

Strategic
Direction
Five

Manage Our Resources

Performance Overview

- /// Staff service recognition awards were made to 256 staff members.
- /// Museum Victoria continued to lead the planning team for the Integrated Arts Agencies Storage Facility, an open-plan warehouse for the storage of non-collection material held by Museum Victoria, the Australian Centre for the Moving Image, the National Gallery of Victoria and the Victorian Arts Centre Trust. In early 2007, work commenced on the refurbishment of the Simcock Avenue building at Spotswood, which forms part of the facility. This work is scheduled for completion by the end of November 2007.
- /// The total percentage of waste recycled in 2006–07 doubled from 2005–06.
- /// Musenet, Museum Victoria's intranet, received a daily average of 711 visitors. Staff viewed a daily average of 3,991 pages.
- /// 26,678 records were registered in the new TRIM Context records management system.
- /// Library staff answered 477 reference enquiries from staff and 71 external visitors used the library for research purposes.
- /// Net commercial operations were 11% below target for the year. This was wholly due to the impact of the State Government's Congestion Levy, which is a charge on Museum Victoria for any user that enters the car park before 9:30 am. Excluding the impact of the levy, commercial returns would have been 11% above target.
- /// Absenteeism remains low, at a level of less than three days unplanned absence per employee. As a result of initiatives to improve recruitment practices and with Museum Victoria perceived as an employer of choice, turnover has been reduced by more than 40%, to just over 10%.
- /// There was a 12% decrease in occupational health and safety incidents reported in 2006–07.

Corporate Activities

Finance and Administration

Museum Victoria achieved a positive cash flow position in 2006–07, with strong visitation numbers at all museums the main driver behind this result. The excellent visitation numbers had flow-on revenue benefits to admissions income and net income generated by Commercial Operations. Expenditure was managed well, especially in light of the CBD congestion levy that resulted in reduced carpark revenue, and this was achieved without affecting the objectives stated in the 2006–07 business plan. Nevertheless, because depreciation is not funded, Museum Victoria's net result for the year shows a substantial loss.

Museum Victoria's financial statements were prepared under the Australian equivalent of the International Financial Reporting Standards (AIFRS). Additional reporting to users for payroll costs and budget management were implemented, and further systems and reporting enhancements have commenced for the new financial year. Projects to streamline procurement and budgeting processes across Museum Victoria continued during the year.

Compliance and Risk Management

Museum Victoria undertook a comprehensive corporate risk assessment with the assistance of Deloitte Enterprise Risk Services in November 2006. The resulting corporate risk management program was applied throughout 2006–07 and quarterly progress reports, including an updated risk register, were provided to the Finance Audit and Risk Committee of the Museums Board of Victoria.

Museum Victoria participated in the State Public Sector Site Risk Survey Program undertaken by the Victorian Managed Insurance Authority (VMIA). This program seeks to create an organisational risk profile in which life safety, property damage, public and other liabilities, environmental, security and operational risk exposures are identified and risk mitigation options are recommended.

Museum Victoria has worked closely with VMIA to develop effective risk mitigation programs across all venues. Regular updates are provided to the Finance Audit and Risk Committee of the Museums Board of Victoria.

Occupational Health and Safety

Museum Victoria continued to apply rigorous standards in managing occupational health and safety (OH&S) across all sites. The health and safety program is managed in accordance with the *Occupational Health and Safety Act 2004*, the Museums Board of Victoria approved policy and the Occupational Health and Safety Management Plan.

In meeting its obligations under the Act, Museum Victoria has continued to provide Act awareness training, as well as managing contractor OH&S and occupation-specific training to employees and managers. Its management of OH&S included the following achievements:

- /// maintenance and testing programs in accordance with the *Building Act 1993* and Essential Services Regulations;
- /// emergency evacuation drills;
- /// application of the Contractor Safety Management Plan across all museums, resulting in no lost time incidents;
- /// audit and approval of Melbourne Museum Cooling Tower Risk Management Plan in accordance with the Health (Legionella) Regulations 2001;
- /// provision of occupation-specific training (plant and equipment) to meet competency or licensing standards in accordance with the Occupational Health and Safety (Plant) Regulations 1995;
- /// provision of driver training to employees required to drive museum 4WD vehicles;
- /// identification and treatment or elimination of hazards and safety risks across all museums in accordance with established procedures; and
- /// regular meetings of the OH&S Committee to provide advice and direction on safety procedures and practice across all sites; hazard identification and risk control will continue to be applied across Museum Victoria.

Information Technology

A new optical fibre link has been installed, linking Melbourne Museum with the Moreland and Scienceworks campuses. This has enabled a faster data transfer link to across the entire wide area network (WAN).

The Museum Victoria-wide 'digital render farm', established to support the Virtual Room, has been expanded to support the Melbourne Planetarium. From January to May 2007 rendering was undertaken for the recently launched *Black Holes* Planetarium show. The system uses sophisticated software to allow hundreds of museum desktop computers to work together at night rendering digital frames – in effect creating a small super computer within the Museum Victoria WAN.

To minimise the risk of downtime for the EMu collection management system, Information Technology Services has developed a highly sophisticated data synchronisation application. This allows the EMu system to be mirrored on other hardware in an efficient and cost effective manner, with no impact on EMu performance. If EMu fails, the backup system cuts in within a few minutes.

Information Management

A set of metadata principles for Museum Victoria has been developed. The principles ensure effective processes are in place to plan and manage the application of metadata to Museum Victoria's information assets, such as administrative information and records, website information, images, audiovisual material and collection items.

The interface of Museum Victoria's intranet site, Musenet, was updated during 2006–07 to match the new corporate identity. The searching capability was improved using Google technology and a new 'Catch a Ride' feature was introduced to encourage internal car-pooling.

Museum Victoria Library

The library conducted an electronic resources survey to assess staff use of electronic resources. The survey aimed to determine the scope of the library's future online services. In the past year 1,865 new items and 3,039 journal issues were added to the collection. Museum staff made 615 loans from the collection.

Archives and Records

A major upgrade to the records management system (TRIM Context) was undertaken in August 2006. A functional file classification scheme was also implemented at this time. Staff received training in the new system and departmental records management awareness presentations were undertaken.

During 2006–07, the Archives and Records section contributed to the drafting of the General Disposal Authority issued by Public Record Office Victoria in May 2007. An appraisal project for Scienceworks' records has continued, with volunteer assistance, and a new shelving compactus has significantly increased Melbourne Museum's archival storage capacity.

Staff and Organisation Development

Museum Victoria's staff and organisation development strategy supports the ongoing development of an effective, adaptable and capable organisation and a culture of collaboration, creativity, fairness and accountability. The significant success of the strategy was evidenced by results of the Employee Opinion survey, the WorkMatters survey and other indicators. Improvement was registered in all categories.

Employees identified greatest improvement in the:

- /// performance of organisational leaders;
- /// availability of professional development through the Corporate Staff Training and Development Program; and
- /// level of understanding of Museum Victoria's strategic directions.

The categories rated most highly overall were commitment to quality, work conditions, work performance, job design and supervision. In comparison to like organisations, Museum Victoria rates highly in responsiveness, equal employment opportunity, workplace safety and respect. The main area of concern for staff was remuneration.

Specific initiatives for the year included the following:

Get, Keep and Grow Skills and Capability

The third phase of leadership development was implemented, which focused on the manager as coach, and commenced the cascading of leadership development to frontline managers. Development of the new Staff Partnership Agreement commenced.

Promote Great Performance

Major organisation change initiatives included the integration of the Education and Visitor Programs departments (now Public Programs) and a restructure of the Commercial department. Staff were invited to provide upwards feedback to members of the Leadership Team.

Care for Staff and Ensure Merit, Fairness and Equity

Work Value reviews affecting 160 staff were completed. An Employee Wellbeing Program was offered to staff and led to an initiative to assist employees contemplating retirement to better plan their transition from the workforce.

Work Collaboratively

The Staff Consultative Committee undertook analysis of a range of research data, including the Employee Opinion survey, to identify what Museum Victoria needs to do over the next three years to continue its success. A return to work coordinator was appointed, resulting in significant improvement to the support provided to employees returning to work after illness or injury.

Deliver Efficient Employee Services

Improvements to the provision of employee and management information were implemented and have been well received by staff.

Environmental Management and Climate Change Response

The following actions were taken during 2006–07 to reduce energy and water use in Museum Victoria's buildings.

- /// a water-holding tank was installed for the Melbourne Museum Milarrri Garden's filtration system, saving approximately 360 kilolitres of water per year;
- /// a significant leak in Melbourne Museum's water infrastructure was identified and repaired;
- /// energy-efficient lighting was installed throughout Melbourne Museum and its public carpark; and
- /// air-conditioning equipment at Melbourne Museum and Scienceworks was reprogrammed to maximise efficiency.

Future environmental initiatives to be implemented from 2007–08 include:

- /// development of an environmental policy;
- /// creation of a staff committee to raise awareness about environmental sustainability, develop new initiatives and implement sustainable practices across the organisation;
- /// installation of waterless urinals across Museum Victoria's facilities (projected to save 5% in water usage);
- /// feasibility study into the introduction of an energy performance contract; and
- /// application for funding to collect rainwater from the roof of the Royal Exhibition Building.

Commercial Operations

From a commercial perspective, 2006–07 was challenging for Museum Victoria.

The imposition of the State Government's congestion levy at the Melbourne Museum carpark had a profound impact on revenue. This loss was in part offset by strategies to rebuild carpark revenue, as well as by considerable gains from IMAX and the Royal Exhibition Building and a solid performance from the venue hire business. Profit results against 2005–06 were as follows:

- /// Venue hire up 14%
- /// Royal Exhibition Building up 16%
- /// IMAX up 72%
- /// Catering up 73%
- /// Melbourne Museum carpark down 22%
- /// Retail down 47%, but 28% up on forecast.

Environmental Performance

Energy	2006–07	2005–06	Improvement
Total electricity consumption (megawatts)	18,131	18,879	-3.96%
Total gas consumption (gigajoules)	70,526	79,390	-11.17%
Total energy consumption – electricity and gas (gigajoules)	135,798	147,354	-7.84%
Greenhouse emissions associated with electricity and gas (tonnes – co2)	27,200	30,015	-9.38%
Green power purchased (% of total electricity consumption)	10%	5%	100.00%

Waste

Total waste produced (tonnes)	419.25	511.64	-18.06%
Total waste recycled (tonnes)	215.97	132.00	63.61%
% of total waste recycled	51.51%	25.80%	99.65%

Water

Total water consumption (kilolitres)	82,881	107,007	-22.55%
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Emissions Calculations and Conversion Factors

1 megawatt = 3.6 gigajoules

1 megawatt electricity = 1.392 tonne CO₂-e

1 gigajoule natural gas = 0.063 tonne CO₂-e



Museum Victoria is governed by the Museums Board of Victoria, a statutory body established under the *Museums Act 1983* (Vic). It consists of a maximum of 11 members, each appointed for a three-year term (for a maximum of three terms) by the Governor-in-Council, and is subject to the direction and control of the Victorian Minister for the Arts.

Corporate Governance

The Museums Board of Victoria is directly accountable to the Victorian Government through the Minister for the Arts and works closely with Arts Victoria to deliver policy objectives.

The Museums Board of Victoria is responsible for maintaining the standards of Museum Victoria's management and has the following functions:

- /// to control, manage, operate, promote, develop and maintain Museum Victoria;
- /// to control, manage, operate, promote, develop and maintain the exhibition land as a place for holding public exhibitions and for the assembly, education, instruction, entertainment or recreation of the public;
- /// to develop and maintain the state collections of natural sciences, Indigenous cultures, social history and science and technology;
- /// to exhibit material from those collections for the purposes of education and entertainment;
- /// to promote use of those collections for scientific research;
- /// to promote the use of Museum Victoria's resources for education in Victoria;
- /// to research, present and promote issues of public relevance and benefit;
- /// to act as a repository for specimens upon which scientific studies have been made or which may have special cultural or historical significance;
- /// to provide leadership to museums in Victoria; and
- /// to advise the Victorian Minister for the Arts on matters relating to museums, and coordination of museum services in Victoria.

Committees

The Board has established a number of committees under the Act.

Finance Audit and Risk Committee

The committee assists the Board in fulfilling its responsibilities concerning financial reporting, audit activities, accounting and reporting practices, and financial and operational risk management as prescribed by the Act. All members of the Finance, Audit and Risk Committee are independent. Its members are:

- /// Mr Michael Perry (Chair)
- /// Ms Susan Heron
- /// Professor Daine Alcorn
- /// Mr Tim Sullivan
- /// Ms Rosemary Foxcroft.

Nominations, Remuneration and Governance Committee

The committee advises the Board on all staffing and governance matters.

Aboriginal Cultural Heritage Advisory Committee

The committee advises the Board on all matters relevant to Aboriginal cultural heritage. Its members include representatives of Aboriginal communities throughout Victoria, as listed in the *Aboriginal and Torres Strait Islander Heritage Protection Amendment Act 1987*, Part 2(a).

Thomas Ramsay Science and Humanities Committee

The committee is responsible for awarding the Thomas Ramsay Science and Humanities Fellowship and conducting the Crosbie Morrison Memorial Lecture.

Immigration Museum Advisory Committee

The committee advised the Board on the ongoing programming and management of the Immigration Museum. It provided advice on all matters relevant to the interpretation of the migration experience and issues of cultural diversity. This committee was disbanded in February 2006, as its function was deemed no longer necessary in the current format. Its members continue to make a valued contribution to the Immigration Museum in other forums.

Research Committee

The committee advises the Board on strategic matters relating to research and collection development and overseeing the implementation of the Board's research strategy. The committee oversees the Museums Board of Victoria's Animal Ethics Committee, which was established in February 2007.

The Museums Board of Victoria is represented on the following committees:

Donald Thomson Collection Administration Committee

Established to administer the legal agreement between the University of Melbourne, Mrs Dorita Thomson and Museum Victoria for the placement and long-term loan of the Donald Thomson Collection at Museum Victoria.

Museums Project Control Group

The committee is responsible for planning and implementing Museum Victoria major projects.

Museums Board of Victoria



President

Mr Harold Mitchell AO

Appointed 2001

Harold is Chairman of Mitchell Communications Group Limited, Australia's largest independent media consultancy, established in 1976. Mitchell Communications Group Limited was voted Media Agency of the Year 2000. His work in establishing the Harold Mitchell Foundation, which supports the health and arts sectors, has earned him respect throughout the community. He is actively involved in a number of significant community and arts organisations and holds the following positions: Board member of the Opera Australia Council, Chairman of CARE Australia Corporate Council and Honorary Councillor ABAF. Harold chairs Museum Victoria's Nominations, Remuneration and Governance Committee.



Deputy President

Cr Peter McMullin

LLB BCom (Melb.) FAIM

Appointed 2001

Peter is a practising solicitor specialising in mediation, administrative and commercial law. He is a former mayor of the City of Greater Geelong and a former deputy lord mayor of Melbourne. Peter is involved with a number of community organisations. He is a Fellow of the Australian Institute of Management; Chairman of Melbourne International Comedy Festival Board; Deputy President of Victorian Employers' Chamber of Commerce & Industry; Member of the Victorian Curriculum and Assessment Authority; member of the Geelong Performing Arts Centre Trust; Board member of the Geelong Art Gallery; and Chairman of the Geelong Heritage Centre. Peter was awarded the Centenary Medal in 2003 for service to the Centenary of Federation celebrations in Victoria.



Treasurer

Mr Michael Perry

BComm (Melb.) FCA A.FinSIA

Appointed 2004

Michael is a Senior Audit and Business Advisory Services Partner in Ernst & Young's Melbourne office. He has extensive experience in financial consulting services, with specialist skills in auditing, public company floats and takeovers, the preparation of prospectuses, the valuation of companies, corporate financing (both local and offshore), internal audit structures and business acquisition planning and implementation. Michael specialises in the utilities, property, communications and Government sectors. He is a past treasurer of the Melbourne International Festival of the Arts and is the Treasurer and a Board member of the Australian Print Workshop Inc. Michael is Chair of Museum Victoria's Finance, Audit and Risk Committee.

Museums
Board of
Victoria
continued



Professor Daine Alcorn

PhD MSc BSc (Hons)

Appointed 2002

Daine is Pro Vice-Chancellor (Science, Engineering & Technology) at RMIT University. She has a background in research and teaching and has more than 100 publications, specialising in the biomedical sciences including embryology, cell biology and developmental biology of the kidney. Daine has extensive experience serving on boards and committees and is Chair of the Victorian Cancer Agency Consultative Council and a Board member of several research spin-off companies. She is a former chair of the Research Fellowships Committee and member of the Research Committee of the National Health and Medical Research Council of Australia. Daine is a member of Museum Victoria's Finance, Audit and Risk Committee and Research Committee.



Ms Susan Heron

BEd Dip Appl Sc

Appointed 2001

Susan is the Chief Executive Officer of the Australian Institute of Management – Victoria and Tasmania. She has extensive management experience and corporate leadership across diverse industry sectors, including medical, shipping, finance and higher education. Susan joined the banking industry on completion of her Bachelor of Economics at Monash University and went on to hold various senior positions, including vice-president of Citibank, chief manager at Westpac, executive director at Rothschild and chief operating officer and head of strategy, ANZ Institutional Banking. Susan is a Board member of the Malthouse Theatre, and her previous Board appointments include the Australian Institute of Management (Victoria & Tasmania), NM Rothschild & Sons (Australia) Limited, Southern Health Care Network and Water EcoScience Limited. She was also deputy chair of the Country Fire Authority (CFA) and a member of the Victorian Government's Finance Industry Consultative Committee. Susan is a member of Museum Victoria's Finance, Audit and Risk Committee and Nominations, Remuneration and Governance Committee.



Dr Gael Jennings

BSc (Hons) DipEd PhD

Appointed 2002

Gael is Development Producer for ABC TV Documentary in the genres of science, natural history, religion, ethics and Indigenous production. She is a former research scientist with a PhD in immunology from the Walter and Eliza Hall Institute and is a multi-award-winning television current affairs presenter, radio host, science and medical journalist, author, speaker, media and documentary consultant and university lecturer. Gael has anchored the national TV current affairs program *Insight* on SBS and ABC Radio Metro programs. She has made thousands of science and medical reports on national ABC TV for national news, *The 7.30 Report* and *Quantum*. She has won 14 national and state journalism awards and written the award-winning book *Sick As – Bloody Moments in the History of Medicine*. Gael has held many honorary, community and corporate positions and is currently on the Academic Board of the Australian Institute of Management. Gael is Chair of Museum Victoria's Research Committee.

Museums Board of Victoria continued



The Hon. Joan Kirner AM

Appointed 2003

Joan has been a community activist for 40 years. She became a Member of Parliament in 1982, served as Minister for Conservation from 1985 to 1988 and was instrumental in establishing LandCare. In 1988 Joan moved to the Lower House and became Minister of Education, then Deputy Premier. Between August 1990 and 1992 she was the first female Premier of Victoria and Minister for Women's Affairs. After a short time as leader of the Opposition, she left Parliament in 1994.

Between 1994 and 1996 Joan's appointments included president of the ALP in Victoria and chair of the Prime Minister's Centenary of Federation Advisory Committee and of the Employment Services Regulatory Authority. From 2005 to 2007 she has chaired the Ministerial Advisory Committee on Victorian Communities, and in 2007 was appointed the Victorian Government's first Victorian Communities Ambassador. Joan is also a patron of many organisations, including the Living Museum of the West, the Women's Circus, Positive Women, Domestic Violence Victoria, the Royal District Nursing Service and LandCare International. She is also a matron of the Women's Electoral Lobby and an ambassador for Emily's List (Australia). Joan is a member of Museum Victoria's Aboriginal Cultural Heritage Advisory Committee.



Professor Janet McCalman

BA PhD FAHA

Appointed 2000

Janet holds a personal chair jointly in the Faculties of Arts and of Medicine, Dentistry and Health Sciences at the University of Melbourne. Published widely in Australian and British social history, she has won a number of literary and scholarly awards. She is Chair of Museum Victoria's Thomas Ramsay Committee and a member of the Research Committee.



Ms Sheila O'Sullivan

BA FPRIA

Appointed 2000

A highly regarded leader in communications and public relations, with multiple awards from the Public Relations Institute of Australia (PRIA) and the International Public Relations Association, Sheila has a strong commitment to developing excellence in the public relations profession. She is President (Officer) of PRIA's College of Fellows and Chair of its Ethics Committee. Sheila has extensive knowledge of and experience in issues of management in the public and community sectors. She has served as a member of many advisory bodies, including the Administrative Review Council and the Ministerial Advisory Council of the Arts. She holds directorships of a number of companies. Sheila is a member of Museum Victoria's Nominations, Remuneration and Governance Committee.

Museums Board of Victoria continued



Dr Gaye Sculthorpe
Appointed 2006

Gaye is a full-time member of the National Native Title Tribunal, based in Melbourne. She was appointed to the tribunal in February 2000 as a part-time member and was appointed full time in February 2004. Until September 2003, Gaye was head of Indigenous Cultures at Museum Victoria. She is a member of the Australian Heritage Council, a council member of La Trobe University and a member of the National Alternative Dispute Resolution Advisory Council. She studied anthropology and history at the Australian National University and holds a PhD from La Trobe University in Melbourne. She is a descendant of the Pyemairrener people of northeastern Tasmania. Gaye is the Chair of Museum Victoria's Aboriginal Cultural Heritage Advisory Committee.



Mr Tim Sullivan
Appointed 2006

Tim is Deputy CEO and Museums Director at the Sovereign Hill Museums Association, Ballarat. In that role, he is responsible for the development of Sovereign Hill's Outdoor Museum, the Gold Museum and the delivery of environmental education programs at Narmbool. He graduated from the University of Sydney where he studied history, English literature and education, and has qualifications in geological cartography and in management, with a focus on museum development from the University of Technology, Sydney. His career has encompassed technical and managerial roles in the Geological Survey of NSW, the NSW Department of Mineral Resources, the Australian Museum and now Sovereign Hill. In 1999–2000, he was a visiting fellow with the Smithsonian Institution's National Museum of the American Indian in Washington DC. He was a member of Ballarat City Council's Eureka Special Committee from 2001 to 2005, and is currently a member of the Council's Heritage Advisory Committee. He has served on a diverse range of committees promoting regional research and development, commemorative projects and museum development. Tim is a member of Museum Victoria's Finance, Audit and Risk Committee and Nominations, Remuneration and Governance Committee.

Executive Management Team



Chief Executive Officer

Dr J. Patrick Greene

OBE BSc PhD FSA FMA FTA FIPAA

Appointed 2002

In the UK, Patrick led the projects that created two new museums, Norton Priory Museum and Gardens and the Museum of Science and Industry in Manchester.

Since taking up his post at Museum Victoria, he has led a transformation of the organisation, realigning it to meet the needs of visitors and to maximise the effectiveness of staff. He has developed the concept of the Networked Museum.

He has broad knowledge of museums internationally and is a former chairman of the European Museum Forum.

He has authored and contributed to a number of books, and lectures widely on museum management and archaeological subjects. In 2007, he was appointed a Professorial Fellow of the University of Melbourne.



Director, Corporate Services

Mr Joseph Corponi

Bbus GradDiplIT

Appointed 1993 – Director, Corporate and Outreach Services

May 2001 – Director, Corporate Services

Joseph is responsible for financial, human resources, property and legal services, as well as development of policy and maintenance of a risk-controlled environment for staff and visitors. He is also responsible for business and strategic planning and for ensuring the effective and efficient management of Museum Victoria's resources and assets.

Joseph has a background in financial management, audit and systems development. He sits on the Boards of ICOM Australia and the Gould Group.



Director Information, Multimedia and Technology

Mr Timothy Hart

BSc Arch (Hons)

Appointed May 2001 – Director, Outreach, Technology, Information and Multimedia
December 2002 – Director, Information, Multimedia and Technology

Tim is responsible for Museum Victoria's information technology, information and knowledge management infrastructure and systems, and websites and digital publishing. He is also responsible for the Discovery Centres, and the development and management of multimedia installations, including networks and systems. Tim provides leadership in the innovative uses of technology across Museum Victoria.

Tim has worked in museums for the past 20 years in collection management, policy development, project management, information technology and multimedia. In 1997, he was appointed National Project Manager of Australian Museums Online (AMOL/CAN) and in 2007, he became the Treasurer of Museums Australia.

Executive Management Team continued



Director Collections Research and Exhibitions

Dr Robin Hirst

Bsc (Hons) PhD DipEd

Appointed August 1999 – Director,
Programs, Research and Collections
December 2002 – Director, Collections,
Research and Exhibitions

Robin is responsible for Museum Victoria's research program; the development, management and conservation of the collections; and the development of Museum Victoria exhibitions, publications, Planetarium shows and online content.

Robin has been on the staff of the museum since 1981 and has played major roles in the development of Scienceworks and the Melbourne Planetarium, the Immigration Museum and Melbourne Museum. He currently chairs the Arts Agencies Collections Working Group and serves on committees of the University of Melbourne and Deakin University, as well as ICOM.



Director, Museum Operations

Ms Barbara Horn

BA (Hons) GradDipLIS

GradDipMgmt GAICD

Appointed February 2005

Barbara's role delivers on her passion for making sure that the nexus between the knowledge that resides in Museum Victoria's collections and research, and the diverse audiences who are keen to explore that knowledge, is fully effective and engaging. She is responsible for a range of innovative, high quality experiences and programs delivered at each of the museums, IMAX Melbourne, the Royal Exhibition Building, and through the Discovery Program.

Since taking up this position, Barbara has led the development of frameworks that articulate and guide Museum Victoria's community engagement, the experience offered to visitors, learning approaches and customer service delivery.

Immediately prior to joining Museum Victoria, Barbara was Chief Executive Officer of the Yarra-Melbourne Regional Library Corporation, where she led the project to establish Melbourne's City Library. Barbara has also been a committed and active member of a number of professional and advocacy bodies throughout her career.

Organisational Structure

Minister for the Arts
 Department of Premier and Cabinet and Arts Victoria
 Museums Board of Victoria



Strategic
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Case Study:
Corporate
Training
Program



In 2002, Museum Victoria commenced a strategic realignment which involved significant change to the structure, processes and culture of the organisation. The realignment resulted in the establishment of a new senior management team and the introduction of a networked approach to our organisation.

The Corporate Training Program, launched in 2003, was a key component of the realignment. It initially focused on developing the leadership of the organisation, as this was considered most critical in achieving the desired cultural change and new strategic directions. In subsequent years the program has focused more broadly on developing individuals, managers and teams to perform successfully in the new organisation and culture.

The Corporate Training Program is based on the philosophy that to work effectively in a networked organisation, staff and managers need higher-order skills such as leadership, collaboration, influence, feedback, adaptability, self management and accountability.

The capacity to work in more complex settings also reflects the changing nature of work and organisations today. As a cultural and educational organisation, Museum Victoria is very much aligned to this approach.

The program is based around the principles of adult learning. Courses are designed to ensure that learning is self-directed (through a facilitation approach rather than instruction), prior knowledge of participants is respected, learning can be applied in a practical way, and analysis of current practice is encouraged.

Within this context, the objectives for the 2006–07 program were to:

- /// Enhance the skills of senior managers in coaching and mentoring staff.
- /// Build the leadership skills of frontline managers. The aim of this training was to assist frontline managers in making the transition to a leadership role and to enhance self-awareness as a leader.
- /// Develop project management skills. The implementation of the networked organisation and growing level of activity within the organisation has created a greater need for project management expertise.
- /// Create a culture of feedback and collaborative problem solving. To this end, all staff and managers were required to attend feedback skills training.
- /// Support staff in managing work/life balance. Work, Life and Wellness workshops offered staff the opportunity to identify issues impacting on their 'wellness' and to develop personal strategies to successfully manage energy, time and talent.
- /// Build internal capability to deliver training, and in particular, information about professional practices within Museum Victoria.

Now in its third year of operation, the program has continued to provide positive results for Museum Victoria. Seventeen different courses were offered in 2006–07, and 72% of Museum Victoria staff attended at least one course.

At the end of each session, participants were asked to rate the usefulness and quality of the training, using a 5 point rating scale. All courses rated very highly. On average, 80% of participants gave a rating of 4 or 5, (4 indicating 'good' and 5 indicating 'excellent').

At a more fundamental level, the Corporate Training Program has contributed to significant improvements in the organisation, notably:

- /// a decline in staff turnover from 18% in 2004 to 10% in 2006; and
- /// significant improvements in the 2006 Employee Opinion survey regarding the quality of leadership, satisfaction with professional development opportunities, effectiveness of formal and informal communication channels, commitment to quality and perceived fairness of the performance management system.

Other development opportunities are provided in addition to the courses in the Corporate Training Program. One initiative that has assisted the operation of the networked organisation is the temporary assignment of senior managers to other leadership positions in the organisation. This has resulted in a broader understanding of Museum Victoria's operations.

The results of a range of staff surveys, both internal and external, confirm Museum Victoria as an employer of choice. These outcomes can in part be attributed to the opportunities provided through training and the level of investment set aside for professional development. Surprisingly, this level of investment is unusual among Australian organisations. A National Salary Survey conducted by the Australian Institute of Management in 2007 showed that only 52.3% of large companies have a dedicated training budget and only 54.5% of staff in large organisations have development plans. Our results confirm that Museum Victoria's investment has delivered tangible returns.

Museum Victoria staff
at 'Giving & Receiving
Feedback' corporate
training workshop,
Melbourne Museum,
2007

– Rodney Start
– Museum Victoria

