

PEOPLE AND CULTURE

This year, we broadened the reach of our health and safety initiatives, with pleasing results. Improvements were recorded in our annual Employee Opinion Survey and we continued with our Workplace Giving Program. We continued to offer Indigenous traineeships and new training programs were introduced, designed to support a culture of *Live Performance Every Day* throughout the organisation.

KEY OUTCOMES 2006/07

Providing vital comparative data to determine our performance improvement, our third Employee Opinion Survey was conducted this year. Measuring opinion across both management and employee-identified areas, the EOS is an important tool for determining how we can strengthen our organisational performance and for measuring our progress. It also ensures that employee views are both voiced and taken into account across areas such as career growth and development, morale and management, recognition, remuneration, customer service and planning.

Results from the 2007 survey indicate improvement across almost all dimensions since the full census in 2004. The Supervision dimension improved by up to 13% and other key areas of improvement were recorded in job design and performance and work relationships within teams. Our expertise in delivering our core business, customer service and promoting our iconic status were also widely noted. Areas identified for further development include cross-organisation communications, planning, management, performance recognition and review systems, and maintenance/equipment. These areas will be further examined through the discussion and action planning process at both the Executive and Portfolio levels to determine what is required within individual groups and across the organisation. Individual work groups have commenced actioning key areas.

Recording steady improvement throughout the year, health and safety continued to be an organisational priority. There was a substantial reduction in lost time due to injuries (down to 4.21 hours lost per thousand from 9.25 in 2005/6), in the number of Workers Compensation cases (down to 27 from 57 in 2005/6). There were two incidents notified to WorkCover neither involved personal injury. Improvements were directly attributable to initiatives introduced in collaboration with our business partners and action commenced under the NSW Government's 'Working Together' initiatives to reduce workplace injuries.

- **Meeting quarterly**, the OH&S Committee updated the OH&S Consultation policy, reviewed air-conditioning reports, conducted workplace inspections, discussed risk assessments and safe work procedures, reviewed training programs and developed the safety week program. The Committee consists of representatives from every portfolio, as well as from key groups and satellite work venues. Additionally, a weekly safety report was tabled and discussed at Executive Team meetings
- **Ensuring effective consultation between employees and employer** about decisions affecting the health, safety and welfare of all staff, our OH&S Consultation Policy extends to presenters, contractors

and others who work on site. It sets out training and safe work practices, as well as defining the roles of the OH&S Committee, managers and other representatives

- **Ensuring injured workers receive the assistance they need** to return to work as early as possible and that agreed strategy is fully operational, an injury management manual was instituted this year
- **Created to review the effectiveness of risk assessment processes**, a Safety and Emergency Planning Committee was set up
- **Broadening the focus on health and safety for all**, our Site Management Department conducted safety inductions for more than 1,300 people this year; a free Pilates and Yoga program was introduced for staff, with 255 classes held before and after work and during lunch; a free flu vaccination was again offered to staff, with a subsidised offer of \$10 per vaccine extended to contractor and hire staff
- **Adding to our repertoire of emergency skills**, a test of the emergency warning system was held weekly in addition to the annual emergency evacuation exercise and additional emergency procedures that were conducted with the co-operation of our presenting partners.

Increasing their commitment to the Workplace Giving Program, 72 staff this year personally donated a total of \$16,412 to Boys Town, Redkite, OzGreen and The Benevolent Society, receiving updates on the designated charities via a quarterly newsletter. A goal was set of 20% of staff donating through this program and we are currently at 12% participation. \$43,044 has been raised through the program since its launch in November 2004.

Once again supporting increased participation in the arts by Indigenous people, our Indigenous Traineeships this year resulted in a further two trainees gaining nationally recognised qualifications. Since its introduction in 2000, 19 Indigenous people have been offered traineeship opportunities, with 17 having completed their course. Trainees work towards Certificate III in Entertainment through on-the-job experience and off-the-job training, gaining the skills and experience they need to enter the industry. A new trainee has been taken on in the events management area for a period of 12 months.

Continuing to broaden our focus on learning and development, this year we delivered some 7,000 development hours (up from 6,000 in 2005/6). Programs encompassed organisation orientation, customer service, management development, information technology, safety and compliance, theatre technical training and tour guide training. A new 'Welcome Program' was launched in 2007 and is provided on a monthly basis to all new staff. It provides essential information

about working at Sydney Opera House and is contributing to building a culture of *Live Performance Every Day* with next year's focus to be on living those brand values.

Building on the management and leadership capability framework launched last year, a number of management programs were piloted this year. 10 people took part in the *Managerial Readiness* pilot, designed to instil an understanding of managerial roles and responsibilities, and 36 people took part in the *Manager as Coach* program, designed to help managers improve their staff development and coaching skills. Next year's focus will be to continue to build on our Leadership skills, and to enhance the strategic management skills of our Leadership teams.

Focusing on the iconic service that Sydney Opera House strives for, training workshops were conducted for Front of House, Visitor Services and Ticketing Services staff, to impart the knowledge, behaviours and skills required. Tour Management training was also provided for Foreign Language Guides, with a special orientation and role training program conducted for a new intake of Mandarin, Korean and Japanese Visitor Service Officers in March 2007. It focussed on how to deliver our brand promise by providing inspiring experiences to our guests.

Supporting the launch of our new Essential Tour, comprehensive training workshops for Visitor Service Officers were provided to ensure staff develop the skills to engender the active engagement of our customers. The workshops also offered staff the opportunity to gain formal recognition of their skills through provision of three Statements of Attainment as part of Certificate IV in Venues and Events (Customer Service).

Following the signing of a new Enterprise Agreement, staff received a pay increase of 4.48% effective from July 2006, with a further 4.44% from 1 July 2007 and another 4% from 1 July 2008. The agreement provides for improved practices, cost savings, roster flexibility and a scale penalty review and expires on 30 June 2009.

Implementing further equal opportunity initiatives, we demonstrated our ongoing commitment to a measurably fair workplace culture. Initiatives for this year are reported on pages 58 and 59 of this report. We have also submitted a separate EEO Annual Report to the Office of the Director of Equal Opportunity in Public Employment.

FOUR YEAR COMPARISON OF STAFF AS AT 30 JUNE

	2007	2006	2005	2004
Total Permanent Staff	350	373	294	304
Equivalent Full-Time Permanent Staff	285.35	306.24	275.41	288.06
Total Non-Permanent Staff*	352	322	333	334
Equivalent Full-Time Non-Permanent Staff	151.67	144.21	121.88	111.54
Total Full-Time Equivalent	437.02	450.45	397.3	399.6

In August 2005 some 80 Front of House staff moved from casual to permanent status. New casual intakes of front line staff were also undertaken.