

Change Management Plan / Consultation Plan

1. Background and reason for change

1.1 Scope

This change management plan applies to Taronga Western Plains Zoo team members directly or indirectly impacted by the development, launch and management of the Serengeti Resort.

1.2 Context

- A core challenge to visitation and revenue at Taronga Western Plains Zoo is a lack of suitable family accommodation in the Dubbo region.
- The Serengeti Resort is designed to offer enhanced visitor experience through encouraging longer stays and more immersive connections to wildlife and conservation outcomes, enhancing the attractiveness of Dubbo as a destination and Taronga Western Plains Zoo as a premium tourism attraction.
- The introduction of the Serengeti Resort also requires a review of current operating practices ensuring role clarity, sustainable organisational structure and improved operational efficiency.
- This project is the largest single project in Taronga Western Plains Zoo's history and will require significant investment, leadership and change management to be successfully realised

These areas of focus drive the following cases for change at Taronga Western Plains Zoo:

- The requirement to provide additional accommodation offerings in Dubbo to support and uplift revenue and visitation thus strengthening the long-term sustainability of Taronga Western Plains Zoo.
- Realising the opportunity to integrate, align and improve operations, efficiency and role clarity.
- Greater alignment with Taronga's strategic conservation and visitor engagement goals.
- The need to enhance offerings to meet visitor needs and expectations of a contemporary tourism and hospitality venue.

The Serengeti Resort is currently scheduled to open from 28 February 2027.

1.3 Objectives

The changes proposed as part of this program of work are designed to:

- Develop and implement a structure to support operations of this new business
- Support Taronga team members through change with clear, consistent communication.
- Enable the adoption of new behaviours, processes and ways of working
- Minimise disruptions to operations and employee wellbeing
- Encourage and enable consultation, engagement and participation
- Ensure continued welfare of animals and delivery of high-quality visitor experiences.
- Align new structure with strategic priorities and operational efficiency.
- Meet legislative, industrial, and WHS obligations.

2. Change Management Approach

The following principles will underpin Taronga's approach to managing employees and stakeholders throughout the proposed changes:

- Regular, open consultation and communication with team members, stakeholders and unions
- Adherence to Taronga policies, Awards and the *Government Sector Employment Act 2013*
- Provision of resources, materials and training to support the adoption of the change
- Support mechanisms to reduce the risk of change fatigue and support wellbeing

3. Change impacts

Given the extent of the proposed change, Taronga have utilised the Prosci change management framework to identify the impacts of change and support a structured transition from current state to future state.

The change impacts identified are largely a result of the scaling up of resources and new reporting structures and a new in-grounds location.

See **Appendix C** for change impacts per team.

4. TWPZ Structure

Taronga Westerns Plain Zoo is currently comprised of the following operational divisions:

- TWPZ Guest Experience & Commercial Operations
 - Food, Beverage & Events
 - Guest Experience & Accommodation
- Wildlife Operations
- Wildlife Hospital
- Facilities & Asset Operations

This section of the change management plan will primarily focus on the Food, Beverage & Events and Guest Experience & Accommodation divisions as their structures will be changed as result of the establishment of the Serengeti Resort.

Taronga has identified the changes in structure, reporting lines and creation of additional new roles as being the primary impact of the change process. A variety of new roles will be introduced to support the effective management of the Serengeti Resort and will be brought on over time in line with growth of the product.

Taronga has identified a number of these roles as temporary given the proposed changes are being implemented within an evolving operating environment that includes significant new business activities. The introduction of significant new operations creates a degree of uncertainty regarding the optimal organisational structure. As these operations mature, refinement may be undertaken to ensure the most effective organisational structure is implemented on an ongoing basis, having regard to staffing and supervisory requirements, operational outcomes, accommodation occupancy levels and event schedules.

Please see **Appendix A** for the **current structure** and **Appendix B** for **proposed structure** of the Food, Beverage & Events and Guest Experience & Accommodation.

4.1 Proposed changes

Key changes include:

Team / Role	Change	Impact	Award Coverage
Food, Beverage & Events	Two new positions will be created, the F&B Operations Manager and the Senior Events Coordinator	These roles will report into the Manager, Food, Beverage & Events. This will ensure the team has greater capacity to manage/supervise staff, operations, systems and stock inventory. The Senior Events Coordinator role will have a leadership role within the Events team, enabling a greater focus on sales performance and growth, client relationships and business development	Salaried Employees' Award
Food, Beverage & Events	Events team to report into the new Senior Events Coordinator	This change in reporting line creates an additional layer of supervision between the Events Coordinators and the Manager, Food, Beverage & Events. This will ensure they receive the appropriate level of supervisory support and greater coordination of activities with the division. The Senior Events Coordinator will also have oversight of rostering across the Events team.	Salaried Employees' Award
Food, Beverage & Events	Inground and Restaurant teams to report into the new F&B Operations Manager	This change in reporting line creates an additional layer of supervision between the F&B Coordinators and the Manager, Food, Beverage & Events. This will ensure they receive the appropriate level of supervisory support and greater coordination of activities within the Food, Beverage & Events teams. This will comprise of the catering teams for inground cafes, the Serengeti Resort and Zoofari and the Events teams. The current Food & Beverage Coordinator position will remain, with an additional 1FTE added.	Salaried Employees' Award Retail & Restaurant Employees' Award
Food, Beverage & Events	Chef team to report into the new Executive Chef position.	This change in reporting line creates an additional layer of supervision between the Head Chef and chef team and the Manager, Food, Beverage & Events. This is in recognition of the increased complexity of adding an additional food venue and is to ensure the team receives the appropriate level of managerial support. The current Head Chef position will remain.	Salaried Employees' Award Retail & Restaurant Employees' Award

Guest Experience & Accommodation	Housekeeping/cleaning team to receive daily supervision from the new Housekeeping Coordinator position.	This change in reporting line creates an additional layer of supervision between the Accommodation Manager and housekeeping team and the Manager, Guest Experience & Accommodation. This is in recognition of the increased number of accommodation sites and rooms and is to ensure the team receives the appropriate level of supervisory support.	Wages Employees' Award
Guest Experience & Accommodation	Tours and Experiences team to receive daily supervision from the new Tours & Experiences Coordinator position.	This change in reporting line creates an additional layer of supervision between the Manager, Guest Experience & Accommodation and tours team and the Head Guide. This will support the enablement of Taronga's Strategic Objective of "Guest-to-Advocate at the Centre".	Salaried Employees' Award Wages Employees' Award

Note: New roles will be also added to the Wildlife Operations and Facilities & Asset Operations divisions. Please see section 5 below and Annexure B for details on the additional roles being introduced to these divisions (i.e. 3 new FTE for the Wildlife Operations division and 2 new FTE for the Facilities & Asset Operations division).

5. Role Changes

Taronga anticipates the following additional FTE will initially be required at TWPZ to support the Serengeti Resort:

- Ongoing/Temporary – 20 FTE
- Casual – Equivalent of approx 8 FTE

Salaried Employees' Award

Role	Impact	Status	Anticipated Classification	FTE
Keeper	New role	Ongoing	Keeper	+3
Food & Beverage Commercial Support Officer	New role	Temporary	Clerk 1/2 (TBC)	+1
Senior Events Coordinator	New role	Ongoing	Clerk 3/4	+1
Food & Beverage Operations Manager	New role	Temporary	Clerk 5/6	+1
Food & Beverage Coordinator	New role	Ongoing	Clerk 1/2	+1
Executive Chef	New role	Temporary	Clerk 7/8	+1
Tours & Experience Coordinator	New role	Temporary	Clerk 1/2	+1
Housekeeping Coordinator	New role	Ongoing	Clerk 1/2	+1
Total additional FTE (excluding casuals)				+10

Wages Employees' Award

Role	Impact	Status	Anticipated Classification	FTE
Leading Hand Cleaner	New position	Ongoing	Leading Hand Cleaner	+2
Housekeepers / Cleaners	New position	Ongoing / Casual	Cleaner	TBC
Guide - GEO	New position	Ongoing / Casual	Guest Experience Officer	+1
Guest Experience Coordinator (Front Desk Supervisor/ Night Auditor)	New position	Ongoing	Guest Experience Coordinator	+2
Front Desk Officer (GEO)	New position	Ongoing	Guest Experience Officer	+1
Labourer	New position	Ongoing	Labourer	+1
Maintenance Water Technician	New position	Ongoing	Plumber	+1
Total additional FTE (excluding casuals)				+8

Retail & Restaurant Employees' Award

Role	Impact	Status	Anticipated Classification	FTE
Chef	New position	Ongoing / Casual	Chef	+2
Food & Beverage Attendants	New position	Casual	Wait Staff	TBC
Food & Beverage Supervisor	New position	Casual	Duty Officer	TBC
Total additional FTE (excluding casuals)				+2

6. Employee Communication & Consultation Strategy

Taronga's is committed to:

- Communicating the proposed changes clearly, simply and in a timely manner
- Supporting employees and stakeholders to understand the proposed changes, their potential impacts and the overall outcomes of the intended change
- Conducting employee and stakeholder briefings to provide information, discuss issues or concerns and answer
- Holding individual discussions with employees who roles are impacted by these changes
- Ensuring all employees are aware of the lines of communication and points of contact to answer questions and clarify information
- Providing support and resources to employees to limit the impact of change fatigue
- Consulting with the relevant Unions representing Taronga employees (noting the appropriate Unions will be provided with a copy of this plan)

PHASE	ACTION
-------	--------

Pre-consultation	• Consultation with the relevant Unions through meetings (including JCCs) and correspondence as required • Consultation with TWPZ people leaders • Communication with team members on construction milestones, including site tours
Consultation	• The provision of this Change Management Plan. • Town Hall meetings outlining the structure of TWPZ as it scales to support the operations of Serengeti. • Team meetings led by the Director Taronga Western Plains Zoo, specifically: ○ Guest Experience and Commercial Operations ○ Wildlife Operations ○ Assets & Facilities • Follow up emails to all employees providing information as outlined in the Town Hall / meetings. • Individual and team consultation meetings with any employees whose roles are materially impacted by the proposed changes. These conversations will detail the nature of the change, the impact of the change, and mitigation measures. • Support for people leaders to be able to answer questions and support their teams through change. • Provision of appropriate information and communications to Unions to ensure their involvement and ability to support staff • Responding to all feedback and questions received in a timely manner.
Post Consultation	• Where required, individual teams and/or team members whose roles are materially impacted will have the outcome of the consultation process and the change being implemented confirmed. • An all-employee update providing: • Information on the feedback received through the consultation process (where appropriate e.g. not identify personal circumstances) • An outline of the changes to be implemented • A timeline for the proposed changes to be implemented and the new structure to be in place • An update to the broader organisation on the new structure, roles, vacant positions, recruitment plans and development opportunities.

7. Support

Taronga is committed to providing support to all employees either directly or indirectly impacted by the proposed changes. This support will be provided via:

- People leaders
- Regular communications, including FAQs and guides
- Training and development opportunities
- PCS staff
- EAP and Mental Health First Aiders

All Taronga employees and their families have access to our free and confidential Employee Assistance Program delivered by Converge International. The service provides up to 6 sessions per year as part of the program. Converge International offers programs including Career Assist and

Money Assist, which all employees are eligible to access. More information can be found at <https://convergeinternational.com.au/> or by calling 1300 687 327.

8. Proposed plans for filling new roles

Roles will be recruited for and filled in accordance with the following:

- *Government Sector Employment Act 2013 (GSE Act)*
- *Government Sector Employment Rules (General) 2014*
- Workforce Mobility Placement Policy

New and ongoing roles will be advertised and filled through a merit-based comparative assessment process as per the Government Sector Framework.

Temporary roles may be filled either through comparative assessment or suitability assessment processes depending on the duration, operational requirements and workforce needs.

Casual positions will generally be recruited through recruitment campaigns also using merit assessment, talent pools, and suitability based assessment.

Where appropriate, talent pools established through the recruitment process may be used to fill future vacancies.

9. Recruitment Strategy

The opening of the Serengeti Resort will require TWPZ to attract, recruit and retain a diverse workforce across hospitality, accommodation, guest experience, facilities, wildlife operations and support functions.

Taronga is committed to filling all vacant positions through fair, transparent and merit-based recruitment processes in accordance with the *Government Sector Employment Act 2013* and relevant employment frameworks. Wherever possible, existing employees will be encouraged and supported to pursue development and career opportunities created through the new structure that Serengeti Resort brings with it. To support the successful establishment and ongoing operation of the Serengeti Resort, Taronga will implement a recruitment strategy that includes:

- Promoting career opportunities internally to support employee development, retention and progression.
- Advertising roles through the Taronga Careers website and other appropriate recruitment platforms including (but not limited to) – I work for NSW; Seek; LinkedIn; Other platforms as appropriate
- Taronga will utilise a gradual 'scale up' approach to recruitment, where roles will be recruited in phases as operations commence and operational needs increase. Start dates will be aligned to ensure a supported onboarding and induction experience.
- To support this phasing, some initial temporary roles may be recruited via suitability assessment in accordance with the *Government Sector Employment Act 2013*.
- Developing a talent pipeline through partnerships with local high schools, TAFE providers, universities and hospitality training organisations.
- Attending career fairs, employment expos, and industry networking events to promote employment opportunities at Taronga Western Plains Zoo
- Leveraging Taronga's Employee Value Proposition (EVP) and including the theme – Be part of this movement. To attract candidates seeking a unique career experience withing the tourism, conservation and hospitality space.
- Implementing recruitment campaigns for critical and hard-to fill positions.
- Encouraging employee referrals to attract candidates who align with Taronga's values and culture.
- Establishing an Expressions of Interest register to support future workforce planning and seasonal recruitment opportunities.

- Engaging with local communities, organisations and indigenous employment networks to maximise local employment opportunities.

As we prepare for the opening of Serengeti Resort, recruitment activity will be phased to align with project milestones, establishment budget and operational requirements. Starting with Leadership and specialist roles first, followed by frontline staff and housekeeping positions.

Taronga will also provide onboarding, training and development opportunities to support new employees and set them up for success in delivering high-quality guest experience.

See **Appendix D** for anticipated Recruitment timelines

10. Building Capability

During the planning, recruitment and design of Serengeti, the People Culture & Safety team will work to identify the specific capabilities, behaviours and skills required to deliver our ambitions for TWPZ.

Identifying these capability areas requires a detailed Training Needs Analysis (underway), focused on the current state, desired future state and the identification of skills, knowledge and capability gaps.

This process focuses on

1. Clearly defining the future-state capability
2. Assessing the current capability
3. Identifying and prioritising gaps
4. Developing targeted learning solutions

When defining the future state, the following skills, behaviours and capabilities have been identified;

See **Appendix E** for the initial capability uplift program which will focus on;

- Guest Experience Excellence
- Food & Beverage Service Excellence
- Operational Excellence

Learning programs will be designed prior to opening, to uplift the capability of existing team members and delivered to new team members as part of their induction.

Post opening capabilities include Teamwork and collaboration; Leadership and Commercial Acumen

These capability areas will form part of the ongoing TWPZ Learning curriculum.

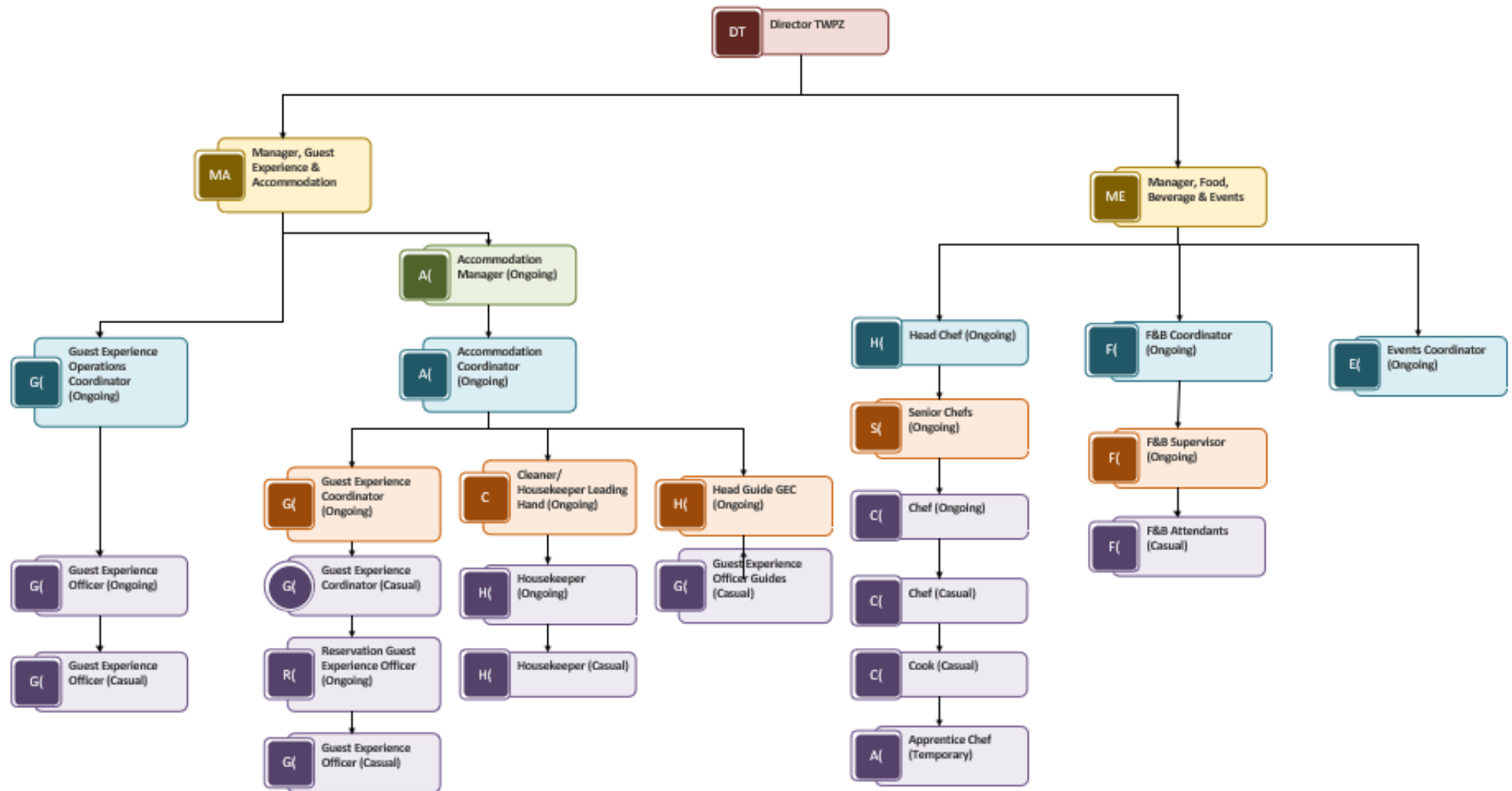
11. Contact Details

- Steve Hinks – Divisional Director Taronga Western Plains Zoo
- Rebecca Edwards – Divisional Director, People Culture and Safety
- Courtney Simpson – Manager People Operations
- Abby Lewis – People & Culture Lead, TWPZ

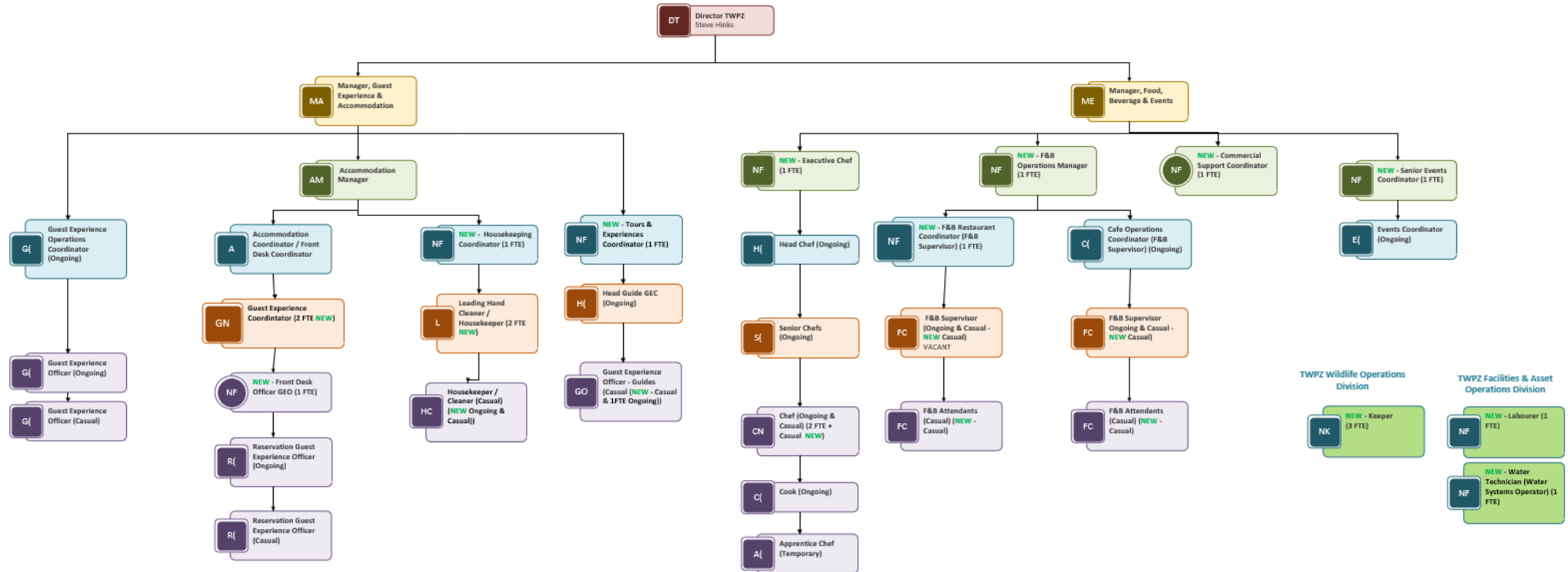
12. Appendices

- A – Current Structure
- B – Proposed Structure
- C – Change Impacts
- D – Recruitment Timeline
- E – Capability Matrix

A – Current Structure



B – Proposed Structure



C – Change Impacts

Team / area / responsibilities	Position / groups	Potential impact
Guest Experience & Accommodation Led by the Accommodation & Guest Experience Manager, this function is responsible for creating exceptional guest experiences across all visitor touchpoints, from arrival to the zoo through to departure. The team oversees accommodation operations, housekeeping, admissions, guest services, tours and encounters, retail outlets and hire services, ensuring seamless, welcoming and memorable experiences for every guest.	Guest Experience -Operations Guest Experience - Accommodation Guest Experience – Guides (becoming Tours & Experiences) Guest Experience – Housekeeping Guest Experience - Reservations	Systems, processes and tools – Anticipated as a mid-range change impact. The existing software system will continue to be utilised and will be enhanced with the introduction of a new module to support Serengeti operations. Processes will be updated to support the effective operations of a new accommodation product. Job roles – No material changes to the key accountabilities of existing Guest Experience & Accommodation operations, accommodation, tours and housekeeping roles are anticipated. A number of new roles will be introduced, as outlined in Section 5. Behaviours, mindset, attitudes and beliefs – We anticipate a general reset and uplift of service standards required to create exceptional experiences for our guests and a thriving culture for our team. Team members will be supported to develop these core capabilities as part of a broader program of learning and development. Reporting structure – It is proposed that the role of Tours & Experiences Coordinator is introduced, impacting the reporting line of the Guiding team. Performance reviews – Existing Goals & Growth processes will be rolled out more broadly. Location – All roles continue to be located onsite at TWPZ. The introduction of Serengeti resort will result in the requirement for team members to be rostered across this additional (onsite) accommodation offering.
Food Beverages & Events Led by the Food, Beverages and Events Manager this function is responsible for delivering exceptional dining, hospitality, and event experiences that enhance the overall guest journey and position the resort and zoo as a premier destination for leisure, corporate and special events. The	Kitchen Events Management Food & Beverage Operations	Systems, processes and tools – Limited changes to processes across the current food and beverage outlets. New processes are currently under development to support the operational requirements of Serengeti. Larger scale changes are anticipated across systems including the introduction of table booking, QR ordering, room charge function, room service and AV and room setting systems. Team members will be trained and inducted in these systems to ensure confidence and capability across operations.

team oversee the operation of all food and beverage venues, catering services, and event functions ensuring high standards of service, food safety, operational excellence and commercial performance. They play a key role in creating memorable guest experiences while supporting revenue growth and long term success of the Zoo and Resort.		Anticipated changes to tools include the introduction of new coffee machines, bar, iPads for ordering, KDS, cellar management, post mix. Team members will be supported to upskill in the use of new tools via training and role-based inductions. Job roles – The key accountabilities of existing Food & Beverage operations roles are not materially changing. It is recognised that there is a requirement for existing team members to upskill / cross skill to support operations across all outlets – this will be supported by effective inductions and training to ensure all team members are confident to operate in all outlets. The introduction of updated processes and new equipment in Serengeti Resort will also be supported by training. A number of new roles will be introduced, as outlined in Section 5. Behaviours, mindset, attitudes and beliefs – We anticipate a general reset and uplift of service standards required to create exceptional experiences for our guests and a thriving culture for our team. Team members will be supported to develop these core capabilities as part of a broader program of learning and development. Reporting structure – As per the structure outlined in Annexure B, a range of new people leader roles (managers and supervisors) will be introduced to support the effective operations of Serengeti. These additional leadership roles will impact the reporting lines of the Food & Beverages Operations, Events and Cheffing teams. Performance reviews – Existing Goals & Growth processes will be rolled out more broadly. Location – All roles continue to be located onsite at TWPZ. The introduction of Serengeti resort will result in the requirement for team members to be rostered across all onsite Food & Beverage outlets.
Assets & Facilities Led by the Assets & Facilities Manager this function is responsible for ensuring the Zoos the infrastructure, facilities, equipment and grounds are safe, functional, well maintained and presented	Works & Trades Horticulture Cleaning	Systems, processes and tools – Proposed systems and process changes in Assets & Facilities primarily impact the plumbing team. This impact is as a result of the introduction of a pool and bodies or water associated with Serengeti. These processes will be managed by the introduction of a Water Technician role. There will also be investment in plant and equipment for the cleaning teams to support the effective delivery of their roles. Where new tools or processes are introduced, these will be supported by training and role specific inductions.

to the highest standard. The team oversees facility operations, maintenance programs, asset protection, security coordination, fleet and equipment management and contractor management. The team plays a critical role in maintaining workplace safety, environmental compliance, and business continuity. Through effective planning and maintenance the team helps deliver a safe and enjoyable visitor experience.		Job roles – No anticipated material changes to existing roles. The role of Water Technician and an additional labourer will be introduced. Behaviours, mindset, attitudes and beliefs – Elevated expectations in site presentation will be clearly communicated and supported. Reporting structure – No changes linked to Serengeti Performance reviews – Existing Goals & Growth processes will be rolled out more broadly. Location – All roles continue to be located on site at TWPZ. The introduction of Serengeti resort will result in the requirement for team members to support its onsite assets and facilities management.
Wildlife Operations Led by the Wildlife Operations Manager this function is responsible for ensuring the highest standards of animal care, welfare and habitat management across the zoo while delivering engaging and meaningful wildlife experiences for guests. The team oversees the daily care and management of the animal collection, supports conservation outcomes and maintains animal habitats to the highest presentation standards. Working closely with other departments they play a critical role in balancing animal welfare, conservation priorities, operational requirements and exceptional guest experiences as the zoo continues to grow.	Trainee Keepers Keepers Senior Keepers Unit Supervisors Animal Nutrition	Systems, processes and tools – The wildlife population expected for Serengeti is consistent with species already in Taronga’s care. As a result, systems, processes and tools that are already employed for the care and welfare of wildlife will be scaled to support the additional wildlife joining the Serengeti precinct. The introduction of a new Giraffe Barn will allow for improved outcomes for Giraffe and Keepers, who will benefit from the modern construction and associated facilities. Job roles – There is no anticipated material changes to the key accountabilities required for Wildlife Operations roles. Three additional Keepers will be recruited (as outlined in Section 5), to support the expanded wildlife operations – the key accountabilities of these Keeper roles will be consistent with those of the current Keeping teams. Behaviours, mindset, attitudes and beliefs – Uplifted expectations in the role of Keepers in guest experience. Guest Experience learning programs will be rolled out across the site with the aim of strengthening guest experience that leads to better advocacy outcomes for wildlife. Reporting structure – No changes directly linked to Serengeti. Three additional Keeper roles to be added to existing structure.

		Performance reviews – Goals & Growth processes already in place will be maintained. Location – All roles continue to be located on site at TWPZ. The introduction of Serengeti resort and a new Giraffe Barn will see Wildlife Operations team members from Unit 1 working to support the Wildlife Operations of the Serengeti precinct.
TWPZ Wildlife Hospital	Vets Keeper Vet Nurses	Systems, processes and tools – No changes Job roles and competencies – No changes Behaviours, mindset, attitudes and beliefs – No changes Reporting structure – No changes Performance reviews – No changes Location – All roles continue to be located on site at TWPZ. Team members will now also provide in-ground vet services to the Serengeti resort site.

D – Anticipated Recruitment Timelines

Role Type	Role Title	Role Purpose	Status	Commence Recruitment (TBC)	Start from (TBC)
Manager / Supervisor	Senior Events Coordinator	The Senior Events Coordinator role will have a leadership role within the Events team, enabling a greater focus on sales performance and growth, client relationships and business development	Ongoing	October	November
Manager / Supervisor	Food & Beverage Operations Manager	Provide leadership, direction and accountability for all front-of-house food, beverage and event service operations across Taronga Western Plains Zoo and The Serengeti Resort.	Temporary	October	October
Manager / Supervisor	Executive Chef	Lead and oversee culinary operations across Taronga Western Plains Zoo's food, beverage and event venues to deliver high-quality, innovative and commercially sustainable food experiences	Temporary	October	October
Coordinator	F&B Commercial Support Officer	The F&B Commercial Support Officer will be responsible for supporting commercial administrative activities, including processing of invoices in Taronga's invoicing and sales systems.	Temporary	October	October
Coordinator	Food & Beverage Coordinator	Coordinate the operational duties required by the Food and Beverage (catering) teams.	Ongoing	November	December / January
Coordinator	Tours & Experience Coordinator	Lead and coordinate the delivery of Taronga Western Plains Zoo's tours, animal encounters and guest experience programs to provide safe, engaging and memorable visitor experiences.	Temporary	November	December
Coordinator	Housekeeping Coordinator	Coordinate the operational duties required by the housekeeping team.	Ongoing	October	November
Frontline	Keepers	Deliver high quality animal husbandry and management practices for the Taronga animal collection and convey environmental and conservation messages to provide inspiring and educational messages to our guests.	Ongoing	September	October
Frontline	Food & Beverage Supervisor	Responsible for the day to day operations of the front of house restaurants and catering functions for Taronga Western Plains Zoo cafes, providing and maintaining high quality customer service standards.	Casual	November	January / February

Frontline	Cleaner Leading Hand	Ensure the presentation of Taronga Western Plains Zoo grounds and facilities are maintained to the highest standards.	Ongoing	October	December
Frontline	Guest Experience Coordinator (Night Auditor)	To lead staff to provide a “world class” customer service experience across all visitor operations and programs.	Ongoing	November - January	December - February
Frontline	Guest Experience Coordinator (Front Desk Supervisor)	To lead staff to provide a “world class” customer service experience across all visitor operations and programs.	Ongoing	January	February
Frontline	Food & Beverage Attendant	To provide front-of-house waiting and bar services within Taronga Western Plains Zoo’ food and beverage outlets, including restaurants and cafes.	Casual	November	December / January
Frontline	Chef	Manage the day to day operational activities within the Kitchens of Taronga Western Plains Zoo. Providing a high standard of food in regards to preparation, cooking and presentation whilst ensuring best practice food and kitchen hygiene practices are met.	Ongoing & Casual	January	February
Frontline	Guide - GEO	Deliver guided tours to zoo guests as required, including but not limited to accommodation guests, general zoo patrons and for VIP Functions.	Ongoing & Casual	December	January / February
Frontline	Housekeepers / Cleaners	The Housekeeper maintains the cleanliness, presentation, comfort and amenity of Taronga Western Plains Zoo’s accommodation facilities and associated public areas to deliver an exceptional guest experience while ensuring a safe, welcoming and hygienic environment for guests, staff and volunteers.	Ongoing / Casual	November	December
Frontline	Front Desk Officer (GEO)	Deliver high quality customer service practices for TWPZ guests.	Ongoing	December	January / February
Frontline	Labourer	Undertake work related to the development, upgrade and maintenance/upkeep of all physical assets of Taronga Western Plains Zoo.	Ongoing	October	January
Frontline	Water Technician		Ongoing	October	January

E – Capability Matrix

Capability	Description	Skills	Behaviours
Guest Experience excellence	Delivers service that consistently exceeds guest expectations and builds lasting relationships.	• Communication • Service recovery • Active listening • Problem solving • Guest engagement • Upselling and cross selling	• Anticipates guests needs • Demonstrates empathy • Takes ownership of issues • Seeks opportunities to enhance the overall experience • Demonstrates care
Food & beverage service excellence	Delivers a seamless and memorable dining experience by providing knowledgeable, attentive and efficient service that meets guest needs and enhances satisfaction.	• Menu and product knowledge • POS system operations • Order taking and accuracy • RSA • Service recovery • Upselling and suggestive selling • Food safety and hygiene practices	• Anticipates guests needs • Composure • Shows accountability and initiative • Attention to detail • Collaboration • Seeks opportunities to personalise the experience
Teamwork and collaboration	Works collaboratively across teams to build positive relationships, share information and deliver seamless guest and business outcomes.	• Communication • Handovers • Stakeholder management • Conflict resolution	• Supports colleagues • Shares information proactively • Respects diverse perspectives • Builds trusted relationships
Operational excellence	Consistently delivers high-quality, efficient and safe operations through strong planning, execution and continuous improvement.	• Standard operating procedures • Food safety • Hotel operations • Quality assurance • Inventory management • Problem solving	• Works systematically • Pays attention to detail • Maintains high standards • Identifies risks early
Leadership	Leads self and others with accountability, clarity and purpose to achieve high performance, develop people and deliver exceptional guest experiences.	• Coaching • Feedback • Rostering • Change management • Communication	• Holds people accountable • Recognises good performance • Create psychological safety
Commercial Acumen	Applies an understanding of Taronga's business and context to make informed decisions the optimise revenue and resources and support the sustainable performance of Serengeti.	• Upselling and cross selling • Revenue generation • Cost management • Understanding commercial metrics	• Looks for opportunities to increase value • Balances guest needs with business outcomes • Demonstrates accountability