

## *People & Culture*



*Collaboration with staff and the performing arts industry formed the basis of programs aimed at strengthening a culture of innovation, communication and leadership. Workforce enrichment programs to develop staff skills and maintain workplace safety were implemented, while our community contribution continues to grow with more opportunities to connect staff with charity partners and the wider community.*





## *Collaboration, Innovation & Excellence*

In its inaugural year, the Marker Business Excellence Project engaged with staff and other world class performing arts centres to measure organisational performance while generating improvement ideas and industry collaboration. A cross-section of staff participated in an online survey and discussion forums, with outcomes shared with The Arts Centre, Melbourne and The Edge, New Zealand in March 2009. Refer page 58 for further information.

Simplifying processes and reducing red tape for staff, customers and partners, 15 corporate policies were reworked this year. Public policy access was enhanced with the policies of Customer Feedback, Child Protection, OH&S, and Code of Conduct added to the website.

## *Developing Capability & Talent*

*(refer page 58)*

A workforce enrichment program saw leadership training and management and career coaching extended to 131 staff. Ensuring consistent and high quality service for all customers, a new customer service training program was delivered to 45 Emergency Planning and Response Team members this year, with more training planned for customer service areas in 2009/10.

As a Registered Training Organisation, Sydney Opera House added a Diploma of Management to its scope. Through government funded programs to recognise and develop workforce capability, the internal Trainer and Assessor network commenced developing a new set of tools to assess staff for vocational qualifications.

Ongoing refinement of performance review processes saw an online performance planning and review system developed and tested with staff. Launching next year, the new system provides a simpler mechanism to identify skill development needs and recognise staff achievements.

Improvements to recruitment services were designed to increase service efficiency and quality, build our employment brand and attract quality candidates. Initiatives included a new e-recruitment system, an enhanced careers webpage, merit-based feedback for interview candidates, and improved recruitment resources for hiring managers.

## *Safety & Wellbeing*

*(refer page 63)*

Ensuring the safety of visitors and staff, a new OH&S Policy and Consultation Statement were launched and the review of Safe Work Procedures continued. A focus on high risk activities and enhancement of OH&S and injury management resources saw reductions in the number of staff injuries and worker's compensation cases this year. Full statistics are provided on page 63.

Safety Week was held in October 2008, aimed at enhancing the safety and wellbeing of staff and resident company partners. Session topics included managing workplace bullying and harassment, work/life balance, self defence, OH&S awareness and First Aid. An online safety learning package and new OH&S webpage including information for hirers, school students and the general public have been developed for implementation next year.

Contributing to a healthier and happier workplace, some 70 individuals, including staff and business partners, participated in this year's free weekly Yoga and Pilates classes, which aim to reduce stress and improve physical fitness.

## *Connecting with the Community*

The Workplace Giving Program donated \$23,049 to charity partners this year with a further \$4,000 in goods from Christmas and Mothers Day gift appeals. Coordinated by a group of over 40 staff volunteers, a regular program of fundraising events has expanded to include teams for the City2Surf and Sydney Running Festival next year. Staff, resident companies, business partners and suppliers donated time and services for the Arts Unite concert in February 2009, which raised \$159,373 for the Red Cross Bushfire Appeal.

Providing opportunities for young people in the arts, two graduate trainees completed a new Graduate Work Experience Placement through the Indigenous Traineeship Program. Three trainees from the Sydney Convention and Exhibition Centre were also supported to commence a vocational qualification in Live Production, Theatre and Events (Technical Operations). Next year we will continue to support trainees while exploring opportunities to extend qualifications to resident companies.

## *The Year Ahead*

- Year 2 of the Marker Business Excellence Project, including hosting an international forum with consortium partners.
- Planning for a staff mentoring program and delivery of customer service training across the organisation.
- A new CEO's Award for Outstanding Service to reward and recognise staff achievements.
- Implementation of an online performance review system.
- Introduction of an online OH&S induction package for staff, contractors and hirers, including online safety and security training modules.
- Development of new accredited training programs through the Registered Training Organisation.
- Negotiation of a new Enterprise Agreement.