performance) Workplace Agreement 2002 to 2005*. In addition to direct staff consultation at the workgroup level, the Museum established the Museum Consultative Forum (MCF) and Workplace Development Committee (WDC) to facilitate consultation on broad issues for staff across the Museum. The MCF is designed to enable staff to have input into high-level strategic issues while the WDC focuses on operational issues across the Museum. The two bodies met regularly during the year and considered a range of issues.

## **WORKPLACE DIVERSITY**

The Museum values the skills and knowledge of all staff, and the contributions they bring through their different backgrounds, experiences and perspectives. By promoting an inclusive environment, the Museum demonstrates its commitment to workplace diversity and equity.

During the year the Museum continued to encourage a staffing profile reflecting modern Australia's cultural diversity. This was done through recruitment strategies and through initiatives such as the Indigenous Support and Interest Group for current employees.

The Museum continued to successfully implement the Government's *Charter of Public Service in a Culturally Diverse Society*. In its 2004 report to Parliament, the Department of Immigration and Multicultural and Indigenous Affairs again acknowledged that the Museum had achieved 100 per cent of key performance indicators relevant to its roles as a purchaser and a provider of services, and cited Museum practices as examples of better practice.

Significant work was undertaken in 2004–2005 to review the Museum’s Workplace Diversity Plan with implementation of a new plan expected for early 2005–2006.

As at 30 June 2005, the Museum staff who identified themselves from target groups were:

<b>STAFFING BY DIVERSITY GROUPS</b>		
<b>GROUP</b>	<b>NUMBER OF STAFF 2003–2004</b>	<b>NUMBER OF STAFF 2004–2005</b>
Person of Aboriginal or Torres Strait Islander descent	7	6
Person with a disability	5	5
Person from a culturally and linguistically diverse background	30	32
Females	170	176
<b>Total</b>	<b>212</b>	<b>219</b>

### **BETTER SERVICE DELIVERY**

The Museum continued to strengthen its human resource management and workplace relations operations during the year. Human resource processes, including those previously noted by the Museum’s auditors, were significantly improved.

The Museum finalised the review of its human resource information system (HRIS), a key business priority for the human resources area during 2004–2005, to ensure best performance for the future. The Museum undertook an open tender process in November 2004 with detailed functional requirements for a replacement system. This process incorporated recommended practices of the Australian National Audit Office in its Audit Report No. 49: ‘The Use and Management of HRIS in the Australian Public Service’. Implementation of a new HRIS, incorporating self-service functionality and improved administration and reporting functionality, will realise significant efficiencies across the Museum and is a key productivity identified in the Museum’s replacement certified agreement.

Critical to the successful implementation of the new HRIS is the review of human resources business processes within the Museum, which commenced in early 2005. This work will continue into 2005–2006 and includes critical and objective analysis of the Museum’s current processes.

### **POST-SEPARATION EMPLOYMENT**

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

### **EDUCATIONAL AND DEVELOPMENTAL PLACEMENTS**

The Museum continued to be a highly sought after venue for secondary and tertiary students seeking work experience. More than 50 high school students from the Australian Capital Territory and surrounding country New South Wales enquired about placement with the Museum. Of these, 15 were placed and worked across most areas of the Museum.