

### In this issue:

- National Benchmarking Survey for 2005
- Coming and Goings
- Recent Publications
- Project Updates
- ATN Project
- Developing Managers in Parks and Leisure

### Diary Dates:

- Developing Managers in Parks & Leisure course: 18<sup>th</sup>-23<sup>rd</sup> Sept 2005
- Operational Management survey: closing date 30th September 2005

## CERM PI®

### 2005 National Benchmarking Survey for Sports & Leisure Centres

The CERM PI project at the University of South Australia has provided the Australasian leisure industry with national operational performance indicators for 12 years.

Previous participants in the survey will know that in the past, November to January has been the critical survey period. This year we are avoiding the summer rush and streamlining the survey process with the aim of distributing the results prior to the end of December. To do this we require your commitment and assistance.

**At no cost, you will receive:**

- An individual report including your centre's performance indicator results, and
- ♦ Entry into a draw to win the Advertiser Royal Adelaide Wine Show's Medal Winning Mixed Dozen (approx. value \$200)

**Or Subscribe to the CERM PI Project and receive:**

- ♦ An individual report listing your centre's results against the relevant benchmarks for that group
- ♦ A copy of The Bulletin publication, containing analysis, benchmark medians across all six groupings, and discussion of results.
- ♦ Three newsletters (*The Indicator*) throughout the year containing information of latest product releases, research publications, conference attendances, etc.

*Presently we are also conducting the National Benchmarking survey for Golf Courses. For information please contact Richard McGrath on (08) 8302 3344 or email [richard.mcgrath@unisa.edu.au](mailto:richard.mcgrath@unisa.edu.au).*



**For further information please contact:  
Raylene Jones on (08) 8302 5321 or email: [raylene.jones@unisa.edu.au](mailto:raylene.jones@unisa.edu.au)**

# Comings and Goings

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Gary Crilley presented a paper co-authored with Heather March at the 2nd Joint Conference of SEAZA and ARAZPA: the Science of Zoos and Aquariums, in Melbourne from 1<sup>st</sup>-5<sup>th</sup> May titled '*A Tale of Two Zoological Properties: Adelaide and Monarto through the Eyes of Adult Visitors*'.



Kate Gautier, Senior Research Assistant, travelled to Sheffield, UK from 14<sup>th</sup>-18<sup>th</sup> July to present her paper titled '*Comedyscapes and Travel Fates: the effect of visual media on revisitation to 'place''*' at the annual CTCC (Centre for Tourism and Cultural Change - Sheffield Hallam University) conference, *Tourism and Performance: scripts, stages and stories*.

Gary Howat was invited to present at the Leisure Institute of WA (LIWA) conference, on the topic '*Performance measurement and benchmarking for local government facilities and services*' held in Perth on the 15<sup>th</sup> August 2005.



Richard McGrath, Senior Research Assistant was a key presenter at the Parks & Leisure Australia industry forum held in Adelaide on 29<sup>th</sup> June 2005, which included a number of local government representatives from South Australia, Victoria, New South Wales and Tasmania. His presentation was titled '*Guide to benchmarking: how to improve your bottom line*'.

## Recent Publications

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Gary Howat and Gary Crilley, in association with Recreation Management Honours graduate, Peter Sifkus, have had the following manuscript published in the refereed *World Leisure Journal*, 27(1), pp. 52-64: '*Service quality attributes related to the performance of officials at an Australian recreation centre*'.

Gary Howat, Duncan Murray and Gary Crilley have had their refereed manuscript, '*Reducing measurement overload: Rationalizing performance measures for public aquatic centres in Australia*', published in the UK based international journal, *Managing Leisure*, (2005), 10, 1-15.

*For a synopsis of this research paper, please email [raylene.jones@unisa.edu.au](mailto:raylene.jones@unisa.edu.au).*

Gary Howat, Duncan Murray and Gary Crilley (2005), have published a paper '*Linking performance measures with organisational performance: Australian public aquatic centres with indoor pools outperform those with solely outdoor pools*'. *Journal of the Australian and New Zealand Academy of Management*.

*For a synopsis of this research paper, please email [raylene.jones@unisa.edu.au](mailto:raylene.jones@unisa.edu.au).*

# Project Updates

Gary Crilley and Bianca Price are currently working on two Sustainable Tourism CRC funded projects and a contract research project for the Department of Environment and Heritage (SA).

◆ **‘Best-practice user-pays systems for Protected Areas’.**

This is a two year project that will develop guidelines, techniques and templates for identifying best practice in user-pays systems for protected areas. The project will involve key protected area land management agencies in all states across Australia. Researchers from Murdoch University, Curtin University, University of Tasmania and University of South Australia will be contributing under the direction of Jack Carlsen from the Curtin Sustainable Tourism Centre.



◆ **‘Systematic and Strategic Collection and use of visitor information in Protected Areas’.** This is a three year project that will seek to develop consistency in information collection in related agencies at the national level. The project aims to encourage sharing of information between protected area agencies, and ultimately improve the quality and quantity of data available for informing management decision making processes. It will be conducted in close consultation with protected area agencies in each state. Researchers from the University of Technology Sydney, Murdoch University and University of South Australia will be involved in the project.

◆ **‘Evaluating and monitoring the effectiveness of interpretation in South Australian Protected Areas’.** This project will identify best practice of performance monitoring and evaluation of interpretation, specifically signage, in protected areas within South Australia for the Department of Environment and Heritage (SA). This project will include a trial of the evaluation and monitoring instruments, protocols and reporting of studies at three sites around South Australia.



### National Benchmarking for Caravan & Tourist Park Operations

Reliable management of information has long been identified as the cornerstone on which to base marketing strategies, meet reporting requirements and move forward as an industry sector. CERM PI has support from the Sustainable Tourism CRC to extend the initial benchmarking project undertaken across three states (SA, Qld & NSW) to a national level.

The establishment of national operational management benchmarks at local site level by operators, and at a national level by the caravan and tourist park sector, will determine best practice scenarios, and ultimately support a sustainable continual improvement culture within this industry.

**Please contact Kate Gautier on (08) 8302 3972 or email: [kate.gautier@unisa.edu.au](mailto:kate.gautier@unisa.edu.au) for further information.**



### Customer Service Quality Reviews for sports and leisure centres

From January to August this year, CERM PI has provided approx 40 CSQ reviews for recreation, leisure & aquatic centres and golf courses. By the end of 2005 we expect to complete over 70 reviews.

This enables CERM PI to continue to supply a unique service to the leisure industries, within an ongoing applied research forum.

We would like to thank all of our clients for their continued support for our project.

**Further information can be obtained by contacting Richard McGrath on (08) 8302 3344 or email: [richard.mcgrath@unisa.edu.au](mailto:richard.mcgrath@unisa.edu.au).**



## **Universities as Service Providers - What our clients have to say about us.**

The current environment in which the tertiary education sector exists means increasing competition for industry support for research. UniSA's 'Research and Innovation Services' have been proactive in establishing a quality framework for all research activity. Integral to this is performance measurement. UniSA's development of quality performance measures to obtain robust and reliable feedback from clients who had engaged the University's research providers, began in 2001.

Following the tried and tested CERM PI approach, a group of UniSA's clients and Business Managers were involved in a series of focus groups to determine attributes of service quality. These were incorporated into a questionnaire and a survey was conducted for UniSA by CERM PI In 2001 and 2002. In 2003 the project was extended and introduced to the Universities of the Australian Technology Network (ATN) with a view to developing a benchmarking program for the Universities' research services.

The project now includes all ATN members:

- **University of Technology Sydney**
- **Queensland University of Technology**
- **RMIT University**
- **Curtin University**
- **University of South Australia**

The clients of these universities research and consultancy services are surveyed annually by CERM PI, with the combined results presented as benchmarks alongside each site's individual results.

UniSA's individual results have been incorporated into a 'feedback loop'. Attributes of service quality highlighted in the review as being priorities for development (those attaining a relatively large CSQ gap) are targeted for further analysis, either via focus groups or tracking surveys. UniSA's administrative services (financial and legal), and timeliness of delivery of products and services are examples of aspects of service quality that have been identified as 'problem areas'. These have been examined further, with specific details fed back to the Uni's relevant departments and resurveyed to determine if changes made were perceived by customers as improvements. Pleasingly, and in an excellent practical example of how CERM PI CSQ information can be used to achieve service quality goals, follow-up results indicate that customers' perceptions relating to these attributes have improved.

The CERM PI group are proud to show that we practice what we preach. We listen to our customers and incorporate their responses into our continuous improvement efforts. And what do UniSA's customers have to say about us? Well we reckon the overall positive response can be summed up by one happy customers' comment: 'UniSA are great people to work with'.

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**For further information on the CERM PI Project please contact:**

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Website: <http://business.unisa.edu.au/management/cermpi>

# 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



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



Adelaide Shores Golf Park

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

Tricia Huffa on (08) 8302 5039 or  
email: [tricia.huffa@unisa.edu.au](mailto:tricia.huffa@unisa.edu.au)