

# PEOPLE AND CULTURE

Identifying our values and creating a culture in which they can be lived became a major focus. Our new CEO made changes to deepen these qualities, creating a new organisational structure to facilitate their integration. We created a leadership development program, broadened Workplace Giving options and continued our focus on safety and fairness in the workplace.



Building Leadership  
Streamlining Capabilities  
Identifying Values

## KEY OUTCOMES 2007/08

### Bringing extensive performing arts experience and an intimate knowledge of Sydney Opera House, Richard Evans

commenced as CEO in January, after his successful tenure as Executive Director of The Australian Ballet. Increased collaboration and the streamlining of performance and accountability were high on his initial agenda and a major organisational re-structure took place in April 2008.

Logically linking strategic development with maintenance, the Building Development and Facilities units were amalgamated; commercial operations – Food & Beverage, Retail and Licensing - were brought under the auspices of Operations, all now reporting to a single Director; a new portfolio, Finance and Innovation, now encompasses Information Systems and the new Central Procurement unit.

**An improved event delivery service was the result of refined work practices,** the creation of service delivery standards and changes made to the labour charging system. Hirers now have more certainty around costs for labour and equipment. Safety has been improved and more opportunities for training and development have been created for theatre technical staff.

**Creating a bridge for brand integration into our culture,** we identified six organisational values. Each value has been built into a leadership pipeline so that staff at every level are able to interpret them in their day-to-day functions, and role statements have been revised to reflect all six values in individual performance criteria. A reinvigorated performance planning and review system now enables all staff to monitor their own performance against values and required behaviours. This information will help build a dynamic, cross-organisational learning matrix.

**Fostering an ongoing learning environment for staff,** we delivered over 7,700 training and development hours this year (up from 7,000 in 2006/7 and 6,000 in 2005/6). Key programs included five Leadership Development Modules, new 'Essential Tour' training for Tour Guides, and role training for Hosts, Tour Guides and Front of House staff. We ran Organisational Orientation and accredited training for new Workplace Trainers and programs on Occupational Health & Safety, Information Technology, Records Management and Arts Management.

**Focusing on effective communication, coaching for success and satisfying some universal human needs,** a leadership program was run for 107 people leaders in the organisation. This was a development following the 2007 Employee Opinion Survey, from which communication, planning, management and performance recognition were areas identified as needing improvement.

**Remaining a key organisational priority,** health and safety recorded a further improvement this year. In spite of an increase in the number of performances, there was a reduction in the number of staff accidents (229, down from 252 in 2006/7). The number of Workers Compensation cases has also decreased (44, down from 46 in 2006/7). However, due to a small number of long-term injury cases carried over into this year, time lost to injuries has increased (5.09, up from 4.21 hours lost per thousand hours worked in 2006/07). There were 11 WorkCover reportable incidents this year. Refer page 67 for more detailed information.

- **Meeting five times this year,** the OH&S committee reviewed Safety Week planning, risk assessments, accident and injury reporting.
- **Improving the accuracy of reporting,** particularly in relation to WorkCover reportable incidents, a new incident reporting and recording system was introduced.
- **Improving OH&S procedures** for staff working in the Concert Hall ceiling, a detailed risk assessment was completed for that space.
- **Contributing to an increasingly safe work environment,** nine Safe Work Procedures were reviewed and updated throughout the year.
- **Consolidated into one day in October,** Safety Week 2007 targeted increasing staff awareness of, and building skills in, the OH&S aspects of the working environment.
- **Promoting a healthy and fit workforce,** a free flu vaccination was again offered to staff, with a subsidised offer extended to contractors and hire staff of \$10 per vaccine, with 70 people taking it up; 244 Pilates and Yoga classes were run in-house this year.
- **Increasing awareness to prevent workplace injuries,** a four-hour Manual Handling training session for 49 staff focussed on risk factors and safety techniques.

**Increasing our focus on Workplace Giving,** the scheme has been extended to offer staff other ways in which they can contribute to this important social program. Staff can now volunteer, donate presents and participate in fundraising events, in place of, or in addition to, regularly donating from their salaries. Over 30 staff Ambassadors are now taking an active role in the coordination of events which together raised some \$5,000 in cash and \$6,000 in goods. 73 staff personally donated \$13,930 to Boys Town, Redkite, OzGreen, The Benevolent Society, Beyond Blue, The NSW Cancer Council and the RSPCA.

**Equal Opportunity Initiatives this year focused on creating a fair workplace** in which employees' views are heard and their EEO needs are included in planning. Incorporation of EEO principles and practices into regular and specialised staff development programs has been designed to ensure that managers and employees alike are informed, trained and accountable in this regard. For details on these and other current and upcoming EEO initiatives, refer to page 64.

**Training was taken to a new level this year,** beginning with our successful re-registration as a Registered Training Organisation, enabling us to deliver Certificate III to Advanced Diploma qualifications in the Entertainment Industry Training Package and Certificate IV in Frontline Management in a Business Services Training Package. We also participated on the Board of Arts Training NSW, the state advisory body to the Government on training requirements and skills shortages in the arts and cultural industries. A 12-month Graduate Indigenous Traineeship was completed, funded by the Elsa Dixon Aboriginal Employment Program from the NSW Department of Education and Training. Following a 12-month indentured traineeship under our auspices, two Certificate III qualifications in Live Production, Theatre and Events, were awarded to entry-level trainees at the Sydney Convention and Exhibition Centre. A further two traineeships commenced in March and a Train the Trainer program was provided for 10 training staff and one contractor.

### The Year Ahead

- Introduction of the Marker Business Excellence Project to facilitate collaborative engagement and learning.
- Development of a dynamic cross-organisational learning matrix to help staff live our values day to day.
- Leadership training to be extended to all staff.
- Further OH&S initiatives to ensure our safety record keeps improving.
- Finalisation of the policy review process including a new framework for policy development and implementation.
- Negotiation of a new Enterprise Agreement.
- Introduction of an e-Learning Strategy to meet needs for accessible, immediate and flexible learning solutions.
- A vocational and competency framework to clearly identify development and career-path options.
- Provision of professional development workshops for 30 Sydney Opera House trainers and assessors.
- BSB Certificate IV and Diploma to be added to the Business Services Training Package in late 2008.