

NATIONAL GALLERY OF AUSTRALIA  
MAINTENANCE AND ENHANCEMENT  
CONSTRUCTION ORGANISATIONAL  
STRUCTURE REPORT

AUGUST 2003

PROVIDED BY  
THE JOINT HOUSE DEPARTMENT

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## ***EXECUTIVE SUMMARY***

The Gallery is at a point in time that will determine the future viability of the facility for its expected operational life of 100 years. If a strategic view of the facility is taken and the appropriate organisational infrastructure put in place, then the Gallery's stated purpose will continue to be achieved. If however, a long-term view is not taken then the Gallery will place itself at risk of failing to meet its requirements to provide for the protection, upkeep and access to the National Collection.

A new facilities organisation should be created to manage the refurbishment project and to develop and deliver the ongoing building and facilities management strategy. This organisation will combine the existing Facilities, Security, Warehouse and Building Services Sections and for the first three years, during the enhancement project, will add to the total facilities resources required. Following the refurbishment period another review should be undertaken to ensure that the new organisation is achieving the building management goals outlined in this report. At this time the Gallery should have sufficient maintenance and building knowledge to then optimise the delivery of building and facilities management services.

Security of long-term funding should be pursued with the Department of Finance and Administration to ensure that as assets reach the end of their life they can be replaced in a timely manner. This should be led by the new facilities organisation with assistance from the departmental executive.

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## **SCOPE**

### **Background**

Discussions between executive staff of Joint House Department and the National Gallery of Australia commenced in early 2003 to explore the options available to the Gallery in facilities and building management. These discussions were in the context of ongoing and recent adverse publicity toward the Gallery's facility performance and the current major building refurbishment and enhancement project.

In a letter to the NGA Deputy Director, Mr Alan Froud, on 1 May 2003 from the JHD Executive Leader Operations, Mr Andrew Smith, five building management options were assessed for their strengths, weaknesses, opportunities and threats. All options other than the option of doing nothing indicated that additional funds would be required to be spent by the Gallery in order to ensure a long-term benefit.

Subsequently, the Gallery has acknowledged that it desires to be 'an intelligent building owner' in order to manage the risks associated with operating and enhancing a significant national institution over a predicted operational life of 100 years. The Joint House Department is widely recognised as a leader in building management and enhancement and takes an integrated strategic approach to ongoing building maintenance and capital works management. Through negotiations between the executive of both departments, it was agreed that a senior officer from the Joint House Department would provide a consultancy to the Gallery. The scope of this consultancy titled "Gallery Maintenance and Enhancement Construction Organisational Structure" is included at Appendix A.

### **Consultancy Requirements**

1. Advise the appropriate framework for the planning and delivery of facilities management, including, as appropriate, advise as to the best means of delivery, ie whether in-house or out-sourced.
2. Advise the appropriate levels of resourcing – staffing and financial – for facilities management. In relation to staffing, advise the levels, and skills sets, required to manage the combination of in-house and out-sourced operations.
3. Review the current operating procedures for facilities management, including the availability of documentation.

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4. Advise on the skills set required for a proposed interim position of Manager, Facilities Management and Gallery Enhancement Program Management. It is anticipated that this position would not continue past the finalisation of the new front entrance project.

## ***METHODOLOGY***

The consultant provided for this report is the Director of Maintenance Services for Parliament House, Mr John Nakkan. Mr Nakkan has been employed by Joint House Department since June 1998 and has undertaken his current duties for the last three years. He is also Chair of the JHD Occupational Health and Safety Committee, a member of the ACT Branch Committee of the Facilities Management Association and a member of the FMA National Advocacy Council. Prior to working at JHD, Mr Nakkan worked for Haden Facilities Management as the Facility Manager for the HMAS Harman, fixed plant and equipment, performance-based contract. Other organisations where Mr Nakkan has been employed in building management or maintenance management roles include the Royal Australian Mint, Amoco Chemicals Corporation and The Electricity Commission of NSW. Mr Nakkan undertook this project on a full-time basis and located himself within the Building Services section of the National Gallery from 4 August to 29 August 2003.

Meetings were held with key stakeholders from across the Gallery to determine the needs of the Gallery's operational staff and core business functions.

Inspections of plant at both the Parkes and Hume sites were made to establish the current facility condition. A building condition assessment was undertaken utilising the Joint House Department's Building Condition Monitoring Officer, Mr Jan Stensrud. The same assessment methodology utilised in Parliament House was used to determine the Gallery's relevant building condition. This technique has been utilised at Parliament House since 1993 and is used for comparison purposes with many other institutions throughout Australia.

Maintenance records, procedures, plans and corporate planning documents were examined. Free access was provided to the Heating, Ventilation and Air-Conditioning (HVAC) Section's asset management database as was access to the Honeywell Building Management System.

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## ***ROLE OF FACILITIES MANAGEMENT IN INDUSTRY***

Facilities Management is a wide-ranging term used to describe many different types of building and property infrastructure services and their delivery. The Facilities Management Association of Australia defines Facilities Management as “*A business practice that optimises people, process, assets and the work environment to support delivery of the organisation’s business objectives.*” The Facilities Management Industry accounts for approximately 4% of Australia’s Gross Domestic Product, employing over 400,000 people.

In the context of the National Gallery of Australia, the Planning and Facilities group provides the majority of the Facilities Management services. It is not a core element of the Purpose or Vision of the Gallery but the corporate goals identified in the NGA Strategic Plan 2001-2004 cannot be met without a reliable facility to display and store the National Collection.

Recently the carpentry and painting workshop was transferred to the Exhibitions area to better align their activities with their main client. The role of the workshop will not be addressed within this report other than to note that the major activity provided by the workshop is in direct support of exhibitions, not the ongoing upkeep of the facility and therefore is appropriately located. Some building maintenance tasks continue to be performed by the workshop such as breakdown repairs to building fabric and after hours back-up to the sole HVAC trades person. These activities will be addressed under Recommendation #1 within this report.

## ***THE NATIONAL GALLERY AS A FACILITY***

The function of the National Gallery of Australia building in Parkes is to house, maintain and facilitate public access to the National Collection. The building, located within the Parliamentary Triangle provides a tangible link to the National Collection and its value to the Australian community. This makes the building uniquely suitable to provide for the purpose of the Gallery as directed in the National Gallery Act 1975.

The Hume Warehouse is also included in this project as it houses the majority of the collection. Both sites have specific environmental conditions that are to be maintained constantly.

The operational demands of the National Gallery require an uncommon approach to building management. The combination of specific environmental conditions, public accessibility and conservation laboratories, does exist in other cultural institutions within Australia, but not to the same magnitude as the Gallery. The services provided by the Gallery to the Australian public could not be readily relocated to other existing

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facilities. Were the Parkes or Hume buildings' environmental control or fire safety systems to fail, the Gallery would not be able to provide any of its core business outcomes.

Direct comparisons with other facilities management organisations should be tempered with caution as the operating requirements of the Gallery are not readily duplicated within the facility management industry. There are however, institutions throughout the country that share some similarities with the Gallery. These would include other Art Galleries, Museums, Performing Arts Centres and Houses of Parliament. When undertaking benchmarking comparisons it is as important to note the differences in operational requirements between the facilities as it is to compare those services or activities that are similar. Comparison with other government or commercial buildings should, in general, not be made due to the relative short-term view taken with these buildings' life expectancies and the ready availability of standard replacement office space throughout the country. For example; should the Robert Garran Offices cease to provide for the accommodation needs of the Attorney-General's Department, the solution would be to move the staff to one of the many vacant office buildings within the ACT. The existing building would then be re-fitted or a new building constructed to suit the needs of the department. The Gallery, like Parliament House, does not have a suitable alternative location to conduct their respective businesses while the prime site is improved.

## ***BUILDING SERVICES OPERATING ENVIRONMENT***

Preservation of the Gallery's internal environmental conditions is critical to ensure the art collection remains at the highest level of quality. The system specifies that a humidity of 55%  $\pm$ 3% at 21°C  $\pm$ 0.5°C, is constantly maintained throughout the galleries and art storage areas. In comparison, a commercial office building would have environmental conditions of 45% to 50%  $\pm$ 5%, depending on climate, at 22°C  $\pm$ 2.0°C.

Should a ventilation system fail there is no redundant plant to maintain conditions. Approximately 80% of the ventilation plant at the combined Hume and Parkes facilities, must run 24 hours a day, every day of the year. This accelerates the wear on components and also raises the risk of critical plant failing after-hours. The main building and the warehouse are thermally stable with internal conditions remaining reasonably constant over a 24-hour period without ventilation. The 1998 extension to the main Gallery is not thermally stable and conditions within this space can deteriorate outside the acceptable limits within as little as three hours.

In the main building the ventilation system utilises constant-velocity air distribution with local reheat. The outside air has been set to a fixed ratio of 10% to assist in maintaining the temperature/humidity balance. Recently

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the spray humidifiers in the main building have been replaced with ultrasonic mist generators using reverse osmosis treated water. This has greatly reduced the level of cleaning required in the air handler units and has minimised the risk of microbiological contamination.

The Hume warehouse possesses two packaged air-conditioning units and the extension building operates nine packaged units. These air-handling units each contain their own refrigeration and humidification plant. The primary filtration is shared between units at each site. Unlike the original Gallery building, none of the sets of packaged units utilise deep-bed filtration. The extension also has two de-humidification units connected to the return air ducts.

The Gallery emergency generator at 80 kVA, has only sufficient capacity to maintain the limited emergency lighting system. The majority of emergency lighting, EWIS and security systems rely on local battery backups. The generator is located in a harsh environment (carpark exhaust fan room) and is approaching the end of its serviceable life.

An excellent draft disaster recovery plan has been developed by Gallery staff to cope with various ventilation failure events. The objective of this plan is to monitor any damage to the art collection and relocate items if necessary. However, should either the entire Gallery or Hume Warehouse's ventilation be unavailable for a period in excess of 24 hours, it is unlikely that sufficient resources or alternate storage locations would be available. This places key criticality on ensuring that the building services provided to the Gallery are of high availability. The maintenance of plant requires a level of intervention greater than for normal office blocks and public buildings.

## ***CURRENT STATUS OF FACILITY***

### **Building Condition**

A Building Condition Assessment was undertaken on Thursday 14 August, 2003 by Mr Jan Stensrud. The overall condition of the Gallery when compared to a new building is 81.7%. This is a reasonable result when the building's age is considered and shows a significant increase on the 1998 Advance FM assessment of 63%. A building of national significance such as the Gallery should have a Building Condition Index target of between 85% to 90%. Notes on Mr Stensrud's inspection are included in Appendix B.

Current and former Building Services' staff have done an admirable job with the resources they have been given. Without their commitment to the Gallery, the conditions would be close to unrecoverable. Consideration



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should be given to formally and publicly acknowledging the effort of Building Services' staff.

Many key items of plant are approaching the end of their functional life and require replacement or major refurbishment. The current enhancement and upgrade works will contribute greatly to dealing with current operational concerns and code compliances, but will not provide for a long-term reliable plant.

## **Strategy and Documentation**

There is little evidence of appropriate long-term strategies to ensure the continued operation of the two facilities. The nature of the maintenance of building services has been largely reactive with only basic preventative maintenance regimes in place.

An asset management database is in use for scheduling preventative Heating Ventilation and Air-Conditioning work. The Maintenance Management System is located on a single personal computer and is not networked or maintained with regular data back-ups. This database uses hand-held Personal Digital Assistants to provide for the maintenance checklists. Job procedures or work instructions are not available at present but could easily be incorporated into the system. There is only limited history records available, consisting mostly of checklist results. This system has great potential to be properly developed and utilised.

Maintenance activity records and reports examined do not enable contractor, staff or plant performance to be measured nor do they establish what critical maintenance activities have been performed over a long period. This makes asset condition assessments less accurate, which can result in either over-spending on refurbishment or not refurbishing sufficient items to ensure ongoing operation of key services. It also places the Gallery at risk should an adverse safety or operational event occur. The resulting enquiry would be unable to establish whether preventative measures been taken to minimise the potential of the adverse event occurring.

## **Staff**

Staff in the Building Services area are stretched beyond their workload capacity. They are working excessive levels of paid and unpaid overtime. They have the technical skills to undertake their duties but little organisational support. In meetings with staff they have expressed apprehension, insecurity and defensiveness. There is a common feeling from staff, that this report is another attempt by the Gallery to silence critics without addressing the fundamental causes of the issues. They feel that they are blamed for the negative outcomes in the public arena.

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Exhibitions and functions activities utilise the resources of Building Services staff for a significant amount of time. The estimate of the percentage of time spent supporting functions or exhibitions for electrical trades staff and General Maintenance Officers is approximately 40%. This work is usually requested at short notice due to functions deadlines and takes priority over building maintenance work. The services provided by Building Services staff in support of exhibitions and functions, require a good understanding of the Gallery's operational environment and the impacts of these activities on both the building's systems and the collection itself. In principle these activities should fit in well with routine maintenance schedules, as planned maintenance jobs can mostly be performed at any time. However, when a large amount of reactive maintenance work is being performed, taking staff off rectification work only adds the decline in building conditions.

## **ELECTRICIANS**

The electricians provide key lighting installation and support for exhibitions and functions. They are often called upon to resolve technical issues with public displays. They also provide basic preventative maintenance to critical plant and a significant amount of reactive maintenance throughout the building. Another service that electrical staff provide is the daily conservation activity of ensuring the art is exposed to the correct lighting levels. As various lighting systems age, the quality of light falling on the art works alters. A skilled and experienced electrician can rapidly identify this and rectify it to minimise damage to the collection.

## **HEATING VENTILATION and AIR-CONDITIONING**

With only one qualified air-conditioning tradesperson employed there is significant risk of this critical system failing. At present the HVAC tradesperson is supported during business hours by one apprentice. After hours the workshop fitter provides on-call relief. With the relocation of the workshop to the Exhibitions Section, the ongoing assistance provided by the fitter has already begun to diminish. This is quite understandable as the fitter's priority must be with exhibitions. Over-time the fitter's ability to provide after hours support will reduce as his current knowledge of the buildings' system decreases.

## **GENERAL MAINTENANCE OFFICERS**

The General Maintenance Officers provide specialised cleaning services to the collection, labour support to trade, functions and installations staff and general courier duties. When a function is being set up or down it is the GMO that moves the furniture and assists installation staff in manual handling and transport of items. The downtime between functions and exhibition set-ups is then spent in support of trade activities and providing

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specialised cleaning services. At times assistance is also provided to warehousing and registration activities.

## **CONTRACTS**

The Gallery currently spends 75% of its facilities budget on contracted services, the largest element being energy. None of the contracts examined provide for any significant management of contractor performance. There are no Service Level Agreements in place to guarantee a minimum outcome, nor provisions for incentives or penalties. The records and information provided by contractors is minimal and is often through informal or verbal communication.

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## **RECOMMENDATIONS**

### **1. Framework For The Planning And Delivery Of Facilities Management**

*Advise the appropriate framework for the planning and delivery of facilities management, including, as appropriate, advise as to the best means of delivery, ie whether in-house or out-sourced.*

- a. To be an intelligent building owner, the Gallery needs to commit to a long-term building management strategy. The building management strategy will consider the operational and business needs of the facility in conjunction with the utilisation of physical assets. All building systems and services require ongoing maintenance to enable optimum performance, they also require end of functional life replacement. These events need to be forecast and planned for, both in funding terms and for opportunity of access in-line with the exhibition program.

Without a building management strategy, the Gallery will be required to react to building events as they occur. This leads to increased and unplanned costs and creates inefficiencies that impact throughout the business. It also distracts executive management and senior operational management from their core responsibilities of operating the Gallery.

The building management strategy requires performance indicators to enable building performance to be measured over time. The Gallery should include a published target and achievement report against the Building Condition Index. The BCI audit can be undertaken yearly prior to the annual report for inclusion as a departmental performance achievement. Building and maintenance performance measures that provide lead indicators of BCI progress should also be part of the section's business plans. These Key Performance Indicators could include industry benchmarks such as: the ratio of preventative to breakdown maintenance performed and the percentage of planned preventative work completed over a period. Other indicators relevant to the Gallery's operation would include: a measure of the average temperature and humidity in controlled areas over time, and the reporting of the number and duration of instances where internal environmental conditions have been outside their set limits.

The key to developing and achieving this strategy is the position of the Building or Facility Manager. Ideally, these duties would be equivalent to the Program Manager level. This would enable the

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officer to convey to the operational Program Managers, the capabilities and limitations of the building to deliver the services required to meet their corporate objectives. Facilities Management is not a core element of the Gallery's business, however the availability of Facilities Management services enables the organisation to achieve its goals.

- b. A holistic approach to facility resourcing, including the Hume warehouse, should be taken to ensure efficiencies are achieved over time. All facilities functions should be grouped under the Facilities Management section. In the Gallery's case these functions may include: Building Services Maintenance, Security, Cleaning, Function and Exhibition Support, and Warehouse Management. There are many synergies between these elements, which should enable greater understanding between work groups and the development of a broader skill base. With a wider range of skills available, the Gallery will be at less risk of failing to provide key services. For example; General Maintenance Officers and Security Officers could provide short-term relief for warehouse and supply staff. This would expose these staff to other elements of the Gallery's business.
  
- c. Long and short-term maintenance plans need to be developed to ensure the buildings' ongoing condition is firstly known and then maintained. Accurate job procedures are also required to ensure risk to the organisation is minimised while improving quality and plant reliability. The Reliability Centred Maintenance approach should be undertaken by the maintainers of the building. This method is described in greater detail against Outcome #3.
  
- d. The Gallery, as a 100-year building, requires an ongoing works program to ensure that services can be upgraded with the minimum disruption during the life of the facility. As an example, in 2000 the Joint House Department negotiated a five-year Administered funding agreement with the Department of Finance and Administration. This funding provides for the planned replacement and refurbishment of the building's existing infrastructure. This work is in addition to the regular routine building maintenance activities, which are funded from the annual Departmental appropriation. The Administered funding agreement also allows for changes of functionality within the facility. Significant improvements or additions to the building's operations are funded separately on a case-by-case application to the Department of Finance and Administration through the Portfolio Minister.

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The alternative to an ongoing asset replacement program is for every 10 to 15 years to create considerable disruption to the Gallery in order to refurbish large areas or systems. A downside of this approach is that many core Gallery staff (exhibition, conservation, collection) may have no workplace to attend or duties to perform for extended periods of time, possibly as long as 12 months. This would make their tenure here less attractive and the Gallery may lose key operational staff thus impacting on the ability to achieve the Gallery's purpose and mission. Another shortcoming of this approach is the uncertainty of funding. It is likely that additional funding would only become available as a result of a crisis. This may create the impression to the Portfolio Minister and the Department of Finance and Administration that the Gallery is not in control of its operations. There is considerable risk in this method of obtaining funding as the Department of Finance and Administration or the Department of Communications, Information Technology and the Arts may remove control of the facility from the Gallery.

- e. It is recommended that for the next three years, as a minimum, internal labour be retained and augmented as identified in the proposed organisation chart as shown in Recommendation 1.f. The benefits of this measure are to:
- Give the Gallery and the Building Manager sufficient time to complete the enhancement project,
  - Develop a bid for ongoing Administered funding,
  - Develop appropriate maintenance plans, strategies and procedures.

These are to be achieved while retaining the current level of corporate and building systems knowledge.

There is little financial benefit in the current operating environment for outsourcing the maintenance activities provided by Building Services staff. The existing and forecast costs of maintenance delivery are well within industry norms. A suitable service provider would be making a significant allowance in their pricing for the level of undefined risk they would be taking on.

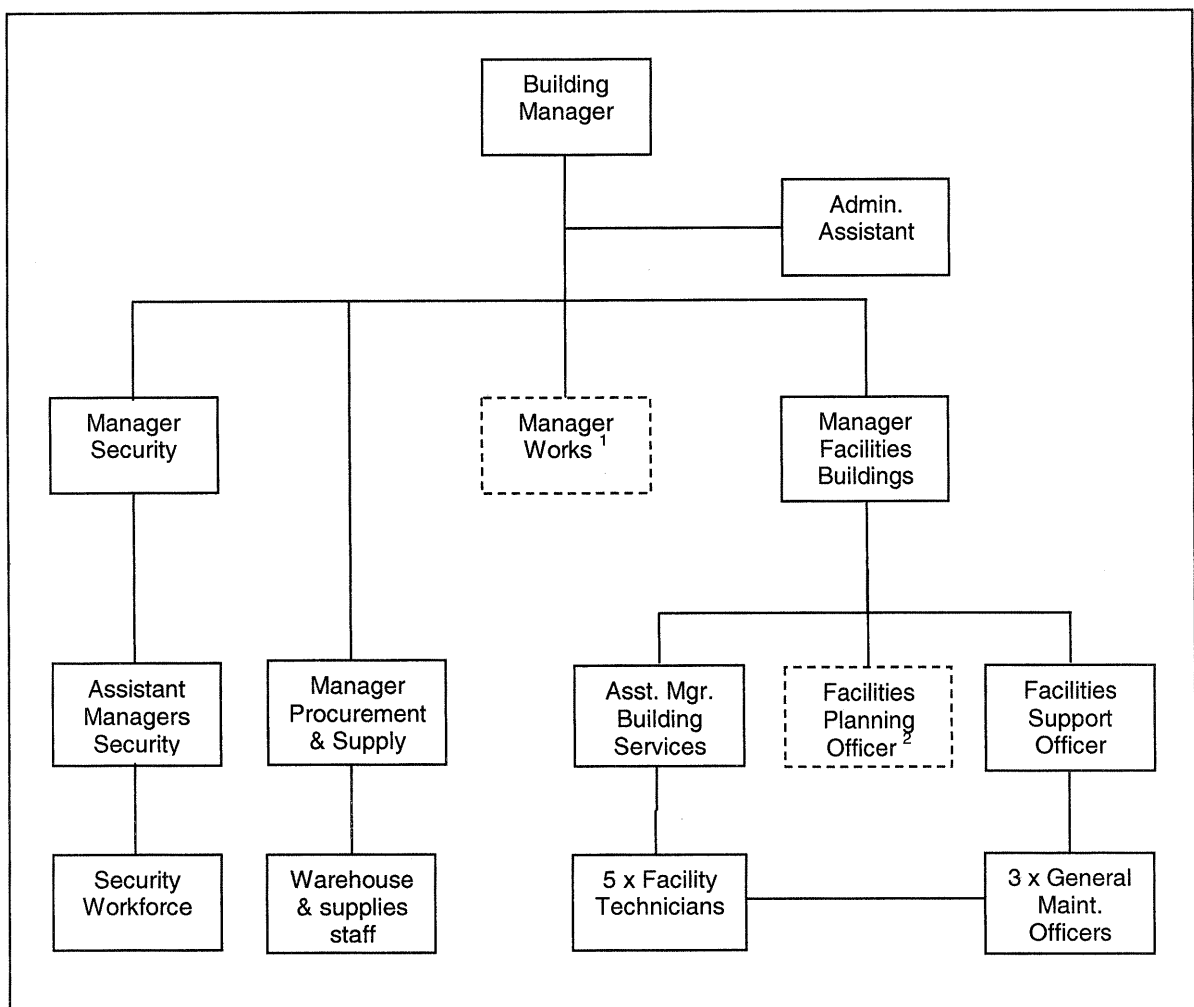
A considerable additional risk to the Gallery is that the most appropriate service provider be overlooked in favour of the provider who has the lowest cost. The contract itself would then be at risk of significant variation or disputation as the level of reactive work and constant need for resources is realised by the provider. It is conceivable that several Facilities Management organisations within a few years, could win the tender, then discover that they have not sufficiently allowed for contingencies and abandon the contract.

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This is because detailed requirements such as, plant history and operating procedures are not sufficiently documented to allow an outsourced provider to undertake an appropriate assessment of the job.

## f. Proposed Organisational Chart for Facilities Management Section

Chart 1



Notes to Chart 1:

1. The Manager Works is shown as a non-ongoing position for 3 years
2. The Facilities Planning Officer is shown as a non-ongoing position for 2 years

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## 2. Facilities Management Resourcing Levels

*Advise the appropriate levels of resourcing – staffing and financial – for facilities management. In relation to staffing, advise the levels, and skills sets, required to manage the combination of in-house and out-sourced operations.*

The following resourcing calculations for Facilities Management section, as shown in Chart 1, exclude the Security and Supply branches. It is assumed that these branches are resourced as per the published structure.

The total forecast annual budget for the revised Facilities Management organisation, excluding security and warehouse, but including energy, exhibition and function support labour, additional positions and salary overheads is \$3,146,154, refer to Table 1 below. The 2003-2004 approved budget for the existing section is \$2,636,263. The revised figure represents a \$509,891 or a 19% increase on budget. This structure is required for the next 2 to 3 years to enable the Gallery to achieve the outcomes of the enhancement project while providing sound ongoing facilities and building management services.

**Table 1. Facilities and Buildings Annual Budget, Years 2003-2006**

Contracts	\$ 1,872,768
Materials	\$ 268,205
Labour	\$ 1,005,181
	<b>\$ 3,146,154</b>

The proposed organisation's salaries, materials and contracts required for the direct upkeep of the Gallery have been calculated to total \$1,753,426, refer to Table 2 below. When expressed in terms of the industry-standard dollars per square metre this represents \$46.12/m<sup>2</sup>. The industry benchmark for buildings of national significance is around \$45-50 per square metre. As a comparison, the Joint House Department spent \$50.02/m<sup>2</sup> in the 2001-2002 financial year to achieve their target Building Condition of 90% for Parliament House. The Gallery's 2003-2004 budget allocated \$39.56/m<sup>2</sup> for maintaining the building, however this included the expectation that existing facilities staff would manage the delivery of the upgrade project. When the project management activities are isolated from building upkeep functions the ratio of dollar per square metre is an



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unacceptably low \$37.82/m<sup>2</sup>. At this level the building condition will continue to fall.

**Table 2. Direct Facilities Management and Building Maintenance Forecast Costs. 2003-2006**

Contracts	\$ 707,768
Materials	\$ 268,205
Labour	\$ 777,453
	<b>\$ 1,753,426</b>

The contents of each budget element is shown in detail in Appendix C.

Notes to Table 2:

1. The proportion of Facilities labour expended in support of exhibition and functions activities was not included in this calculation.
2. Elements included in this calculation are the salaries and overheads of staff and management involved in the delivery of building management services, all services contracts and materials.
3. Energy is not included as this is a function of the organisation's business activities.

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## **Duties**

### **Building Manager/Facility Manager – NGA Executive Level 2**

These duties are addressed in Outcome 4 - Manager, Facilities Management And Gallery Enhancement Program Management.

### **Manager Facilities Buildings – NGA Executive Level 1**

The revised role of Manager Facilities Buildings would be to oversee the delivery of building services activities. A key element of this position is the support of Facilities and Building Services staff through providing them with the systems to ensure their work was carried out in accordance with the building maintenance strategy and to provide them with appropriate development and training initiatives. The Manager Facilities Buildings would work closely with the Facilities Planning Officer and Assistant Manager Building Services to ensure the plans and strategies were in consideration of the building's operating environment.

### **Manager Works – NGA6 to NGA Executive Level 1**

The enhancement program provides sufficient workload for an individual to work on the construction project full-time. It is recommended that the duties be advertised as a Project or Works Manager at the NGA6 to EL1 classification in order to attract an individual who has a proven track record of delivering large and complex projects in a sensitive environment. This officer should be tasked with delivery of the enhancement program only.

The role of the Manager Works would be to provide the link between the Gallery and the contracted project manager. The duties would include constant liaison between key Gallery staff such as Facilities, Building Services, Exhibition, Collection, Registry, Conservation, and the Project Manager and their sub-contractors. The duties would include ensuring that the risks to the collection, daily operations of the Gallery and safety of staff and visitors, were minimised. Other duties would be the creation of statement of requirements to ensure the key clients receive the outcome from the project elements that they desire.

As a member of Gallery staff, the organisational culture of the Gallery would be learned and then conveyed appropriately to project managers, architects, consultants and sub-contractors.

The Works Manager' should be recruited immediately to commence implementation of the project. The tenure could be for the duration of the project if desired. However, the opportunity exists to enable an ongoing rolling upgrade and capital works program to support the 100-year vision of the building as indicated in Recommendation 1.d.

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## **Manager Security – NGA Executive Level 1**

The Manager Security's position has been vacant for several weeks and has not been back-filled by Gallery security staff. Similar to Building Services, a strategic security plan needs to be developed and implemented. The current security climate is unlikely to change in the short-term and plans need to be put into place to ensure the collection is not placed at increased risk. As other national institutions upgrade their security arrangements, there is the danger that the Gallery may become a target by default.

An experienced Security Manager should be recruited or seconded at the earliest opportunity. Noting that these skills are in high demand throughout the country and particularly by Government Agencies coming to terms with the new threat environment, there may be some difficulties in recruiting the most appropriate officer, accordingly a secondment from another agency may be more suitable.

## **Assistant Manager Building Services – NGA 6**

The Assistant Manager Building Services provides the knowledge link between the operations of the trade staff and the management of the section. This officer provides for the prioritisation, scheduling and coordination of building service related trade activities for both Gallery staff and contractors. The duties would require extensive liaison with the Manager Works to ensure scheduling of maintenance and construction work did not conflict. Another critical role of this position is the ongoing optimisation of the building management system in order to reduce or control energy consumption.

## **Facilities Planning Officer – NGA 6**

In order to develop appropriate maintenance plans, strategies and procedures, a non-ongoing Planning Officer is required. It is anticipated that this exercise would take up to two years on a full-time basis. Duties undertaken by this officer would include populating the Asset Management Database with preventative maintenance tasks for all elements of the building, creating job procedures for all maintenance tasks, determining maintenance regimes and intervals for critical plant, developing statements of requirements for maintenance contracts, developing building performance indicators and measurement practices.

This officer would provide a key service in generating the information for the Gallery to use in pursuing an argument with the Department of Finance and Administration for certainty of long-term building rehabilitation and enhancement funding.

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## **Facilities Support Officer – NGA 5**

The role of the Facilities Support Officer would not change greatly. This position would continue to manage the facilities contracts and provide a link from building clients to Building Services staff. The facilities contracts should however, be renegotiated over time to include Service Level Agreements with key performance indicators and targets. This officer would then administer the key performance indicators and provide this information to Facilities Management.

## **Manager Procurement and Supply – NGA 5**

The duties undertaken by the acting Supplies Manager and acting Warehouse Managers are key to preserving the bulk of the National Collection. The current level of resourcing at the Hume Warehouse is not consistent with the degree of risk that the collection is under nor is it commensurate with the value of material stored. An officer with warehousing, supply and distribution skills is required to take a risk management approach to the activities undertaken at the warehouse and provide high level control of the environment.

The collection risk issues that are most likely to be faced by the warehouse are building management concerns such as; air quality, fire, security, pest control and water leaks. There are however, significant additional storage and materials management issues considering the volume and variety of product stored. These include available space, accessibility to collection for the varied stakeholders, manual handling and end of asset life considerations.

These duties would be in addition to the current establishment and the officer should ideally be located at the Hume warehouse.

## **Facilities Technicians x 5 – NGA 4**

There are currently two electricians and one HVAC trades staff employed by the Gallery. In order to provide the Gallery with sufficient resources to preventatively maintain the building and rectify breakdowns, it is recommended that an additional electrician and HVAC tradesperson be recruited. The level of maintenance intervention required for two buildings running predominantly 24-hours daily is far greater than other buildings of similar significance, which in general, may have up to only 20% of their plant working continuously. The electrical trade requires an additional resource when compared to the HVAC trade due to the level of exhibition support work performed.

The duties have been renamed as Facilities Technicians as a process of multi-skilling should be undertaken over the next 2-3 years. The HVAC staff

# **NATIONAL GALLERY OF AUSTRALIA – MAINTENANCE AND ENHANCEMENT CONSTRUCTION ORGANISATIONAL STRUCTURE REPORT**

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could be encouraged to pursue an electrical qualification and the electrical staff, an air-conditioning qualification. The benefits of multi-skilling include; superior redundancy of trade resources, so they can be allocated where the demand was greatest and reduced reliance on individual officers to resolve building issues. Were multi-skilling to be achieved, it would lead to a small reduction in total trade resources required in the long-term.

This initiative could be incorporated into the new Agency Agreement negotiations by offering the opportunity to broadband the trade duties to NGA 4-5 pending attainment of an agreed qualification or level of skill.

While the preferred method of service delivery would be for the additional resources to be ongoing members of Gallery staff, consideration could be made to fill the additional electrical position through non-ongoing or contract labour for the next three years.

## **General Maintenance Officers – NGA 2**

Consideration was made in this project to relocate the General Maintenance Officers to the Exhibitions area, in the same manner as the workshop staff. On examining the time spent assisting exhibitions it was identified that although providing exhibition and function support services does take a priority, it does not consume a majority of the General Maintenance Officers' time. The bulk of their time continues to be assisting Building Services staff with maintaining the building and in providing specialised cleaning services to collection items within the public areas. No changes are recommended for General Maintenance Officers.

## **Associated staff**

It is not recommended to alter the duties or roles of the Assistant Managers Security, the Security Officers or the Warehouse and Supplies Staff as a result of this review.

Example duty statements and selection criteria for the above positions have been included in Attachment C.

The Joint House Department has significant experience in recruiting similar types of positions and can offer support to the Gallery in its recruitment activities.

# NATIONAL GALLERY OF AUSTRALIA – MAINTENANCE AND ENHANCEMENT CONSTRUCTION ORGANISATIONAL STRUCTURE REPORT

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## 3. Facilities Management Operating Procedures

*Review the current operating procedures for facilities management, including the availability of documentation.*

As observed earlier in the report, the historical documentation of building maintenance activities is poor, placing the Gallery at risk of not being able to defend its actions during any investigation. It also makes planning for the future less accurate as reviewing historical trends and extrapolation of data are the main tools for long-term asset replacement forecasts. Neither of these concerns are unrecoverable as within a relatively short period, two years for example, sufficient information can be gathered to manage the areas of highest risk to the organisation.

In order to safely undertake maintenance work it is essential that accurate job procedures exist. Job procedures provide the formalisation of the combined expertise of the maintenance organisation. These are a key tool in ensuring consistent quality of service to the facility. They are also used as a risk-minimisation strategy in complex maintenance tasks within large facilities. The Gallery at present relies heavily on the expertise of individual staff to ensure the safe and accurate provision of maintenance. The outcome of this practice creates a drop in service when these staff are not available. Accurate job procedures enable all maintenance staff and supporting contractors to be made aware of the critical points of any maintenance task, thus increasing their skill and reducing reliance on individuals. An added benefit to even the most skilled trades person, is that good procedures ensure that they don't forget key details while performing the variety of tasks demanded of them.

To create this knowledge resource it is recommended that a fixed-term Planning Officer should be recruited for a period of approximately two years. The prime task of the Facilities Planning Officer would be to develop sound maintenance plans, strategies and job procedures based on the 'Reliability Centred Maintenance' concept of maintenance management. The principle of Reliability Centred Maintenance as most notably promoted by John Moubray, requires that when undertaking maintenance in any environment, the consequences of plant failure must be considered. All building systems and services should be assessed for their impact on the organisation's core business. If failure of the maintained services places the organisation's business goals at risk, then the service should either be duplicated or maintained to a level where the possibility of unexpected failure is minimised. The technique arose initially in the aviation industry where the consequences of failure have potentially devastating effects but has spread throughout utilities, manufacturing and more recently building services industries. Another principle of Reliability Centred Maintenance is the extensive use of condition monitoring as a preference to performing time-based services regardless of plant condition or actual usage time.

# **NATIONAL GALLERY OF AUSTRALIA – MAINTENANCE AND ENHANCEMENT CONSTRUCTION ORGANISATIONAL STRUCTURE REPORT**

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Condition monitoring is far less invasive to the plant, thus reducing the risk of maintenance induced failure, and ensures that the items requiring maintenance receive priority attention.

All maintenance information should be incorporated into the maintenance management system. This enables the automation of accurate forecasting and reporting of maintenance activities. With this information, the Gallery would be able to develop an argument with the Department of Finance and Administration to supplement their funding based on the replacement costs of a 100-year facility.

# NATIONAL GALLERY OF AUSTRALIA – MAINTENANCE AND ENHANCEMENT CONSTRUCTION ORGANISATIONAL STRUCTURE REPORT

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## 4. Manager, Facilities Management And Gallery Enhancement Program Management

*Advise on the skills set required for a proposed interim position of Manager, Facilities Management and Gallery Enhancement Program Management. It is anticipated that this position would not continue past the finalisation of the new front entrance project.*

The Building Manager, as head of facilities, would be required to manage the provision of infrastructure services to the Gallery. They would oversee the development of the long-term building strategy, the Administered funding proposal with the Department of Finance and Administration, the current rehabilitation and enhancement program and the ongoing delivery of Security, Building Management and Warehouse services. The officer should be a strong leader who is able to guide teams through change and performance improvement.

Staff reporting directly to this position would be: Manager Security, Manager Facilities Buildings, Manager Procurement and Supply and Manager Works.

These duties require an experienced Facility Manager who also is able to demonstrate skills in the development of high-level building or maintenance management strategies. Excellent communication, negotiation and representation skills would be essential as this position would often have to balance the operational needs of the Gallery's programs with the requirement to ensure building services remain at high availability levels.

Recruitment for this position should commence prior to any other employment action within the Facilities area. Consideration should be given to the method of advertising the tenure of these duties as the most suitable candidates may not be attracted to a fixed term contract. The skills required for this position will have an ongoing need beyond the completion of the enhancement project and therefore should be ongoing.

A duty statement and selection criteria for this position have been included at Appendix C.



# NATIONAL GALLERY OF AUSTRALIA – MAINTENANCE AND ENHANCEMENT CONSTRUCTION ORGANISATIONAL STRUCTURE REPORT

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## ***APPENDIX A –NGA Request for Consultancy***

### **GALLERY MAINTENANCE AND ENHANCEMENT CONSTRUCTION ORGANISATIONAL STRUCTURE**

#### **Purpose**

The National Gallery of Australia seeks to engage the services of Mr John Nakkan, Director, Maintenance Services, Joint House Department, to assist the Gallery develop an appropriate organisational structure and operating systems to meet its immediate and long term construction and maintenance obligations.

#### **Background**

The Gallery's building in Parkes has now attained 20 years of operation. Major overhauls have been applied to the heating, ventilation and air-conditioning systems, as well as to other building systems such as the early warning information and the lightning protection and security systems.

Final resolution of a new front entrance is imminent, with planning and design to commence in the near future, with construction works expected to commence by end 2004.

#### **Project**

The Gallery is seeking advice to ensure that it can establish the best infrastructure to manage its facilities as an "intelligent" building owner.

#### **Scope**

The services required, in the context of a 100 year building, are:

1. Advise the appropriate framework for the planning and delivery of facilities management, including, as appropriate, advice as to the best means of delivery, ie whether in-house or out-sourced.
2. Advise the appropriate levels of resourcing – staffing and financial – for facilities management. In relation to staffing, advise the levels, and skills sets, required to manage the combination of in-house and out-sourced operations.
3. Review the current operating procedures for facilities management, including the availability of documentation.
4. Advise on the skills set required for a proposed interim position of Manager, Facilities Management and Gallery Enhancement Program

# **NATIONAL GALLERY OF AUSTRALIA – MAINTENANCE AND ENHANCEMENT CONSTRUCTION ORGANISATIONAL STRUCTURE REPORT**

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Management. It is anticipated that this position would not continue past the finalisation of the new front entrance project.

## **Timing of consultancy project**

The project is expected to be of approximately 4 weeks duration commencing early August 2003.

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Prepared by HRM Department 26 June 2003

# NATIONAL GALLERY OF AUSTRALIA – MAINTENANCE AND ENHANCEMENT CONSTRUCTION ORGANISATIONAL STRUCTURE REPORT

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## ***APPENDIX B - Building Condition Audit of National Gallery***

Audit undertaken by Mr Jan Stensrud – Building Condition Monitoring Officer, Joint House Department. Thursday 14 August, 2003.

<b>Facility Precinct</b>	<b>BCI Score</b>	<b>Comments</b>
Public Areas	83.3%	<ul style="list-style-type: none"> <li>• Refurbish leather on the bench seats</li> <li>• Parquetry floor needs cutback and polish</li> <li>• Carpet replacement around Theatre area</li> <li>• Cleaning of windows</li> <li>• Glazing needs attention</li> <li>• Condensation Problems</li> <li>• The old Quarry Tile floor does not do much for the appearance of the rooms.</li> </ul>
Staff Areas	77.1%	<ul style="list-style-type: none"> <li>• Carpet replacement</li> <li>• Leather refurbishment to lounges at lift foyer.</li> <li>• Window cleaning</li> <li>• Glazing needs attention</li> <li>• Condensation Problems</li> <li>• Parquetry refurbishment in the members bar.</li> </ul>
Basement Areas	83.4%	<ul style="list-style-type: none"> <li>• Not in a bad condition</li> </ul>
External Areas	83.1%	<ul style="list-style-type: none"> <li>• Cleaning down of the façade</li> <li>• Signs of water leaks</li> </ul>
<b>BCI Average</b>	<b>81.7%</b>	

# NATIONAL GALLERY OF AUSTRALIA – MAINTENANCE AND ENHANCEMENT CONSTRUCTION ORGANISATIONAL STRUCTURE REPORT

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## ***APPENDIX C - Budget Tables***

**Table 3 - Forecast Salaries, Years 2003-2006**

TITLE	LEVEL	SALARY <sup>1</sup>
Building Manager	EL2	\$ 84,100
Manager Facilities & Building Services	EL1	\$ 74,418
Manager Works Projects <sup>2</sup>	NGA6 - EL1	\$ 74,418
Assist Manager Building Services	NGA6	\$ 56,908
Facilities Planning Officer <sup>3</sup>	NGA6	\$ 56,908
Planning and Facilities Support Officer	NGA5	\$ 47,123
Facilities Technician (Electrical)	NGA4	\$ 43,260
Facilities Technician (Electrical)	NGA4	\$ 43,260
Facilities Technician (Electrical)	NGA4	\$ 43,260
Facilities Technician (HVAC)	NGA4	\$ 43,260
Facilities Technician (HVAC)	NGA4	\$ 43,260
Administrative Assistant	NGA3	\$ 38,599
General Maintenance Officer	NGA2	\$ 34,814
General Maintenance Officer	NGA2	\$ 34,814
General Maintenance Officer	NGA2	\$ 34,814
Overtime		\$ 20,000
SUB-TOTAL		\$ 773,216
Including Overheads @30%		<b>\$ 1,005,181</b>

Notes to Table 3:

1. All salaries have been calculated at maximum increment at 19 August 2003 and do not allow for salary increases associated with Certified Agreement 2001-2003 or subsequent agreements
2. This position is required for the duration of the enhancement and construction project. The actual classification level from NGA 6 to EL1 will be determined during recruitment.
3. It is anticipated that this position will be required for 2 years only.

# NATIONAL GALLERY OF AUSTRALIA – MAINTENANCE AND ENHANCEMENT CONSTRUCTION ORGANISATIONAL STRUCTURE REPORT

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**Table 4 - Salary Calculation for Maintenance \$/m<sup>2</sup>**

TITLE	LEVEL	SALARY
Building Manager	EL2	\$ 84,100
Manager Facilities & Building Services	EL1	\$ 74,418
Manager Works Projects <sup>1</sup>	NGA6 - EL1	\$ 0
Assist Manager Building Services	NGA6	\$ 56,908
Facilities Planning Officer	NGA6	\$ 56,908
Planning and Facilities Support Officer <sup>2</sup>	NGA5	\$ 40,055
Facilities Technician (Electrical) <sup>3</sup>	NGA4	\$ 25,956
Facilities Technician (Electrical) <sup>3</sup>	NGA4	\$ 25,956
Facilities Technician (Electrical) <sup>3</sup>	NGA4	\$ 25,956
Facilities Technician (HVAC)	NGA4	\$ 43,260
Facilities Technician (HVAC)	NGA4	\$ 43,260
Administrative Assistant	NGA3	\$ 38,599
General Maintenance Officer <sup>3</sup>	NGA2	\$ 20,888
General Maintenance Officer <sup>3</sup>	NGA2	\$ 20,888
General Maintenance Officer <sup>3</sup>	NGA2	\$ 20,888
Overtime		\$ 20,000
<b>SUB-TOTAL</b>		<b>\$598,041</b>
Including Overheads @30%		<b>\$777,453</b>

Notes to Table 4:

1. This position does not directly support building upkeep and is not included in cost per square metre calculation.
2. The Planning and Facilities Support Officer's salary has been reduced by 15% to allow for the activities performed in support of functions and exhibition set-up.
3. The Electrical Technicians and General Maintenance Officer's salaries have been reduced by 40% to allow for the activities performed in support of functions and exhibition set-up.

# NATIONAL GALLERY OF AUSTRALIA – MAINTENANCE AND ENHANCEMENT CONSTRUCTION ORGANISATIONAL STRUCTURE REPORT

**Table 5 - Forecast Contract Costs**

<b>CONTRACT</b>	<b>EXISTING/NEW</b>	<b>ESTIMATED COST</b>
Air handler plumbing	Existing	\$ 5,000
Air quality testing	Existing	\$ 20,000
Air-conditioning service	Existing	\$ 3,000
Appliance testing	New	\$ 8,000
Boiler service	Existing	\$ 2,000
Building controls	Existing	\$ 40,000
Bulk relamping	New	\$ 10,000
Chiller service	Existing	\$ 26,312
Cleaning - general building	Existing	\$ 249,676
Consultancies as required	New	\$ 50,000
Cooling tower annual clean	Existing	\$ 3,964
Cooling tower quarterly clean	Existing	\$ 2,000
De-humidifier maintenance	Existing	\$ 3,640
Diesel Generator	Existing	\$ 1,500
Ductwork cleaning/inspection	New	\$ 10,000
Electricity supply <sup>1</sup>	Existing	\$ 835,000
Elevated work platforms	Existing	\$ 1,790
Fire & smoke dampers supplementary	Existing	\$ 30,000
Fire maintenance -comprehensive	Existing	\$ 30,504
Garbage and Pest Control	Existing	\$ 90,324
Gas supply <sup>1</sup>	Existing	\$ 240,000
Grease Pit	Existing	\$ 1,800
Hoists	Existing	\$ 2,936
Humidifier cleaning	Existing	\$ 19,008
Hygiene services	Existing	\$ 3,000
Kitchen exhaust filters	Existing	\$ 2,000
Kitchen gas equipment	Existing	\$ 2,184
Lifts	Existing	\$ 21,600
Plumbing	Existing	\$ 25,000
Reverse Osmosis plant	Existing	\$ 10,932
Sewage Pit Clean	Existing	\$ 1,000
Thermographic analysis - 5 yearly	\$25,000/5 years	\$ 5,000
Water supply <sup>1</sup>	Existing	\$ 90,000
Water testing - Fiona Hall garden	Existing	\$ 900
Water testing - as requested	Existing	\$ 2,808
Water testing - spray humidifiers	Existing	\$ 7,920
Water testing - ultrasonic humidifiers	Existing	\$ 5,280
Water treatment	Existing	\$ 8,690
		<b>\$ 1,872,768</b>

Notes to Table 5:

1. Electricity, Gas and Water supply charges are not included in calculating Maintenance Cost Per Square Metre

# NATIONAL GALLERY OF AUSTRALIA – MAINTENANCE AND ENHANCEMENT CONSTRUCTION ORGANISATIONAL STRUCTURE REPORT

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**Table 6 - Materials**

<b>MATERIAL</b>	<b>COST</b>
Air-conditioning spares	\$ 5,000
Assorted cable	\$ 12,000
Batteries	\$ 1,000
Bearings	\$ 5,000
Cleaning Materials	\$ 10,000
De-humidifier materials	\$ 5,000
Electrical Parts	\$ 35,000
Humidifier materials	\$ 10,000
HVAC Filter material	\$ 25,000
Lamps	\$ 80,000
Light fittings	\$ 20,000
Minor works	\$ 10,000
Overheads - staff and office	\$ 28,205
Pullies	\$ 7,000
Tiling and Slate repairs	\$ 10,000
Vee belts	\$ 5,000
	<b>\$ 268,205</b>

# NATIONAL GALLERY OF AUSTRALIA – MAINTENANCE AND ENHANCEMENT CONSTRUCTION ORGANISATIONAL STRUCTURE REPORT

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## **APPENDIX D**

### **Example Duty Statements for key positions**

#### **DUTY STATEMENT**

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Local Title: Building Manager

**NGA Executive Level 2**

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Immediate Supervisor: Deputy Gallery Director  
Senior Executive Service Level 1

Security Assessment: Not Assessed

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Undertake duties in accordance with the Gallery's Work Level Standards for NGA Executive Level 2. The duties will include, but are not limited to, the following:

1. Provide high-level leadership to building management functions including maintenance, contract, warehousing, supply, security, compliance and finance issues.
2. Develop long-term building and facilities management strategies to ensure the on-going functionality of Gallery buildings
3. Undertake reviews and audits of facility management projects and practices
4. Provide high-level facilities and building management policy advice to the Gallery's Executive
5. Represent the Gallery at relevant industry and government forums
6. Monitor industry developments to ensure the development and implementation of best practice processes in the facility management of the Gallery

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Duties representing highest function: 1 and 2

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# NATIONAL GALLERY OF AUSTRALIA – MAINTENANCE AND ENHANCEMENT CONSTRUCTION ORGANISATIONAL STRUCTURE REPORT

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## SELECTION CRITERIA

---

Local Title: Building Manager

**NGA Executive Level 2**

---

Immediate Supervisor: Deputy Gallery Director  
Senior Executive Service Level 1  
Security Assessment: Not Assessed

---

## IMPORTANT

1. Proven leadership, management, administrative and organisational abilities of a high order together with a high level of achievement orientation, strategic thinking and analytical skills.
  2. Knowledge and experience commensurate with the level of the position including:
    - demonstrated ability to provide high-level management input to building and facilities management policy and related activities;
    - extensive experience in organisational management activities including process and information reviews;
    - appropriate technical knowledge and specific knowledge of building operating systems; and
    - understanding of Commonwealth Government financial practices and policies,
  3. Demonstrated capacity to use innovative ideas and lateral approaches in delivering required outcomes on time and within budget.
  4. Demonstrated high-level investigative and research abilities, leading to the development of high-level policy advice.
  5. Proven oral and written communication skills of a high order together with a high level of proven negotiation, interpersonal and representational skills.
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## Eligibility/Other Requirements: Nil

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# NATIONAL GALLERY OF AUSTRALIA – MAINTENANCE AND ENHANCEMENT CONSTRUCTION ORGANISATIONAL STRUCTURE REPORT

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## DUTY STATEMENT

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Local Title: Manager Facilities Buildings      **NGA Executive Level 1**

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Immediate Supervisor:      Building Manager  
   Executive Level 2  
Security Assessment:      Not Assessed

---

Undertake duties in accordance with the Gallery's Work Level Standards for NGA Executive Level 1. The duties will include, but are not limited to, the following:

1. In accordance with the corporate plan, manage and control day to day operations of the Facilities and Buildings Services Section including reporting as required by the business plan and performance management system.
2. Provide leadership in change management, resource management, technical knowledge and management skills.
3. Oversight the supervision, training and rostering of departmental staff and the selection and induction of maintenance service providers to ensure that a high standard of service is delivered to client areas.
4. Develop, implement and operate performance-based maintenance contracts for the delivery of non-core maintenance activities.
5. Introduce and maintain contemporary maintenance practices to ensure quality outcomes. Liaise with other areas of the department to enable best practice in asset management and maintenance.

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Duties representing highest function: 1

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# NATIONAL GALLERY OF AUSTRALIA – MAINTENANCE AND ENHANCEMENT CONSTRUCTION ORGANISATIONAL STRUCTURE REPORT

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## SELECTION CRITERIA

---

Local Title: Manager Facilities Buildings      **NGA Executive Level 1**

---

Immediate Supervisor:      Building Manager  
   Executive Level 2  
Security Assessment:      Not Assessed

---

### IMPORTANT

1. Ability to effectively apply leadership in a business management environment.
  2. Demonstrated leadership experience in client service, change management and asset management.
  3. Knowledge and experience commensurate with the level of the position including:
    - technical knowledge relevant to the position; and
    - knowledge and experience in staff and budget management and administration.
  4. Ability to contribute to policy development and prepare operational guidelines.
  5. Oral and written communication skills of a high order together with a high level of negotiation and communication skills with proven customer service experience.
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**Eligibility/Other Requirements:** Relevant trade qualifications and extensive experience in an associated field essential. Completion of post-trade training highly desirable

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# NATIONAL GALLERY OF AUSTRALIA – MAINTENANCE AND ENHANCEMENT CONSTRUCTION ORGANISATIONAL STRUCTURE REPORT

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## DUTY STATEMENT

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Local Title: Manager, Works Projects **NGA Level 6/Executive Level 1**

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Immediate Supervisor: Building Manager  
Executive Level 2  
Security Assessment: Not Assessed

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Undertake duties in accordance with the Gallery's Work Level Standards for NGA Level 6 or Executive Level 1. The duties will include, but are not limited to, the following:

1. Manage the delivery of the refurbishment and enhancement project for the Gallery.
2. Undertake detailed programming and allocate project elements requiring planning, implementation and coordination.
3. Liaise with clients and the project manager to ensure progress on project elements are regularly communicated to relevant parties
4. Monitor project expenditure
5. Develop Statement of Requirement documentation for new works projects
6. Manage consultants during detailed design development and assist in the coordination and review of proposed design solutions.
7. Liaise with relevant external authorities as required for capital or engineering works requiring their consideration.

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Duties representing highest function: 1

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# NATIONAL GALLERY OF AUSTRALIA – MAINTENANCE AND ENHANCEMENT CONSTRUCTION ORGANISATIONAL STRUCTURE REPORT

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## DUTY STATEMENT

---

Local Title: Manager Security

**NGA Executive Level 1**

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Immediate Supervisor: Building Manager  
Executive Level 2

Security Assessment: Not Assessed

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Undertake duties in accordance with the Gallery's Work Level Standards for NGA Executive Level 1. The duties will include, but are not limited to, the following:

1. Under limited direction, manage the operations of the team responsible for the strategic and day-to-day management and operation of the Gallery's Security Section, including:
    - development of staff;
    - development of policies, standards, procedures;
    - development and coordination of work programs;
    - determination of priorities; and
    - ensuring compliance with accepted standards.
  2. Develop, implement and administer contracted arrangements relating to security services.
  3. Develop, implement and monitor programs for the management of security, risk management and special projects and activities.
  4. Develop and maintain programs for the delivery of a range of corporate services, including performance management and reporting and other executive projects and providing support for executive staff.
  5. Participate in the development of resource budgets and their management.
  6. Provide support to the Facilities Management Department in line with Gallery-wide requirements and work priorities.
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Duties representing highest function: 1

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# NATIONAL GALLERY OF AUSTRALIA – MAINTENANCE AND ENHANCEMENT CONSTRUCTION ORGANISATIONAL STRUCTURE REPORT

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## SELECTION CRITERIA

---

Local Title: Manager Security

**NGA Executive Level 1**

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Immediate Supervisor: Building Manager  
Executive Level 2  
Security Assessment: Not Assessed

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## IMPORTANT

1. Demonstrated ability to direct a team responsible for the strategic and day-to-day management and operation of a key service delivery section within the Gallery's Facilities Management Department - with a focus on delivering effective and efficient outcomes.
2. Extensive experience in the management of protective security in a risk management environment, including relevant experience in the management of security staff and the administration of security facilities.
3. Strong client service approach, project management and people management skills and the ability to select and manage external contracted services.
4. Demonstrated ability to organise, negotiate, liaise and communicate effectively within and outside the Gallery and observation, analytical and problem solving skills of a high order.
5. Demonstrated knowledge and experience in financial, resource and administrative management and a willingness to commit to the delivery of corporate objectives and outputs.
6. An understanding of the contemporary Commonwealth public sector environment including Occupational Health and Safety and performance management and reporting.

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**Eligibility/Other Requirements:** Relevant qualifications and extensive experience in an associated field essential.

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# NATIONAL GALLERY OF AUSTRALIA – MAINTENANCE AND ENHANCEMENT CONSTRUCTION ORGANISATIONAL STRUCTURE REPORT

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## DUTY STATEMENT

---

Local Title: Assistant Manager Building Services

**NGA Level 6**

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Immediate Supervisor:      Manager Facilities Buildings  
  Executive Level 1

Security Assessment:         Not Assessed

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Undertake duties in accordance with the Gallery's Work Level Standards for NGA Level 6. The duties will include, but are not limited to, the following:

Under limited direction of the Manager Facilities Buildings:

1. Provide maintenance schedule coordination to electrical and air-conditioning trade staff. Including ensuring that all scheduled tasks are issued and job completion or hand-over information is provided.
  2. Manage the day to day operation and conduct of maintenance contractors.
  3. Provide support and relief to the Manager Facilities Buildings on issues related to managing the section.
  4. Operate, monitor and develop the Building Management System to ensure optimal energy efficiency and plant availability.
  5. Provide first instance technical information to section administrative staff, trade staff and building clients to ensure the smooth completion of tasks.
  6. Ensure the highest levels of safety in compliance with the Gallery's Occupational Health and Safety Policy.
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Duties representing highest function: 1

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# NATIONAL GALLERY OF AUSTRALIA – MAINTENANCE AND ENHANCEMENT CONSTRUCTION ORGANISATIONAL STRUCTURE REPORT

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## SELECTION CRITERIA

---

Local Title: Assistant Manager Building Services

**NGA Level 6**

---

Immediate Supervisor:      Manager Facilities Buildings  
   Executive Level 1  
Security Assessment:      Not Assessed

---

## IMPORTANT

1. Demonstrated administrative and supervisory skills and the ability to effectively organise section work-flow and coordinate a work group consisting of multiple trade disciplines.
2. Knowledge and experience commensurate with the level of the position including:
  - ability to work with modern technology including computerised building management systems and maintenance management systems;
  - ability to manage maintenance contracts, develop standards and monitoring performance against those standards; and
  - understanding of maintenance planning.
3. Strong client focus, advanced understanding of customer service requirements and the ability to establish and maintain effective working relationships.
4. Demonstrated oral and written communication skills, proven negotiation and analytical skills together with the ability to prepare work group related reports and provide advise on results.
5. Demonstrated ability to work in a team environment and to contribute to the overall objectives of the section.

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**Eligibility/Other Requirements:** Qualification and extensive experience in a related discipline to a senior level.

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# NATIONAL GALLERY OF AUSTRALIA – MAINTENANCE AND ENHANCEMENT CONSTRUCTION ORGANISATIONAL STRUCTURE REPORT

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## DUTY STATEMENT

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Local Title: Facilities Planning Officer

**NGA Level 6**

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Immediate Supervisor: Building Manager  
Executive Level 2

Security Assessment: Not Assessed

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Undertake duties in accordance with the Gallery's Work Level Standards for NGA Level 6. The duties will include, but are not limited to, the following:

Under limited direction of the Manager, Facilities Buildings:

1. Develop maintenance strategies and long-term maintenance plans for building assets at the National Gallery's Hume and Parkes sites
  2. Prepare Job and OH&S procedures for maintenance work to be performed by Gallery staff and advise/review contractors' Job and OH&S procedures
  3. Identify risks associated with building assets, analyse these risks and develop strategic maintenance/engineering responses. Provide advice to Building Manager in relation to long-term strategic maintenance plans.
  4. Develop condition-monitoring programs, review outcomes and optimise long-term maintenance plans based on the analysis.
  5. Monitor relevant statutory codes, regulations and safety instructions and ensure all job procedures comply with any updates.
  6. Produce reports and information as required
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Duties representing highest function: 1 & 2

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# NATIONAL GALLERY OF AUSTRALIA – MAINTENANCE AND ENHANCEMENT CONSTRUCTION ORGANISATIONAL STRUCTURE REPORT

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## SELECTION CRITERIA

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Local Title: Facilities Planning Officer

**NGA Level 6**

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Immediate Supervisor: Building Manager

Executive Level 2

Security Assessment: Not Assessed

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## IMPORTANT

1. Ability to effectively apply technical, administrative and supervisory skills relevant to the position.
  
3. Knowledge and experience commensurate with the level of the position, including:
  - demonstrated experience in the development of maintenance strategies;
  - demonstrated experience in asset risk identification, analysis and identification of appropriate maintenance strategies;
  - ability to analyse, identify and coordinate condition monitoring programs, life cycle costs and prepare optimal maintenance plans; and
  - experience in preparation of financial models for asset maintenance.
  
4. Proven ability to operate a computerised maintenance management system.
  
5. Demonstrated oral and written communication skills including the ability to prepare technical and business related reports.
  
6. Demonstrated experience to work in a team environment and to contribute to the overall objectives of the organization.
  
7. Proven negotiation and analytical skills.

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**Eligibility/Other Requirements:** Trade or professional qualifications in the mechanical/electrical disciplines together with extensive experience in maintenance planning.

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# NATIONAL GALLERY OF AUSTRALIA – MAINTENANCE AND ENHANCEMENT CONSTRUCTION ORGANISATIONAL STRUCTURE REPORT

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## DUTY STATEMENT

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Local Title: Manager Procurement and Supply

**NGA Level 5**

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Immediate Supervisor: Building Manager  
Executive Level 2

Security Assessment: Not Assessed

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Undertake duties in accordance with the Gallery's Work Level Standards for NGA Level 5. The duties will include, but are not limited to, the following:

Under limited direction of the Building Manager:

1. Manage and control the day to day operations of the Hume Warehouse to ensure the timely and efficient distribution and receipts of materials.
  2. Ensure that Gallery and Commonwealth Purchasing guidelines are observed.
  3. Ensure that the Warehouse environment, building and security systems and materials handling equipment are within acceptable performance tolerances and arrange for emergency repair where necessary
  4. Provide policy advice and recommendation concerning the development, modification and improvement of delivery, distribution and storage services to the Gallery
  5. Contribute to the guidance, direction and development of subordinate staff
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Duties representing highest function: 1 & 2

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# NATIONAL GALLERY OF AUSTRALIA – MAINTENANCE AND ENHANCEMENT CONSTRUCTION ORGANISATIONAL STRUCTURE REPORT

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## SELECTION CRITERIA

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Local Title: Manager Procurement & Supply

**NGA Level 5**

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Immediate Supervisor: Building Manager

Executive Level 2

Security Assessment: Not Assessed

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## IMPORTANT

1. Ability to effectively apply administrative, organisational and supervisory skills relevant to the position.
  2. Sound supervisory skills including on-the-job training, staff assessment and performance counselling in relation to work area and the ability to plan and coordinate work across a number of areas or activities.
  3. Knowledge and experience commensurate with the level of the position including:
    - practical experience in the operation of a large goods control and distribution facility. Proven management skills within a materials handling environment; and
    - sound knowledge of the procedures involved in the purchasing, receipt and distribution of stores.
  4. Demonstrated investigative and research abilities and proven experience in the preparation of submissions and reports. Ability to contribute to policy development and to prepare operational guidelines
  5. Demonstrated oral and written communication skills. Proven negotiation and analytical skills.
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**Eligibility/Other Requirements: Nil**

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# NATIONAL GALLERY OF AUSTRALIA – MAINTENANCE AND ENHANCEMENT CONSTRUCTION ORGANISATIONAL STRUCTURE REPORT

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## **APPENDIX E**

### **Building Information**

Constructed between 1974 and 1982  
Floor area Parkes 32,954 square metres  
Floor area Hume 5,067 square metres  
Temperature 21°C ±0.5°C  
Humidity 55%RH ±3%RH  
Deep bed filtration 85% of air volume to 1 micron in main building

### **Staff**

Alan Froud Deputy Director  
Meetings 26 June, 4 August, 13 August

Tony Rhynehart – Head of Human Resources Management  
Meetings 26 June, 4 August

Garry Cox – Manager Facilities Buildings  
Meetings 19 August, 20 August, 21 August

John Santolin – Manager IT and Office Services  
Administration tour 4 August

Tava Sitauti – Assistant Manager Facilities  
Meeting and plant room tour 4 August 2003, contracts meeting 6 August,  
Ongoing assistance throughout project

Zora Santrac – Administrative Assistant (Acting)  
Meeting 4 August, Gallery Tour 5 August, Ongoing assistance throughout  
project

Tui Tahi – Electrician  
Michael Sultana – HVAC trades person  
Vaselka Koneska – General Maintenance Officer  
John Gryniewicz – General Maintenance Officer  
Josip Rukavina – HVAC Apprentice/ General Maintenance Officer  
Meeting 5 August

David Eals - Security  
Joe Stefek - Security  
Control Room visit 5 August

Karyn Cooper – Manager Finance

Joy Pensko – Planning and Facilities Support Officer  
Meeting 6 August, Ongoing assistance throughout project

# NATIONAL GALLERY OF AUSTRALIA – MAINTENANCE AND ENHANCEMENT CONSTRUCTION ORGANISATIONAL STRUCTURE REPORT

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Adam Worrall – Head Exhibitions and Travelling Exhibitions  
Meeting 6 August

Janet Hughes – Head of Conservation  
Meeting 6 August

Frank Navarro – Acting Supplies Manager  
Philip Murphy – Acting Warehouse Manager  
Annie Conner – Acting stores officer  
Meeting, site visit 7 August

Matthew Hogan – Electrician  
Meeting 11 August

Charles Summerell – Carpenter  
Brett Redfern – Carpenter  
David Sharrock – Carpenter  
Darren Houlihan – Fitter  
Helmut Rudolf - Painter  
Meeting 12 August

Ren Pryor – Registrar  
Meeting and tour 13 August

## References

National Gallery Act 1975  
NGA Annual Report 2001-2002  
NGA Certified Agreement 2001-2003  
NGA Disaster recovery plans  
NGA Facilities budget 2003-2004  
NGA Portfolio Budget Statement 2003-2004  
NGA Service Charter  
NGA Strategic Plan 2001-2004  
National Gallery of Australia – Gallery Floor Areas and Dimensions  
Measurements. Page Kirkland Lorimer  
Staffing levels  
Organisational chart  
Maintenance Management System – National Gallery of Australia – Asset  
Management Database. Provided by Steensenvarming P/L  
Condensation Investigation National Gallery of Australia – William B. Rose,  
11 October 1995  
Advance FM Australasian Art Gallery Benchmarking Study, May 1998  
JHD Annual Report 2001-2002  
Honeywell Building Management System

# **NATIONAL GALLERY OF AUSTRALIA – MAINTENANCE AND ENHANCEMENT CONSTRUCTION ORGANISATIONAL STRUCTURE REPORT**

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## **Acknowledgments**

Mr Michael Bolton – Secretary, Joint House Department  
Mr Andrew Smith – Executive Leader Operations, Joint House Department  
Jan Stensrud – Building Condition Monitoring Officer, Joint House  
Department, Building Condition Audit 14 August  
Advance FM – Mr John Dreha for approval to use BCI methodology  
Reliability Centred Maintenance – Second Edition – John Moubray