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### Diary Dates:

- Developing Managers in Parks & Leisure course: 18<sup>th</sup>-23<sup>rd</sup> Sept 2005
- Operational Management survey: July to November 2005

## CERM PI® Customer Service Quality Reviews

CERM PI® Customer Service Quality (CSQ) reviews continue to be used by a number of Australian and New Zealand local government and aquatic/recreation facility managers to assist them in continuously improving their services to customers.



Queen Elizabeth II Park, Christchurch, New Zealand

### Highlights from 2004 include:

- ◆ More than 75 aquatic or recreation centres conducted CSQ reviews throughout Australia and New Zealand.
- ◆ A number of golf course CSQ reviews were conducted across Australia providing valuable insight and information into this highly participated sport.
- ◆ A more user friendly CSQ review format was trialed during late 2004, including the provision of complete CSQ medians. Following client feedback, this new review format has been adopted for 2005. Client feedback indicated continued satisfaction with CERM PI services.

# Comings and Goings

Gary Crilley travelled to New Zealand in November 2004 in conjunction with an application to the CRC for Sustainable Tourism seeking partners for potential benchmarking of operational performance within ARAZPA (Australasian Regional Association of Zoological Parks & Aquaria).



Kate Gautier, Senior Research Assistant, travelled to Victoria to undertake data collection at the Razerback Trail for the Parks Victoria project: "Perceptions of service quality and benefits attained at four Parks Victoria trails", during March 2005.



Razerback Trail visitors

Richard McGrath and Gary Crilley visited clients throughout Sydney and Canberra in January 2005.

Some of the centres visited were:  
Hurstville Aquatic Centre, Police & Community Youth Centres, NSW Department of Sport & Recreation, Canberra Urban Parks & Places and the Canberra International Sports & Aquatic Centre.

Gary Crilley attended the 2nd Joint Annual Conference of SEAZA (South East Asian Zoos Association) and ARAZPA (Australasian Regional Association of Zoological Parks & Aquaria) held in Melbourne, from 1<sup>st</sup>-5<sup>th</sup> May 2005. He presented a paper authored by himself and Heather March titled 'A tale of two properties: Adelaide and Monarto through the eyes of adult visitors.

Gary Crilley presented a paper authored by himself, Heather March and Frances Van Ruth titled "A case for benchmarking customer service quality in tourism and leisure services", at the CAUTHE Conference 'Sharing Tourism Knowledge' from 1<sup>st</sup>-5<sup>th</sup> February 2005 held in Alice Springs.

He then travelled to Kuala Lumpur, Malaysia to present a paper authored by himself and Rebecca Crilley titled "Managerial qualities and knowledge management in Australian sports and leisure centres", at the Quality Innovation and Knowledge Management Conference held from 16<sup>th</sup>-18<sup>th</sup> February 2005.

Gary Howat visited three major Councils in New Zealand during May 2005.

Manukau City Council, Christchurch City Council and Dunedin City Council undertake annual Customer Service Reviews with CERM PI.

Gary conducted workshops at these councils as well as visiting several sports and leisure facilities throughout New Zealand.



Queen Elizabeth II Park (Cafeteria), Christchurch, NZ

# Project Updates

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Albert Park Trail, Victoria

A study of four trails managed by Parks Victoria is nearing completion and has involved intercept survey work on the Great Ocean Walk, the Razerback, the Main Yarra and the Albert Park Trails.



Razerback Trail, Victoria

The CERM PI team have just completed the pilot study of benchmarking service quality and operational performance for caravan and tourist parks in association with the Sustainable CRC and a number of industry partners. This was in association with researchers at University of Technology Sydney and Griffith University.

A pilot of setting and testing quarterly indicators for three segments of the tourism industry is at its mid-point for the year and this involves Wai-Hing Yau, a past graduate of the LBRM degree for three days a week.



Adelaide Botanic Gardens, SA

A new project as of April involves a follow-up study of visitors to the Adelaide Botanic Gardens, originally conducted in 2003. This study and a similar study at Adelaide Zoo and Monarto Zoological Park has been complemented by student-based course work involved projects at the same organisations. First year students have made small but important contributions while learning the basics of survey work. Students of the September short course (operational management for short) have provided more substantial placement efforts at these organisations as part of formal Memorandum of Understanding agreements between the Botanic Gardens of Adelaide the the Royal Zoological Society of South Australia.

## Memorandum of Understanding's & Partnerships



Botanic Gardens of Adelaide, SA

CERM PI is proud of the positive relationships it has established with industry partners, both in its historical context of sports and leisure centres as well as the more recent expansion to the broader leisure industry.



Adelaide Zoo, SA

Currently, Memorandums of Understanding are in place with Parks Victoria, Adelaide Zoological Society, the Botanic Gardens of Adelaide and Adelaide Shores. These outline a commitment to harness complementary resources and expertise to work together to develop and pursue cooperative activities considered to be of benefit to each party.

The agreements are focused on CERM PI's prime area of expertise, that is, applied research in the area of community perception, visitor services and management thereof, including levels of customers' service quality.



Adelaide Shores, SA

MoU activities may be in the form of exchange of staff and students, exchange of information for education and research purposes (whilst maintaining confidentiality), joint education and training and joint research, publications and symposia.

Numerous activities, particularly research and student-based have taken place already within the scope of the MoUs and discussions with partners indicate the intended mutual benefits are materialising.



Great Ocean Walk Trail, Victoria

CERM PI greatly values the support of these partners and acknowledges their commitment to research-based development and progression of the leisure industry.

## Operational Management Survey Overview

The thirteenth CERM Performance Indicators® annual national operational management survey was once again very successful due to the great response from our industry participants. Data from 133 sports and leisure centres throughout Australia was collated to include two key performance indicators and 21 working indicators for six groups of centres.

There was a high level of continuity from respondents in the annual survey, with relatively stable results from year to year, especially for the aquatic centre groups.

The **2005 survey** will roll-out in July\* to sports and leisure centres across Australia (outdoor pools will receive their questionnaires in October). CERM PI will canvass our database and the industry, to ask for commitments from centre managers on their participation.

The 2005 survey period will close at **the end of November 2005\***. This will enable us to issue medians prior to the end of the calendar year, instead of rolling over into the new year as in previous surveys. We anticipate that this will be beneficial to centre managers for budget forecasting and management planning for the new calendar year and new financial year.

\*Dates to be confirmed

# Developing Managers for Parks and Leisure short course 18<sup>th</sup>-23<sup>rd</sup> September 2005

University of South Australia, Mawson Lakes Campus

(A UniSA Graduate Certificate accredited course)

## Features of the Course

- ⇒ Content is based on good practice
- ⇒ Learning is centred on your needs and linked to problem solving
- ⇒ Presenters are experienced practitioners and applied researchers in parks and leisure
- ⇒ You will be able to develop your own managerial qualities in a supportive team environment
- ⇒ You will learn about developing managerial qualities in your staff and volunteers



Sydney Olympic Leisure Centre

## Two Major Course Themes

### \* **Manager's Personal Development**

Successful managers achieve better results when they possess essential managerial "qualities". Those qualities exist at various levels of development in all managers. Your managerial qualities will be assessed and developed with the help of your course colleagues. As a manager you should also develop these qualities in your work teams.

### \* **Manager's Professional Development**

Successful management requires the application of essential managerial qualities to various projects and issues. Development of these essential qualities will be undertaken through testing new behaviours in a stimulating and low-risk environment while solving current issues in parks and leisure.

## Who Should Attend

The course has been constructed for developing and experienced managers dealing with:

- ⇒ **Leadership** of professional teams
- ⇒ **Coordination** of volunteers
- ⇒ **Facility and visitor management from A to Z**, including botanic gardens, community centres, golf courses, university sports facilities, sports fields, bowling greens, caravan parks, built facilities in national parks and zoological parks
- ⇒ **Program management**, including special events, tournaments, & sport tourism



Barossa Valley golfer, SA

**For further information or a brochure and registration form please contact:**

Tricia Huffa on (08) 8302 5039 or  
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# Welcomes & Farewells

We say farewell to **Frances Van Ruth**, Senior Research Assistant with CERM PI for 2<sup>1/2</sup> years. Frances has moved interstate to undertake a PhD at the University of Melbourne. We wish her all the best with her studies and her future.



**Bianca Price** is currently enrolled in a PhD with the University of South Australia and is employed as a Senior Research Assistant with CERM PI on a part-time basis. She has moved to Adelaide from Brisbane.

**Kate Gautier** is currently completing an Honours degree with the University of South Australia and is employed as a Senior Research Assistant with CERM PI on a part-time basis.



## Celebrations & Congratulations

Gary Crilley, CERM PI<sup>®</sup> Co-Director, was awarded his PhD in March 2005. The title of his thesis was "*Managerial qualities and operational performance: A study of relationships at Australian local government sports and leisure centres*".

Richard McGrath, Senior Research Assistant, was awarded First Class Honours for his thesis entitled "*An exploration of the issue of including athletes with disabilities into the Olympic Games*".

*The CERM PI team would like to congratulate both Gary and Richard on their successes.*

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