

## HUMAN RESOURCES MANAGEMENT

A new Staff Consultative Committee, comprising 12 representatives, was elected for a period of 1–2 years. A major focus for this committee will be the development of Museum Victoria's next Enterprise Partnership Agreement. In addition, the Committee has been instrumental in the implementation of many of the initiatives of the current Enterprise Partnership Agreement, including the 'Face to Face' project. This project was based on a belief that bringing employees into regular, closer contact with Museum Victoria customers will promote better understanding of these customers.

A major undertaking for the Human Resources unit was the management of the third organisational self-assessment process, Australian Business Excellence Framework. Teams of staff from all divisions and levels of the organisation were formed to research seven categories of business excellence. The data gathering process involved interviews with approximately 200 staff from all divisions and levels. A workshop was held with the review teams to draw together all of the findings and to identify four projects to redress the key issues that emerged.

A systematic scoring system was used in order to measure progress from one review to the next. Each time the organisation was assessed against the same criteria:

- In 2002, Museum Victoria scored 396 out of a possible 1000.
- In 1999, it scored 298 out of a possible 1000.
- In 1997, it scored 379 out of a possible 1000.

A staff survey was also conducted during the year. This was the third Employee Opinion Survey conducted by Museum Victoria. By aligning this organisational assessment with the other organisational measures, a clear pattern of results is starting to emerge. The Employee Opinion Survey is a self-assessment tool used by organisations large and small, public and private. It is an invaluable measure of our organisation's current progress. Issues identified in the Employee Opinion Survey inform the development of Museum Victoria's next Enterprise Partnership Agreement.

## Cultural Diversity Statement

### Statement

*Museum Victoria has a major commitment to assist the wider community to understand our origins, how our society has evolved, its cultural diversity, and the many forces which will continue to shape the processes of change. We support intercultural understanding and reconciliation.*

Museum Victoria Strategic Plan  
2000 – 2005

### Key performance indicators:

- Delivery of public programs and exhibitions that explore themes of cultural diversity in Australia.
- Representation of culturally and linguistically diverse people on the Museums Board of Victoria.
- Regular meetings of the Aboriginal Cultural Heritage Advisory Committee and the Immigration Museum Advisory Committee.
- Maintain a diverse group of volunteers reflective of Australian Bureau of Statistics diversity population percentages.
- Growth of culturally and linguistically diverse audiences.

## Report 2001/02

Museum Victoria has a commitment to the provision of public programs that cater for and attract audiences from culturally and linguistically diverse backgrounds.

- In December 2001, Melbourne Museum received an Arts Leadership Award from Arts Victoria, based on the public programs offered for a culturally diverse audience.
- The Volunteer program at Melbourne Museum received an Award of Commendation for managing diversity from the Office of Public Employment in June 2002.
- Ten exhibitions across Museum Victoria's three campuses that explore themes of cultural diversity in Australia were delivered.
- Fourteen *Global Sounds* concerts at Melbourne Museum were delivered over seven weekends celebrating music from a very diverse range of countries and languages.
- Guided tours were provided in languages other than English including Auslan, Arabic, Greek, Italian, Polish, Japanese, Russian, Vietnamese, German and Mandarin and Farsi. Other services are provided as required. Between the museum volunteers and staff, 30 languages are spoken.
- Visitor guides were printed in nine different languages. Website information was available in 10 languages.
- Museum Victoria maintains membership in the Ethnic Communities Council of Victoria Inc., Media and Arts Policy and Programming Committee, the role of which is to identify issues affecting ethnic communities in the area of media and arts and to document recommendations for the benefit of organisations that promote Arts in the community.

- A presentation was given at the Cultural Inclusivity Workshop hosted by Museums Australia.
- Literacy and ESL education programs for languages other than English were developed and delivered to students at Museum Victoria campuses.
- The Museums Board of Victoria continued to support the Aboriginal Cultural Heritage Advisory Committee. Over the course of the year 11 meetings were convened.
- Public programs were delivered at Melbourne Museum and Immigration Museum exploring themes of Victorian Aboriginal culture, including the recognition and celebration of NAIDOC week.
- An Aboriginal cultural training course was delivered to the Victoria Police.
- The Immigration Museum undertook extensive community liaison and consultation with Victoria's culturally diverse communities and delivered a range of projects that focused on promoting tolerance and greater understanding and respect for diversity.
- In conjunction with VicHealth, the Heart Foundation and the Chinese, Arabic, Macedonian and Italian Communities of Victoria, four successful SmokeFree Festivals were presented at the Immigration Museum showcasing the customs and traditions of these communities.
- The Immigration Museum Advisory Committee continued to be supported as a sub committee of the Museums Board of Victoria.
- Access Gallery exhibitions were delivered in collaboration with a range of community groups building community relations and increasing access.
- 'Asialinks – Science', a teacher Professional Development program was delivered to show how the topics of 'Dinosaurs' and 'Time Keeping' could be used as springboards to studies of Asia at Scienceworks.

### Strategies for 2002/03

In addition to a continuation of existing programs and activities across Museum Victoria, the following new initiatives are proposed:

- Delivery of Multicultural Audience Development Strategies focused on developing relationships with the Italian, the Chinese, Indian, Afghan, Turkish, Armenian, Indo-Chinese, Spanish and Latin American and deaf communities.
- Continued development of strategic alliances with relevant Government and community organisations to assist present culturally inclusive programs and promote multiculturalism in Australia through exhibitions, education and cultural programs.
- Development of multilingual guides and information that target language other than English speaking individuals and groups.

### Occupational Health and Safety

Museum Victoria continued to apply rigorous standards to the management of its health and safety program, in line with the Occupational Health and Safety (OHS) Policy approved by the Museums Board of Victoria.

The cross-campus occupational health and safety program included the following outputs against defined performance indicators.

- Maintenance and testing programs were carried out for all Museum Victoria premises in accordance with the *Building Essential Services Act 1994*.
- Emergency evacuation drills were undertaken during the 2001/02 financial year.
- Noise audit and/or air quality testing was carried out as required at Melbourne Museum.
- Museum Victoria's contractor safety management program was applied at all campuses, resulting in no lost time incidents.

- Designated work groups were established and OHS representative elections held.
- A legionella cooling tower Risk Management Plan and inspection program was established that exceeds the requirements of current regulations.
- Hazards and safety issues identified across all campuses have been addressed and treated in accordance with the established procedure.

A continuing program to address items identified in site risk surveys was undertaken. Museum Victoria achieved Victorian Managed Insurance Authority gold medal rating for all three operating venues and main storage facility. The Royal Exhibition Building maintained its silver medal rating.

### FINANCE AND ADMINISTRATION

The financial modeling undertaken by Museum Victoria was reviewed and revised and was instrumental in negotiating additional Government support. This resulted in an increase in Museum Victoria's Government funding for the 2002/2003 financial year, and an increase in funding specifically for Scienceworks exhibition development over 2002–2004.

The financial reporting system was enhanced with the introduction of Crystal reports on the intranet. These reports were invaluable in providing up to date information to line managers to enable them to control budgets. Furthermore, enhancements were made to the monthly financial reports for the Board and the Executive.

A number of internal and external audits were conducted which tested Museum Victoria's internal control environment. These audits generally rated the audit environment as medium to strong.

Museum Victoria Patrons Programs Launch in April 2002.



## BUILDINGS AND FACILITIES

Considerable progress has been made in the identification and rectification of Melbourne Museum building defects, and refurbishment work has continued on the Royal Exhibition Building.

Since the opening of Melbourne Museum, the Facilities Management unit has been working to reduce energy consumption at the site. Measures were implemented during the first year resulting in a reduction of energy consumption. In conjunction with the Sustainable Energy Authority, Museum Victoria further demonstrated its commitment to responsible energy use by commissioning Scott Wilson Irwin Jonston Pty Ltd to undertake an audit of energy usage at Melbourne Museum. Many of the recommendations arising from this process have since been implemented, resulting in further reductions. The audit will be extended to Museum Victoria's other campuses in 2002/2003.

Many of the recommendations arising from a separate recycling and waste management audit have also been implemented. Museum Victoria is working to reduce waste, maximise reuse and recycling practices and increase purchases of environmentally-friendly products.

## COMPLIANCE AND RISK MANAGEMENT

Museum Victoria began work toward achieving compliance with the new *Information Privacy Act 2000*. A Privacy Task Force was established, and the Manager Information and Records was assigned the role of Privacy Officer for the organisation. Led by the Deputy CEO, the Task Force developed a policy, reviewed and modified practices and procedures relating to the collection, management and use of personal and sensitive information and provided staff with information about the Act. Museum Victoria is confident that it will be fully compliant with the Act by 1 September 2002 when the Act comes into force.

During the year, Museum Victoria undertook a full risk assessment with the support of Deloitte Touche Tohmatsu. This resulted in a risk-reduction program.

## CORPORATE MARKETING, PUBLIC RELATIONS AND DEVELOPMENT

Museum Victoria undertakes Marketing, Public Relations, Fundraising, Development and Market Research. In addition, it has a vibrant Members Program.

The support of Museum Ambassadors has continued. This dedicated group of people from diverse backgrounds acts as advocates for Museum Victoria and its activities within their sphere of influence and communities. A key focus of their role is to assist Museum Victoria with partnership development.

The Museum Victoria magazine, *Museum*, has continued to be published quarterly. It plays an important role in providing improved community and stakeholder awareness of Museum Victoria and its activities.

Led by Museum Victoria, a Forum of Development and Marketing Directors with representation across all of the major museums, galleries and libraries within Australia was launched during the year.

Museum Victoria's marketing and public relations departments were recognised with a number of prestigious awards during the year (a full listing of awards appears on pages 9 and 10).

### Public Relations

Museum Victoria undertakes public relations campaigns for its campuses and activities. In addition, it undertakes public affairs, issues management and government relations activities.

#### Highlights included:

- The exposure for Museum Victoria's campuses, exhibitions, collections and research exceeded the target of 80% positive/neutral, through the use of popular media.
- Melbourne Museum continued to receive high levels of coverage in Victorian, interstate and international media – with an average of more than \$1 million generated per month. Results exceeded performance targets, with publicity registering an annual average of 92.2% favourable, 5.5% neutral and 2.3% unfavourable.

- Involvement in more than 40 Melbourne Museum events and media launches, including launches for traveling exhibitions. Targeted invitation lists were developed for each event, with particular emphasis on the guest list for the *Gold and Civilisation* opening night and media launch. Public relations activities were also initiated to promote Museum Victoria achievements.
- Implementation of a Government Relations Strategy for Museum Victoria.
- Hosted tours of Melbourne Museum for more than 150 international journalists, plus dozens of Australian journalists.
- Developed new publicity opportunities for Melbourne Museum including the articulation of the giant Goanna, which generated a front-page story in *The Age* as well as extensive television coverage. Similarly, the *Out of the Vaults* weekend provided a publicity opportunity, receiving coverage on television, daily press and radio.
- A successful pre-launch publicity campaign for *The Italians*, which included international media coverage.
- Positively profiling the repatriation of Tasmanian Aboriginal remains.
- Extensive media coverage resulting from the Scienceworks' 10th birthday publicity campaign.
- Attracted Ms. Megabyte, the Today Show's Computer Science Guru to launch the *Megawatt* Exhibition, and Scott Hocknull, 2002 Young Australian of the Year and Paleontologist, to launch the *Terrorsaurus* Exhibition.
- Over the year, Scienceworks achieved in excess of \$250,000 free media coverage across radio, television and print media.
- The Hon Steve Bracks MP, Premier of Victoria and Local Member for Williamstown, launched the *Western Region Bay Trail* at Scienceworks.
- The Immigration Museum received extensive publicity throughout the year, with an estimated value of \$600,000. Both Stages Three and Four of the Tribute Garden were particularly well publicised as were the exhibitions.

# Raoul Jones

Outreach Program Presenter



As an Outreach Program Presenter for Museum Victoria, I showcase a selection of the Museum's diverse collections to people of all ages and nationalities, to every region throughout Victoria.

It is a great privilege to be able to interact with people from all walks of life and listen to their experiences – on one occasion, someone told me his father used to drive bullock trains and was held up by Ned Kelly!



## Marketing

Museum Victoria undertakes strategic marketing activities and programs across its three campuses.

### Highlights included:

- The implementation of cross campus ticketing packages.
- Development of a Museum Victoria style guide (to be implemented in 2002/2003).
- The commencement of cross campus audience development.
- The development and delivery of a three-year marketing plan for Melbourne Museum, to be fully delivered early in the 2002/2003 year.
- Visitation of 650,000 to Melbourne Museum with an audiences breakdown of 50% metropolitan Melbourne, 14% regional, 16% interstate, 18% international.
- Media sponsorships valuing \$1.1 million were negotiated to assist in the Melbourne and Regional Victoria marketing initiatives.
- Strong performance of the international tourism market, reflecting a growing cultural tourism market.
- The education marketing program delivered 120,000 students.
- Marketing campaigns developed and delivered for traveling exhibitions *Gold and Civilisation* and *The Italians*.
- Continued implementation of the Scienceworks' Marketing Plan.
- Marketing and promotions team promote Scienceworks to existing and new audiences at Victoria's *Tourism On Show*, the *Corporate Hospitality Expo*, the *Asia/Pacific Incentives & Meetings Expo*, the *Parks Victoria Festival*, the *Seniors Expo*, the *Melbourne Attractions Group Regional Road Show* and *The Great Australian Science Show*.

- Implemented branding campaign for the Scienceworks' 10th birthday year.
- Cross promotions were successfully undertaken between Scienceworks and the Williamstown Bay & River Cruises, and between Scienceworks and the Werribee Mansion and Victoria's Open Range Zoo at Werribee.
- The Immigration Museum participated in the Prime Time Retirement Expo in March and *Victorian Tourism On Show* in April, Seniors Week Festival (9 – 22 March 2002) and the Grand Family Day festival.

## Market Research & Evaluation

Through its Market Research & Evaluation team, Museum Victoria is provided with quantitative and qualitative research services, which contribute to decision making across a range of planning areas. Fifty-nine research studies and a further 20 associated projects were conducted at the various campuses during the year. The primary focus for the year was the culmination of a four-year visitor studies program that consistently and comparatively described visitors to each of our campuses.

### Highlights included:

- Establishing a benchmark of visitor profiles at all three campuses.
- Implementing a diagnostic method of measuring visitor satisfaction that has shown that each of our campuses consistently provides a very high level of satisfaction for visitors.
- Implementing a program of surveys for each of the exhibitions held in the Touring Hall at Melbourne Museum, which tracks changes in the visitor profile of these exhibitions.

- Concluding a long-term study of Museum Victoria members, exploring their expectations of, benefits from, and satisfaction with their membership.
- An ongoing evaluation of special one-day programs at the Immigration Museum, designed to attract new audiences to the site.
- A major Observation Study of visitors to Melbourne Museum, which tracked where they went in each of the galleries, how long they spent at the various exhibits and what kinds of behaviour they engaged in whilst viewing exhibits.
- A significant study of tourists to Melbourne and the factors that play a part in their decision whether or not to visit a cultural institution, in particular Melbourne Museum.

## Development

Museum Victoria is committed to the development of long-term corporate and philanthropic partnerships. These partnerships greatly contribute towards the ongoing growth of Museum Victoria. Partners include corporate sponsors, philanthropic organisations and individuals, Government funding bodies, media and suppliers.

Museum Victoria launched two new subscription programs, Museum Victoria Patrons and Museum Victoria Corporate Patrons, in April 2002. The two patrons programs are designed for those who wish to belong to the Museum Victoria community and contribute towards its future.

Museum Victoria Patrons is a donation program that offers individuals the opportunity to invest in the future of the Museum. Museum Victoria Patrons is a corporate hospitality program that provides businesses with the opportunity to belong to an exclusive and enlightened circle of organisations that are united in their commitment to Museum Victoria.

Museum Victoria has established a number of partnership opportunities for Museum Victoria, including sponsorship of galleries, exhibitions, collections and programs.

**Highlights included:**

- Launch of the Patrons Programs at a cocktail reception for 1,000 people at Melbourne Museum. The event attracted substantial media coverage and the new programs have been well-received by both the corporate and philanthropic sectors.
- Establishment of the Development & Marketing Forum, with representation across all of the major museums, galleries and libraries within Australia.
- The Museum Victoria Summer Cocktail Party in December was held in recognition of the contribution of Museum Victoria's supporters. It provided the ideal opportunity to introduce the new President of the Museums Board of Victoria, Mr Harold Mitchell, to over 400 guests.
- The development and implementation of the Museum Victoria Fundraising Policies and Procedures Manual.

A full list of Museum Victoria's supporters, including Partners, Patrons and Ambassadors, appears on page 63 of this Report.

**Membership**

The Museum Victoria membership program had another successful year with the number of memberships reaching over 12,200 by the end of the year, representing over 50,000 people.

Events offered throughout the year included morning art programs for children in Big Box, internet classes for beginners in InfoZone, member-only ICE and IMAX screenings as well as exhibition previews.

A number of direct marketing or advertising campaigns were run, contributing significantly to the success of the program. Membership has a presence on the Museum Victoria website and many members receive a quarterly email newsletter. In 2001/02 several member surveys were conducted.

Museum Victoria continues to enjoy the largest museum membership in Australia. Members receive a range of exclusive benefits while supporting and encouraging the growth and development of Museum Victoria.

**Benefits:**

- Unlimited general admission to Museum Victoria venues.
- Subscription to the Museum Victoria magazine.
- Discounts at the Melbourne Planetarium, ICE theatre, IMAX Melbourne, touring exhibitions, Museum events, Museum shops, Melbourne Museum Brasserie and the Melbourne Museum car park.
- Reciprocal free general admission to a number of interstate museums.

Membership fees are outlined on page 108.

**TECHNOLOGY, INFORMATION AND MULTIMEDIA**

**Information Technology Services**

Museum Victoria provides network connectivity and internet and computer access for all staff across Museum Victoria's campuses. It also supports exhibition development and delivery through the Pivod system. This year was one of consolidation and rationalisation of information technology resources and their organisation as a means of lowering operational costs. This process has resulted in the improvement of the management of existing IT resources. Internal audits of business continuity planning and network security architecture highlighted areas for improvement and a number of changes were implemented in 2001/2002.

**Highlights included:**

The upgrade of the local area network (LAN) at Scienceworks. This upgrade enables the extension of multimedia services to exhibition spaces at Scienceworks.

- Continued development and improvement of the in-house-developed Collection Inventory System (CIS) for collection management.
- The installation of Microsoft's Outlook email and calendaring product for all Museum Victoria staff.
- As a result of the major rationalising of Microsoft's licensing arrangements, Museum Victoria has joined the 'Whole of Victorian Government Microsoft Licensing Agreement'. This gives Museum Victoria fully licensed Microsoft desktop technology for three years from 31 March 2002.
- Improvements in the management of the business systems environment have facilitated better coordination of all relevant divisions and resources.
- Implementation of a number of improvements to Museum Victoria's intranet (Musenet).

*Museum Victoria Patrons Programs Launch in April 2002.*

*InfoZone, Melbourne Museum.*



### **Website development**

The Museum's digital publishing team developed and commenced implementation of Museum Victoria's online service delivery strategy. Major projects included the restructure of Museum Victoria websites, development of global style sheet, webpages template and XML production processes plus new search functionality across the Museum's websites.

In order to respond to visitor needs, the Melbourne Museum and Museum Victoria websites have been constructed with an online publishing system that places responsibility and control of the process with the content creators. The system uses a sophisticated database system developed by Museum Victoria's website and programming development team.

### **Multimedia**

The centralised multimedia delivery system installed at Melbourne Museum was fully commissioned during the year. Over the year considerable improvements have been made to the system to provide extra flexibility and enhanced management functionality. These improvements have enabled the Multimedia team to easily incorporate several new displays and exhibits within Melbourne Museum. Planning is well underway to extend the multimedia system to other Museum campuses in the next financial year.

### **Information and Records Management**

Museum Victoria's records management program continued to be implemented across the Museum, with 12,000 records now registered on the TRIM Electronic Document Management System. Stage One of the Museum Victoria Archival Project was completed, with volunteers processing and registering heritage records dating from 1915–1982. A functional thesaurus and disposable schedule for Museum and gallery records continued to be developed as part of a national project. The Information Management Working Group was established to cooperatively work on a range of information and knowledge management projects. Freedom of Information and Privacy legislation requirements were met.

### **Research Library**

The library has had increased activity this year with library loans up by 11% and serviced information requests up by 38%. This rise in activity is a direct result of the increase in research activity within Museum Victoria. The library took possession of the old National and Science Museums archival collection in early 2002. The Science Museum archival records have been added to Museum Victoria's electronic document management system (TRIM) and the National Museum archival records are currently being added and are about 80% complete. A total of 2,621 archival records are now available on the TRIM database. This year also saw the inclusion of the Numismatics library holdings onto the library's online catalogue system; all curatorial department libraries are now available online. Considerable post-relocation collection work was also required this year to provide space for future growth in the journals collection.