

# CERM Performance Indicators® Project



Vol. 7 Edition No. 1

The Indicator

July 2006

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## Diary dates:

- National operational management survey roll-out 24<sup>th</sup> July 2006
- Short course: 24<sup>th</sup> to 29<sup>th</sup> September 2006

## Operational Management Ranking Survey Results

Earlier in the year, CERM PI distributed an operational management ranking survey questionnaire to aquatic centre participants of our 2005 operational management survey.

All participants were asked to rank operational management indicators firstly by four selected groups (finance, services, marketing and organisation) and then to select the ten most important indicators from the total of 41 indicators provided to them.

**\*\*SUMMARY OF RESULTS ON PAGE 2\*\***

***We would like to take this opportunity to thank those who returned the questionnaire and contributed to the following information and results.***

## New Head of School

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CERM PI is a research project within the School of Management and we welcome Dr John Benson to his new appointment as Head of School of Management at the University of South Australia.

Prior to taking up his current appointment, John was a professor of management and the Chair of the Graduate School of International Business at the University of Tsukuba in Tokyo, and before that a Reader and Deputy Head of the Department of Management at the University of Melbourne. He holds a Bachelor of Economics and Master of Education from Monash University, and completed his Masters of Administration and PhD at Melbourne University.

His original teaching areas were in human resource management and industrial relations, with a focus on policy, with more recent interests in Asian management and Asian business systems.



Dr John Benson

## Operational Management Ranking Survey

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The results from this survey have provided the CERM PI team with valuable insight into areas of importance regarding a number of operational management indicators across the four selected areas (finance, services, marketing and organisation). Expense recovery (finance), Total visits per annum (services), Promotion cost per visit (marketing) and Labour cost share (organisation) were identified by respondents as the most important indicators in each group.

Participants were asked to rank 41 operational management indicators from 'most important' to 'least important'.

The top five ranked were:

- Expense recovery
- Total visits per annum
- Gross receipts
- Gross expenditure



## 2006 OPERATIONAL MANAGEMENT SURVEY FOR SPORTS & LEISURE CENTRES

Invitations to participate in this years survey have been distributed throughout the leisure industry.

Those interested in participating need to advise CERM PI by *Monday, 7th August 2006*.

To advise of your interest to participate or to request further information please contact Raylene Jones on (08) 8302 5321 or email: [raylene.jones@unisa.edu.au](mailto:raylene.jones@unisa.edu.au)



## Project Updates



Port Adelaide Lighthouse

### History Trust of SA : Visitor Service Quality at Museums

CERM PI in collaboration with the History Trust of South Australia is undertaking a 'Baseline Visitor Profile and Service Quality' report for three of the History Trusts' museums; the Migration Museum, South Australian Maritime Museum and National Motor Museum. The report will include a focus on attributes of service quality that enhance the quality of the adult visitors' experience.

- A preliminary pilot study has been conducted with visitors to the Migration Museum, the South Australian Maritime Museum and the National Motor Museum with a total of 314 respondents surveyed across the three sites and an overall response rate of 65%.
- The reporting stage is currently in progress with three separate reports to be produced detailing the findings of the study with analysis and interpretation on specific findings generated from the three museums.

**For further information contact Rosie Roberts on (08) 8302 5321  
or email: [rosie.roberts@unisa.edu.au](mailto:rosie.roberts@unisa.edu.au)**

### Local Government Recreation Forum

Currently CERM PI, in collaboration with the South Australian Office for Recreation and Sport and the South Australian Local Government Recreation Forum, is clarifying the present and future role and function of the Local Government Recreation Forum. The review is to provide information from previous and current Local Government Recreation Forum (LGRF) attendees to identify the role and purpose of the LGRF, including comments regarding the relationship of the LGRF with other stakeholders.

**Contact Richard McGrath  
on (08) 8302 3344 or  
email: [richard.mcgrath@unisa.edu.au](mailto:richard.mcgrath@unisa.edu.au)  
for further information.**

### Research Boost for Adelaide to Melbourne Tourism Route

A joint initiative between the Southern Australian Touring Route Inc and Travellink, part of the Sealink Travel Group, will focus on highlighting the Great Ocean Road, Grampians, Murraylands, the Adelaide Hills, Fleurieu Peninsula, Kangaroo Island, Limestone Coast and the Ballarat Goldfields to local and overseas travellers.

Three separate projects will be undertaken over the next 12 months, which would ultimately contribute to the future strategic planning of Local and State Tourism authorities

CERM PI has been appointed to undertake the third project, which involves collecting and analysing visitor data from the Adelaide to Melbourne touring route for a period of 12 months. This follows the recently completed study by Gary Howat, Graham Brown and Heather March titled 'Self-Drive Tourism: Travellers to South Australia's Limestone Coast Region' funded by the Sustainable Tourism Cooperative Research Centre.

**For further information on this project please contact:  
Heather March on (08) 8302 5389 or  
email: [heather.march@unisa.edu.au](mailto:heather.march@unisa.edu.au)**



Morialta Conservation Park

### Department for Environment & Heritage

CERM PI has been working in conjunction with the Department for Environment & Heritage to develop a performance monitoring and evaluation framework for interpretation in South Australian protected areas.

Surveys were conducted in February 2006 with visitors at Morialta Conservation Park and Granite Island to determine their perception of interpretive trail signs. The report is in the final stages of completion.

**For further information contact Gail Kennedy on (08) 8302 3319  
or email: [gail.kennedy@unisa.edu.au](mailto:gail.kennedy@unisa.edu.au)**

## Recent Publications

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Crilley G., & Price B. 2006 "Visitor service quality, visitor benefits, and behavioural intentions: An empirical investigation at an Australian Botanic Garden", CAUTHE Conference, February, Melbourne, pp. 1378-1389.

Crilley G., & Sharp C. 2006 "Managerial qualities and operational performance: a proposed model", Measuring Business Excellence, Vol. 10 No. 2, pp.4-18.

## Comings and Goings

Associate Professor Tony Veal from University Technology Sydney presented a series of very productive workshops on writing and publishing staff and students associated with the Centre for Tourism & Leisure Management on the 11<sup>th</sup> & 12<sup>th</sup> April 2006.

On behalf of the CERM PI team, Gary Howat conducted a series of workshops for senior managers of sports & leisure centres in New Zealand during May. CERM PI now conducts annual performance surveys for local government councils in Manukau, Tauranga, Christchurch & Dunedin.

Gary Crilley presented at the 10<sup>th</sup> National School in Park Management (University of Melbourne) during July. Parks Victoria and the City of Melbourne sponsored this professional development update for participants from throughout Australia (and Singapore).

### Your Feedback

The University of South Australia is a quality endorsed institution and as such must follow certain procedures and protocols to maintain this certification. Feedback from clients is an integral part of these processes and also supplies current information to CERM PI for discussion points and future planning.

#### **What factors influenced you to choose CERM PI for this project?**

*"Have used CERM PI in the past and have always been satisfied with the quality of work",*  
**St Albans Leisure Centre**

*"Several years experience working with CERM PI and having discussions with them have produced useful outcomes for us as facility managers",*  
**Canberra Urban Parks & Places**

Listed above are recently received comments from managers of sports and leisure centres who completed a Customer Service Quality Review of their centre.

### CERM PI International Advisory Panel

#### **Eric Brooks**

General Manager, Sydney Academy of Sport & Recreation

#### **Alan Direen**

Manager, QEII Park Sport & Leisure, City of Christchurch

#### **Stephen Forbes**

Director, Botanic Gardens of Adelaide

#### **Phil Hamdorf**

Executive Director, Office of Sport & Recreation

#### **Brett Jude**

Leisure Manager, Manukau City Services, City of Manukau

#### **Claire Savage**

Manager, Tourism & Research, Department for Environment & Heritage

#### **Travis Tremayne**

Centre Manager, City of Stonnington

#### **Dino Zanon**

Team Leader, Parks Victoria

# Developing Managers for Parks & Leisure short course

Sunday 24th to Friday 29th September 2006  
University of South Australia, Mawson Lakes Campus

(A UniSA Graduate Certificate accredited course)



## Benefits

By attending this course, you will:

- **Identify and develop** your own management qualities
- **Apply** evidence-based management practices
- **Critically review** the roles and performances of project teams
- **Manage** with greater confidence and professionalism
- **Open** important doors to industry networks
- **Learn by doing** in project based teams

For further information please contact:

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Email: [tricia.huffa@unisa.edu.au](mailto:tricia.huffa@unisa.edu.au)

