



University of South Australia

The Centre for Environmental and Recreation Management

CERM Performance Indicators®

“FACILITATING QUALITY MANAGEMENT IN THE LEISURE INDUSTRIES”



Vol. 2, Edition No. 1

# The Indicator

August 2002

## “Quality Management in Parks and Leisure”

**Sunday, September 29 to Friday, 4 October 2002**

**UNIVERSITY OF SOUTH AUSTRALIA  
City West Campus, North Terrace, Adelaide, South Australia**

*This course is highly practical, and built on field research*

### Benefits to be gained include:

- Confidence in applying evidence-based management practices
- Competence in critically reviewing the role and performance of project teams
- Capabilities to manage with greater confidence and professionalism
- Access to powerful networks

**Available as a stand-alone short course for your professional development, or as a 4.5 unit Graduate Certificate course from the University of South Australia.**

***A discount offer of 10-15% off the enrolment cost (depending on enrolment numbers) applies to existing CERM PI clients who have a current subscription to the project!!***

To download a copy of the brochure, please visit the

CERM PI website: <http://cermpi.unisa.edu.au>  
or contact Raylene Jones on (08) 8302 5321 or  
Email: [raylene.jones@unisa.edu.au](mailto:raylene.jones@unisa.edu.au)

**Hurry!! Closing date for registration of interest is  
Friday, 30 August 2002**

### In this issue:

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Quality  
Finances  
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QEC6382



## *Benefits of CERM PI Subscription*

### **What are the benefits of a CERM PI Subscription?**

- A copy of the CERM PI Operational Management Bulletin detailing the complete results from the annual national benchmarking of sports and leisure centres from throughout Australia
- Three CERM PI newsletters containing information of latest product releases, research notes and project updates
- The option to become part of the CERM PI national network of leisure practitioners and to share information pertinent to your sector of the industry
- Access to on-line information (eg back-issues of CERM PI newsletters) via our Website <http://cermpi.unisa.edu.au>
- Access to on-line entry of operational management data via the CERM PI Website for an unlimited number of sites and subsequent issue of reports to individual participating centres
- Access to sub-categories (eg regional aquatic facilities) of operational management data
- Ongoing information and support on the administration and utilisation of CERM PI products and services via your CERM PI state representative.

### **Don't forget:**

- \* When you conduct a CERM PI Level O, 1 or 2 review you will automatically receive a 12 month subscription
- \*\* Councils or organisations who own a number of leisure 'sites' can involve as many centres as they like in the operational management survey and they still only pay the one 12-month subscription fee!

### **Plus:**

Recent changes to the CERM Operational Management National Benchmarking Survey of Australian Sports and Leisure Centres **will not** affect current subscribers who will be able to continue their participation for the term of their subscription.

***PARTICIPANTS IN THE SURVEY WHO ARE NON-SUBSCRIBERS WILL, FROM AUGUST 2002, BE ASKED TO MAKE A CONTRIBUTION VIA A 12-MONTH SUBSCRIPTION IN ORDER TO RECEIVE A SUMMARY REPORT FOR THEIR CENTRE.***



## **Online Operational Management (Efficiency)**

### **Did You Know.....?**

**The CERM PI Operational Management Online Screen is accessible all year round - not just at survey time!!**

**To check your figures at *any time* throughout the year just enter your ID Number and Password, then click on 'Check PI's' from the drop down box.**

**To request an ID Number and Password for any other facilities you have -  
Contact Raylene on (08) 8302 5321 or  
Email: [raylene.jones@unisa.edu.au](mailto:raylene.jones@unisa.edu.au)**

# Project Updates

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## Golf

A recent visit with managers and councils in Victoria has yielded some very positive feedback and discussion, culminating in the revision of the operational management questionnaire for golf courses. As a result, some interesting changes and improvements that will benefit all golf managers have been noted. For example, participation has now been greatly simplified to reflect the true range of visits to the course, some fee income items have been removed altogether and expenditure costs now include specific indicators for

- water costs, and
- capital works costs



The range of definitions, terminology, examples, layout and design used has also been successfully reviewed to make the questionnaire more user friendly.

The upshot of it all is that CERM should soon be able to issue a national golf course median benchmark, so get your golf course back on course, and comparing your course with others around Australia.

**For further information please contact:**

**Scott Edgecombe**

**Phone: 08-8302 3319**

**Email: [scott.edgecombe@unisa.edu.au](mailto:scott.edgecombe@unisa.edu.au)**

## Customer Service Questionnaire Reviews

With spring only weeks away and summer around the corner, we thought we would remind you of CERM PI's integrated review product range.

Irrespective of whether your facilities are small or large CERM PI has a product to suit.

Some examples used by our clients in 2002 include:

- A regional council who used the CERM PI Level 0 review to determine service quality and operational management performance at their outdoor pools.
- University sports associations using the CERM PI Level 1 review to suit their mainly student client base.



**Sign up now for a CERM PI Level 0, 1 or 2 Review and beat the 2003 price rises!**





## Frequently Asked Questions.....

**Q. The CERM customer survey process uses a self-administered questionnaire. What is this process and what are the implications for me as a manager of a leisure facility?**

A. A self-administered questionnaire is usually presented to the respondents by a data collector (eg. a CERM PI staff member) or someone in an official position (eg. staff member from the centre). Usually the data collector explains the purpose of the survey, the questionnaire's design, and then the respondent is left alone to complete the questionnaire. Completed questionnaires are collected by the designated staff member. CERM PI protocols (instructions) outline the minimum requirements for conducting a customer survey and promote accurate sampling, minimum bias and generally good response rates.

**Q. What if we get some negative vibes when we ask customers to complete the questionnaire?**

A. Let's face it we all have extremely busy days and probably think we don't have time to fill in questionnaires. However, it is incumbent upon the data collector to stress that the centre would find it extremely beneficial to know what customers think of service levels at the centre and that they would really appreciate feedback in that regard. Restating that the questionnaire should only take around 5-8 minutes to complete can also be useful.

*Note: At this stage of the proceedings the data collector is a bit like a 'door-to-door' salesperson – with some people we need to 'sell' the idea that them completing the questionnaire will assist the centre and potentially provide them with even better service levels the next time they attend.*



**If you have a question you would like answered in the next Newsletter - send me an email or alternatively contact me by phone or fax and I will ensure that your query is passed on to one of the CERM PI team members for actioning.**

**Raylene Jones**

**Phone: (08) 8302 5321**

**Fax: (08) 8302 5255**

**Email: [raylene.jones@unisa.edu.au](mailto:raylene.jones@unisa.edu.au)**

**Q. What if we are concerned that we won't be able to get a good response rate from our customers?**

A. This is a very good question and one that, ideally, should be discussed with CERM PI staff prior to the survey commencing. There are a number of strategies that we can employ to assist you in obtaining an appropriately sized, representative sample of your customers.



One recent example that has been successfully tried by a CERM PI client is the introduction of an incentive into the survey process. In this case the cover letter accompanying the questionnaire explained that customers completing the form could enter a draw to win a prize. To maintain anonymity and confidentiality of responses customers were given a perforated 'raffle ticket' with their questionnaire package. They retained one half and the other was placed in a box at the centre upon return of the completed questionnaire. The response rate at this centre improved considerably from previous years.

*Don't forget CERM PI staff are available to assist you prior to and during your customer survey period. We are more than happy to discuss strategies that may assist you in increasing your response rates.*



### Recent Publications

- Howat G and Murray D. "The role of critical incidents to complement service quality information for a sports and leisure centre", *European Sports Management Quarterly*, 2002. (in press)
- Murray D and Howat G. "The relationships among service quality, value, satisfaction, and future intentions of customers at an Australian sports and leisure centre", *Sport Management Review*, 5(1), 25-43.
- Crilley G and Bell B. "A Developmental Framework for Benchmarking Australian Tourism", 12<sup>th</sup> International Research Conference of CAUTHE, Fremantle, WA 6-9 February, 2002.