

# OUR PEOPLE



## PRINCIPAL AREAS OF ACTIVITY

- Human Resource Management
- Payroll, Recruitment and HR Services
- Occupational Health and Safety and Risk Management
- Environmental Policy and Management
- Employee and Industrial Relations
- Equity and Diversity
- Employee Training and Development
- Organisation Development and Change Management
- Customer Service
- Visitor Information
- Market Research
- Zoo Friends and Volunteers

## GOALS

### PEOPLE

To provide a stimulating and rewarding environment that encourages our people to invest their skills and talents in the future of our Zoos.

### CUSTOMERS

To provide Zoo visitors with a wildlife experience that far exceeds their expectations and engages, inspires and motivates them to restore and preserve the natural heritage.

### ENVIRONMENTAL PROGRAMS

To demonstrate leadership in environmental care and management practices that minimise our impact on the natural environment.

## OBJECTIVES

### PEOPLE

To continue to:

- provide a workplace which protects the health and safety of employees and visitors,
- maintain a fair workplace with transparent and consistent human resource management practices,
- attract and retain superior staff as an employer renowned for team spirit,
- enhance organisational capacity through targeted training and development,
- promote the values of equity and diversity in the workplace, and
- develop mechanisms for setting standards, providing performance feedback and rewarding employees.

Taronga Zoo's 'Wild Asia' exhibit is home to the endangered Francois Langur. 'Hanoi' and 'Saigon' are part of the international breeding program for this endangered species.

PHOTO COURTESY JAMES ALCOCK

## PERFORMANCE INDICATORS

### CUSTOMERS

- To maximise visitor satisfaction and enjoyment.
- To create a high level of awareness by staff and visitors of our mission and values.
- To empower employees to ensure that visitor expectations are exceeded.

### ENVIRONMENTAL MANAGEMENT PROGRAMS

- To sustainably and responsibly manage the ZPB's operational impacts on the environment
- To demonstrate sound management of natural resources and sites of cultural significance.
- To demonstrate leadership in environmental management practices.
- To involve, motivate and educate the community on environmental issues.

	05	06
<b>Severity Rate</b>		
Lost time injury frequency/ workplace accidents for both Zoos	36.5	24.6
<b>Staff Turnover</b>		
Taronga Zoo	11%	15.8%
Western Plains Zoo	10% *	11.9%
<b>Satisfied Visitors</b>		
Taronga Zoo	82%	82%
Western Plains Zoo	90%	86%
<b>Complaints per 1000 visitors</b>		
Taronga Zoo	0.11	0.11
Western Plains Zoo	0.18	0.10
Zoofari Lodge	0.00	0.00
<b>Water Consumption (mega litres)</b>		
Domestic (TZ & WPZ)	182 *	184
River (WPZ)	522 *	412
Recycled (TZ)	41 *	42
Total	745 *	661

	05	06
<b>Energy Consumption</b>		
<b>Electricity (kWhrs)</b>		
Black	6,203,324	5,580,072
Green	677,308	378,471
<b>Gas</b>		
Natural Gas (MJ)	1,811,619	2,872,512
LPG (kg)	46,111	38,643
<b>Fuel (L)</b>		
Unleaded	81,429	62,266
Diesel	60,570	66,731
<b>Waste Recycled at both Zoos (Tonnes)</b>		
Public Place Recycling	35.43	39
Green Waste	577	531.5
Animal Waste	1277	1352.25
Paper/Cardboard	72.15	101
Toner Cartridges	0.100	0.129

\* Percentages have been corrected from those published in the 2004/5 Annual Report.

# OUR PEOPLE



## HUMAN RESOURCES

The last year was a very productive year for the Human Resources Division, with many of the major projects commenced coming to completion. No industrial disputes were lodged and no time lost due to industrial disputes occurred. There has been a focus on employee development in all areas with many of the operational structures implemented previously showing great results.

**Above:** Wayne Freeman, Plant Operator, Western Plains Zoo

*"In my 25 years at Western Plains Zoo my primary position has been backhoe operator, although I have been given the opportunity to work on a variety of projects. I have thoroughly enjoyed the freedom to be able to put my ideas forward in improving all areas of WPZ."*

**Opposite:** Hayley Holloway, Executive Officer, Taronga Zoo

*"Knowing the work I do contributes to the conservation of endangered species and the environmental education of the community is extremely rewarding. The critical work Zoos undertake for conservation and their role in research can not be underestimated. Ensuring the NSW Government and in turn the NSW community understand that role is essential to ensuring the future of many species."*

## Training and Development

In conjunction with the relaunch of Certificate III in Captive Animal Management in 2005, the ZPB has reviewed and relaunched the Zoo Keeping Skills Book. This publication works on the principle of competency based training, which will enhance the skills and development of keeping staff across the organisation by assessing and developing skills in the workplace.

A Training Needs Analysis (TNA) has been conducted for Life Sciences supervisors. This has led to 30 supervisors and managers completing a coaching and teambuilding workshop.

The ZPB continues to develop its staff through a number of training initiatives, courses and workshops including:

- Induction
- Recruitment and Selection
- Pest Control and Prevention
- Behavioural Enrichment
- Capture and Restraint
- Collection Planning
- Customer Service Training
- SAP Data Entry Training
- Microsoft Interactive Training
- Unit Supervisor Leadership Training
- Hospitality Customer Service
- Retail Training

## Staff Recognition

The ZPB continues to recognise employees who invest their skills and talents in our zoos. Staff members who have 10 years or more service are acknowledged annually at a special function attended by long-time Zoo supporter, Channel 9 personality Mike Munro. 18.19 % of employees have over 10 years of service and the 20 Year Service Club now has 37 members, including Taronga Zoo painter, Bob Bray, who celebrated 40 years of service this year.

## Volunteers

The Volunteer Program in Life Sciences Divisions continues to be popular and has expanded to include areas such as Human Resources, Marketing, Corporate Services and Horticulture. This year over 150 people volunteered within Life Sciences, and over 30 volunteers in other areas. The ZPB has also taken on a number of volunteers from Equal Employment Opportunity (EEO) groups.

## Industrial Relations

The three ZPB Enterprise Agreements were renegotiated into one ZPB consolidated award and this consolidation has led to more consistent working conditions and management practices across the organisation, as well as efficiency in areas such as payroll.

The review of the Keeper classification structure was also finalised following nearly ten years of negotiation with the Public Services Association. A structure was agreed and confirmed by the NSW Industrial Relations Commission. The structure allows for a new position of Keeping Unit Supervisor as well as a clear career path for all levels of keeping staff.

Other industrial matters implemented into ZPB employment conditions include:

- The Secure Employment Test Case 2005
- The Family Provisions Test Case 2005
- The Public Sector Employment Legislation Amendment Bill 2006

## Restructuring

Western Plains Zoo's commercial area has undergone considerable review to ensure it is able to meet the new commercial demands. This includes refining the structure of the 'Zoofari Lodge' area as well as admissions, functions and catering areas, resulting in more effective work practices.

## SAP

The ZPB implemented the Payroll/HR components of SAP in July 2002. Since this, reconfiguration of the basic template within the system has been



undertaken to meet the specific needs of the ZPB's industrial instruments, policies and procedures. To date there have been implementation problems with SAP but this year saw a major reconfiguration of the system to ensure accuracy and efficient use of the system. Components of SAP were developed or defined, including the areas of rostering and time data and these benefits can be seen operationally at all levels of the organisation. An audit of annual and long service leave entitlements was undertaken with accurate leave balances to be shown on employee payslips in 2006/07.

Major configuration to the system included:

- development of an accurate organisational structure in line with the ZPB's establishment,
- configuration of allowances within the ZPB of NSW Employees' (State) Award, following the NSW IRC's Section 19 review,
- configuration of a new Keeping classification structure,

- full configuration of the ZPB of NSW Wages Employees' Award, 2006,
- development of specified management reports,
- development of training documentation for Time Administrators and Time Managers, including a roll-out of the training,
- accuracy of information recorded on payment summaries, including Fringe Benefits Tax (FBT); and
- establishment of a second payroll system for the processing of Zoo Friends staff pay.

### EEO

Transparent and consistent HR policies, strategies and processes are crucial to the creation of an environment with fair and equitable employment practices. The ZPB's broad range of HR management policies, systems and processes are based on these principles and ensure that all employees are managed in a manner consistent with EEO principles.

This year, the following has been achieved:

- review and relaunch of a Performance Management and Conducting Reviews training package,
- implementation of an organisation-wide communication strategy including the distribution of information sheets for visitors from EEO groups,
- active recruitment of employees from EEO target groups and encouragement of those employees to participate in committees and forums,
- continuing review and development of policies and procedures to ensure a consistent and fair approach for all employees; and
- the development of work experience programs to assist EEO groups in gaining skills and experience in a number of areas across the ZPB.

For details of the ZPB's commitment to equal opportunity employment, see Appendix 13 (EEO Target Groups), Appendix 23 (Ethnic Affairs Priorities Statement 2005/2006) and Appendix 24 (Action Plan for Woman).

# OUR PEOPLE



## OCCUPATIONAL HEALTH, SAFETY AND ENVIRONMENT (OHS&E)

### ZPB Avian Influenza Response Management Plan

As a consequence of the threat of a pandemic situation resulting from an Avian Influenza outbreak, the ZPB has formulated an Avian Influenza Response Management Plan. The main components of the plan ensure preparedness, conduct surveillance, participate in case investigation, execute disease prevention protocols, maintain essential ZPB services, research, evaluate, test and monitor.

**Above:** Taronga Volunteer's Chairman, Pam Lord, and Director and Chief Executive, Guy Cooper, officially open the new \$75,000 wombat burrow at Taronga Zoo.

**Opposite:** David Wilkin, Bird Keeper, Bird Division

*"My passion has always been to work with birds and being part of recovery teams for various bird species is a highlight. Knowing that my work now will ensure that future generations will be able to see some of Australia's unique birds in years to come is a huge excitement."*

### ZPB Injury Management Strategy

There were no public liability claims or prosecutions under the Occupational Health and Safety Act lodged against the ZPB. Consequently, public liability Premiums projection has dropped by \$30,000. Fifty-three workers' compensation claims were submitted with 34 of these claims effecting premiums. Due to the ZPB's proactive rehabilitation commitment, the lost time injury frequency rate was 24.63, which is a reduction on previous years. Manual handling accounted for the majority of these claims and, as a result, an elevated Risk Management program has been introduced. This program includes increased and intensive training, manual handling and OH&S discussions as a permanent agenda item for Senior Management, Middle Management, Divisional and OHSE Committee meetings, manual handling strategy activities at both Zoos, Tool Box Talks, OHSE Alerts and an extensive risk assessment program, including scrutiny and immediate rectification of manual handling hazards.

### Desktop Exercise Program

An inaugural desktop exercise was executed in 2006. The exercise scenario depicted a large scale Chimpanzee escape. There were 40 participants including emergency services and key ZPB staff. This type of emergency preparedness activity is critical to test systems without extensive disruption to daily operations.

### First Aid Operation Review

The ZPB was subject to an independent First Aid operation audit. The audit assessed ZPB First Aid Policy, reporting systems and records management, kit locations and maintenance, First Aid facilities, emergency equipment, trained personnel, ambulance access and response procedures, new equipment included EPI-PENS and a defibrillator at Western Plains Zoo. Currently there are 56 Senior and 18 Occupational First Aid Officers within the ZPB operation.

### Every Drop Counts Business Program

As part of Sydney Water Every Drop Counts Business Program, a 'Water Efficiency Audit' was undertaken at Taronga Zoo. The purpose of the audit was to investigate the potential for potable water savings by focusing on water use activities, water using processes and fixtures and operational and maintenance procedures. The audit identified potential to reduce potable water consumption by up to 42%, while also achieving significant cost savings.

### Fleet Improvement Program

In accordance with the Cleaner NSW Government Fleet program the ZPB has developed a ZPB Fleet Improvement Plan to introduce the use of smaller vehicles which are cleaner and less polluting, and also more economical. The plan outlines targets to increase the environmental efficiency 'score' of each vehicle and subsequently reduce greenhouse gas emissions. Strategies employed include reducing the number of vehicles in the fleet, reducing the number of kilometres travelled and critically reviewing the need for 4WD or large passenger vehicles.

## Natural Resource Management – Western Plains Zoo

A review of the Artificial Wetlands at Western Plains Zoo was undertaken which identified the need for some maintenance work to ensure operational efficiency of the wetland. Removing sediment build-up from the ponds was one of the key actions identified in the report. De-silting sediment ponds is part of on-going routine maintenance and was completed in January, along with some additional maintenance work to improve the efficiency of the structure.

## Waste Reduction and Purchasing Policy (WRAPP)

This year a number of WRAPP initiatives were implemented which focused on increasing the purchase and use of recycled content products while looking for ways to divert ZPB waste from landfill, including:

- the approval of ZPB “Green Purchasing Policy” and associated “Buying Green Guidelines”,
- the approval of ZPB “Sale of Surplus Goods and Equipment” which enables staff to purchase surplus equipment as an alternative to sending the goods and equipment to landfill,
- increasing the use of construction materials made out of recycled content e.g. a new product made from 100% recycled plastic was used as an alternative to timber to replace seating at Taronga’s Bird Show Amphitheatre; and
- ensuring that recycled content paper is preferred as an alternative to virgin paper for external printing and publications.

## ASSOCIATION OF ZOO FRIENDS (NSW) INC.

### President

Peter Walker

### Vice-President

Ian Cox

## Council Members

Judith Assenza (To 10/05)

Pam Lord (Taronga Volunteer Chairman to 09/05)

Mary O’Dwyer (Taronga Volunteer Chairman from 10/05)

Bob Coverdale (WPZ Volunteer Chairman)

Guy Cooper (Director and CEO)

William Garton (General Manager, WPZ)

Annette Stevens (Zoo Staff Member to 04/06)

Richard Dael (Zoo Staff Member to 04/06)

Kimberley Hannaford (Zoo Staff Member from 05/06)

Rosemary Swift (Zoo Staff Member from 05/06)

Ken de la Motte (Zoo Staff Member)

Michael Eddy

Diana Mingaye

Brian Skingsley

Ron Yalg (From 11/05)

## ZPB Representatives

Catherine Strassberg (Taronga Zoo)

Alan King (Western Plains Zoo)

## Staff Members

### General Manager

Stephen Morley

### Office Manager

Pat Durkin

### Membership Officers

Michelle Schultz

Pat Phillips

Meaghan Howard (from 04/06)

### Manager Education and Volunteers and Managing Editor, Zoonooz

Steve McAuley (to 07/05)

Judy Gibson (from 08/05)

### Assistant Education and Volunteers

Judy Gibson (to 07/05)

Leanne Hayter (from 08/05)

### Editor, Zoonooz

Steve McAuley



## Conservation Grants, Fellowships and Levies

Total membership of Zoo Friends is now 54,000, including over 460 Volunteers.

Zoo Friends is proud to be a major supporter of Taronga and Western Plains Zoos, particularly in relation to its conservation and education efforts.

A highlight this year was the launching of the new Zoo Friends/ZooParent partnership in January with the “We’re looking for friends and family” campaign and the re-launch of a new-look web site.

Zoo Friends would like to thank Clearview retirement solutions for their three year major sponsorship of Zoo Friends Volunteers’ uniforms, and Print Solutions Australia for their sponsorship of a new digital projector, camera and laptop.

This year Zoo Friends provided \$108,243 in exhibit grants, comprising \$100,000 towards the Silvery Gibbons exhibit and conservation program and \$8,243 for a new Chimpanzee feeding platform.

Zoo Friends provided \$30,000 in grants to Western Plains Zoo from the profits of the Early Morning Walks program.

# OUR PEOPLE



Zoo Friends also provided over \$900,000 directly to the ZPB in the form of levies and more than \$350,000 directly to The Taronga Foundation.

A further \$10,000 was granted to staff from both Zoos to attend the annual ARAZPA conference and a further \$30,000 was granted to staff from Taronga and Western Plains Zoos for Zoo Friends Fellowships to support the following:

- development of a conservation and awareness DVD for Fijian schools,
- a keeper to attend an animal training seminar at John Shredd Aquarium in Chicago,

**Above:** Addy Watson, Keeper, Western Plains Zoo

*"I love working outside and being involved in developing breeding strategies, particularly for the Galapagos Tortoise. Working closely with these amazing animals is very fulfilling."*

**Opposite:** Australian Fauna Precinct keeper Kim Carlow spent many months of the year hand-raising an orphaned Yellow-footed Rock-wallaby called 'Petra'.

PHOTO COURTESY MARK BALKER – AP

- a keeper to attend an international gorilla conference, held at Paignton Zoo, England,
- a keeper to work in situ researching parasite levels in free-ranging Fijian Crested Iguanas,
- a veterinarian's attendance at an elephant reproduction workshop in Thailand,
- a reproductive technician's attendance at the 39th annual meeting of the Society for the Study of Reproduction and Training in Nebraska, USA,
- a keeper's attendance at a six-week volunteer supervisor internship at the Endangered Primate Rescue Centre in Cuc Phuong National Park, Vietnam,
- a keeper's attendance at the 2nd International Zoo Keeping Congress at the Gold Coast, Australia,
- keeper research into the running of Australian Native Nocturnal Houses,
- keeper research into the management of ungulates in open range zoos,
- keepers to work in situ researching endangered rock wallabies,

- keepers to work in situ researching the wild populations of Norfolk Island Green Parrot; and
- keepers to conduct in situ research and field surveys into existing populations of the Corroboree Frog.

The aim of the Zoo Friends Fellowships is to provide financial assistance to Zoo staff for specific study and research in their various specialised fields and to help staff undertake projects linked to major ZPB programs, both within Australia and overseas. These fellowships encourage staff to invest their skills and talent in the future of both Zoos.

## Zoo Friends Volunteers

Volunteers help the Zoos in a wide variety of areas, continuing to play a valuable role as service providers and educators. They staff the Information Centre, distributing maps and providing guidance, they lead tours and work Animal Encounter and Touch Table sessions. Office Volunteers work daily with Zoo Friends staff helping process memberships. Another group of Volunteers provide a much-needed service to the Life Sciences staff through the Animal Watch Program that concentrates on animal observation and data gathering, other Volunteers provide the stories and photographs for ZooNooz. These vital voluntary contributions greatly enhance the Zoo experience for visitors and provide valuable assistance for staff.

Volunteers undertake in-depth training courses to provide them with the skills and knowledge to carry out their duties. During the year, two training courses were held for new Volunteers at Taronga Zoo and a re-appraisal course was held at Western Plains Zoo.

Volunteers at both Zoos gave over 61,000 hours of dedicated service which represents an estimated contribution of \$1.83 million based on average employment costs.

Western Plains Zoo Volunteers have raised over \$140,000 through Early Morning Walks.

Grateful thanks go to all Zoo Friends Volunteers and they are acknowledged in Appendix 17.



## OUR CUSTOMERS

### Guarantee of Service

The ZPB strives to ensure that all visitors enjoy their Zoo experience, return regularly and highly recommend both Zoos as satisfying and worthwhile recreational and educational venues to family and friends.

### Guest Services and Visitor Experience

The Guest Services team at Taronga Zoo continued its focus on improving the overall visitor experience. Key achievements include:

- upgrading of all temporary signage throughout the Zoo grounds and upgrades of all signage and the visitor map,
- introduction of new procedures to assist crowd control during peak visitation at the Seal and Bird Shows; and
- review of car park operations to maximise parking spaces and improve traffic flow.

Taronga's enquiries and switchboard team is responsible for coordinating all emergency procedures throughout the Zoo, in addition to answering all visitor

telephone enquiries and emails. General enquiries increased significantly during the year seeing the team respond to an average of 220 each day.

The Admissions and Guest Services team at Western Plains Zoo has focused on improving the greeting of guests to the Zoo and providing services that add value to their day at the Zoo by initiating the following:

- a relaunch of the exciting 'Wild Africa' Animal Encounter, which takes visitors behind the scenes to meet the charismatic animals of the African plains,
- the establishment of a Guest Services Information Centre,
- the refurbishment of the Savannah Room function spaces and the relaunch of the family oriented food outlet 'The Grazery'; and
- centralising of all phone bookings, reservations and information enquiries.

### Security

The ZPB's Security Team performs a range of patrolling and monitoring activities at Taronga and Western Plains Zoos to ensure the safety of visitors, staff and assets.

This year, a comprehensive review and audit of Western Plains Zoo security procedures was carried out by the Security Team and a range of improvements to enhance site security and safety were implemented.

The Security Team is actively involved in planning for the security of patrons to Zoo functions and special events, such as Taronga's Concert Series, and the transportation of animals. Also, effective, essential relationships are maintained with local enforcement agencies.

### Customer Feedback

Customer feedback provides valuable information to help improve Zoo practices and services. Suggestions have been followed up promptly and complaints have been responded to within ten days.

At Western Plains Zoo, visitors were made aware that they could lodge comments or complaints. All comments are addressed by the appropriate manager and reviewed by the General Manager.

# OUR PEOPLE



## MARKET RESEARCH

The self-completion Customer Satisfaction Surveys, developed by Environmetrics, continued. Results were analysed and key visitor satisfaction results at each Zoo are outlined below.

A clear profile of Zoo customers has also been developed based on collation of data from a variety of sources including Environmetrics *LeisureScope*, postcode analysis and industry sources. Findings assist development of marketing and communication campaigns and on-going visitor services.

## VISITOR CUSTOMER SATISFACTION LEVELS – 12 MONTH AVERAGE:

Visitor Satisfaction Levels	Taronga Zoo 04/05	Taronga Zoo 05/06	Western Plains Zoo 04/05	Western Plains Zoo 05/06
Overall satisfaction	4.1	4.1	4.5	4.3
Seats/rest areas	4.0	4.2	4.1	4.4
Ease of finding way around	3.4	3.4	4.5	4.1
Ease of moving around	3.7	3.7	4.6	4.4
Visibility of animals	4.0	4.0	4.3	4.3
Welfare of animals	4.0	4.1	4.7	4.7
Variety of animals	4.5	4.5	4.5	4.4
Helpfulness of staff	4.4	4.4	4.2	4.3
Shows and keeper talks	4.5	4.5	4.7	4.5
Cleanliness of grounds /facilities	4.5	4.5	4.8	4.7
Presentation of gardens/landscaping	4.5	4.5	4.6	4.6

12 month average converted to an average out of 5

5 = very satisfied

1 = very dissatisfied

Results highlight that despite the continued construction activities at Taronga, the visitor impact has been minimised with most satisfaction readings maintaining a consistently positive level. Western Plains Zoo results continue to hold strong with satisfaction levels in excess of the 80% percentile.

**Above:** Two giraffes at Western Plains Zoo catch the sunset over the savannah.

PHOTO COURTESY GARY RAMAGE