CSIRO Survey
Strategy 2020: How are we doing?
Results and Recommendations

Administration: 18 – 29 July 2016

Year	Outgoing	Returned	Return Rate
2016 (WTW Short Census)	5,425	3,472	64%
2014 (CSIRO Short Sample)	2,000	1,239	62%
2012 (WTW Full Census)	6,382	4,323	68%

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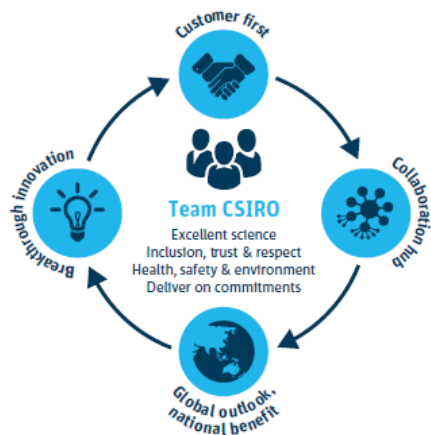# Table of Contents

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Context and survey objectives

Context: on a cultural change journey to support Strategy 2020

> ✓ A greater focus on customer & collaboration
> ✓ A more empowered culture where innovation thrives

Strategic actions

Team CSIRO
Excellent science
Inclusion, trust & respect
Health, safety & environment
Deliver on commitments

We have broad commitments to strategic actions and recognition by leaders that significant cultural evolution is required. But we also know that strategic decisions arising from the 'deep dives' have been disruptive.

This is an important point in time for CSIRO…

Objectives: check in on sentiment & progress

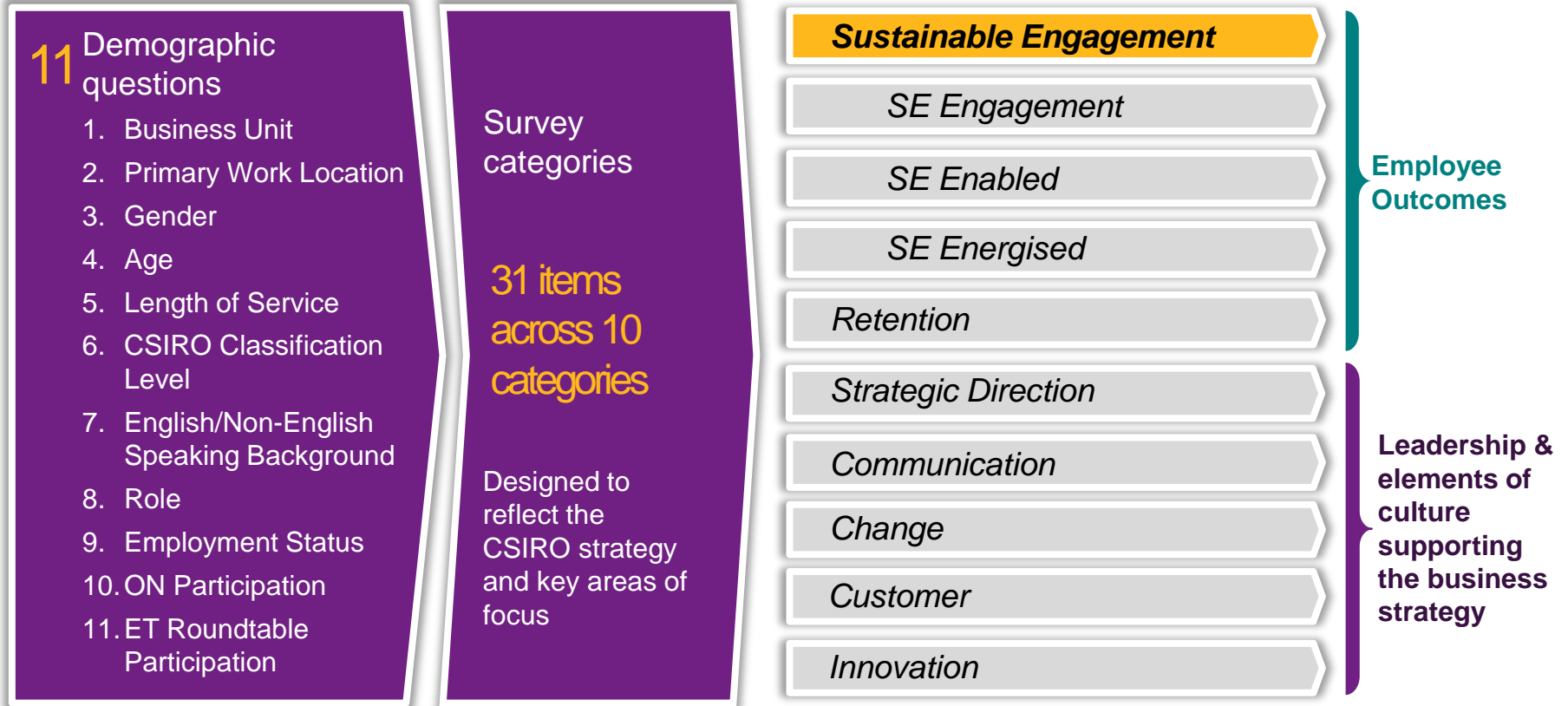Census survey of key focus areas with high level reporting at Business Unit level

Pulse check to measure & track:
1. Staff sentiment – how engaged, energised and enabled are our people?
2. Alignment to Strategy 2020 and key cultural themes
3. CSIRO's innovation capacity
4. Strategy understanding and buy-in
5. Management of organisational change – how well are we bringing people along on the journey?

Survey Content: *Strategy 2020: How are we doing?*

- *The survey was designed collaboratively to deliver the key insights to assist in further aligning our people and culture to Strategy 2020*
- *Our survey partner is Willis Towers Watson, the same one we've been using for the last 15 years. This allows us to make historical comparisons and evaluate ourselves against robust external benchmarks.*

11 Demographic questions

1. Business Unit
2. Primary Work Location
3. Gender
4. Age
5. Length of Service
6. CSIRO Classification Level
7. English/Non-English Speaking Background
8. Role
9. Employment Status
10. ON Participation
11. ET Roundtable Participation

Survey categories

31 items across 10 categories

Designed to reflect the CSIRO strategy and key areas of focus

Category	
Sustainable Engagement	**Employee Outcomes**
SE Engagement	
SE Enabled	
SE Energised	
Retention	
Strategic Direction	**Leadership & elements of culture supporting the business strategy**
Communication	
Change	
Customer	
Innovation	

Written comment question

What would most need to change to enable me to fully contribute to the success of Strategy 2020?

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2016 SURVEY QUESTIONS

Engagement

1) I believe strongly in the goals and objectives of CSIRO
9) I fully support what CSIRO stands for
15) I would recommend CSIRO as a good place to work
21) I am proud to be associated with CSIRO
23) To help CSIRO succeed, I am willing to work beyond what is required
25) CSIRO inspires me to do my best work

Enabled

2) I have the support and resources I need to do my job effectively
10) There are no substantial obstacles at work to doing my job well
16) I am sufficiently empowered to do my job well

Energised

3) My work gives me a sense of personal accomplishment
11) People are treated with respect here, regardless of their job
17) In the last month, I have mostly felt enthusiastic at work

Retention

29) At the present time, are you seriously considering leaving CSIRO?

Strategic Direction

4) I believe CSIRO's senior leaders (ET, BUD/GM) have a clear vision for the future
12) Senior leaders (ET, BUD/GM) communicate a clear direction for CSIRO
18) I understand how my project/work area contributes to the success of CSIRO
22) I personally support Strategy 2020
24) I believe CSIRO is capable of achieving Strategy 2020
26) Senior leaders in my area (BUD/GM, RD/EM) are helping me understand how Strategy 2020 will be implemented

Communication

5) CSIRO does an excellent job of keeping staff informed about matters affecting us
13) Sufficient effort is made to get the opinions and thinking of employees in CSIRO
19) I feel it is safe to speak up in CSIRO
27) Senior leaders (ET, BUD/GM) effectively communicate the reasons for important business decisions

Change

6) Regarding the changing business direction of CSIRO, I understand the business need for change
28) How good a job are senior leaders (ET, BUD/GM) doing in managing change?
30) Looking ahead to the next year or so, I think CSIRO will: (change for the better, stay the same, change for the worse, no opinion)

Customer

7) In my project/work area we actively seek to understand customer requirements and expectations

Innovation

8) Amongst my project commitments I have time and energy to think outside the box
14) CSIRO has established a climate where innovative ideas can fail without penalty to the originating group or person
20) Senior leaders (ET, BUD/GM) encourage employees to take calculated risks to generate new ideas and improve performance
31) In your experience, how would you rate the degree to which the culture in CSIRO supports innovation?

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Drawing on external norms to benchmark performance and effectively gauge sentiment and progress

Our broad norms are created from surveying **over 4 million employees annually**

They cover **all major topic areas** relevant to performance

Our data is weighted, which means that all organisations, big or small, gets **fairly represented**

Based on organisation wide client data, our norms are **relevant and representative** of many populations

Sound statistical analyses ensures that all survey categories are reliable and **linked to business outcomes**

Updated annually so they reflect **contemporary views and experiences**

For CSIRO, the following norms are provided:

Global Transitional Norm (GTN)	Australian National Norm (ANN)	Global Research & Development Norm (GR&D)
Context benchmark	**Cultural benchmark**	**Industry benchmark**
• 27 companies • More than 151,000 respondents • Survey results from companies across a range of industries that have experienced significant changes impacting all employees	• 173 companies • More than 151,000 respondents • Sample Companies: AstraZeneca, David Jones, Employers Mutual, Lion, Qantas, Rio Tinto, Sparke Helmore, Stockland, Telstra	• 177 companies • More than 141,000 respondents • Sample companies: AstraZeneca, Ascension Health, AXA, Baxter Healthcare Corporation, Flextronics International, Ltd., Groupe Danone, Hyundai Motor Company, Osram, Siemens, UL

Average Response Rates: **75%** **79%** **82%**

How to Read Results

Scores

Scores shown are the total Percent Favorable (typically the top two options). For example:

Agree	Tend to Agree	?	Tend to Disagree	Disagree
☑	☑	☐	☐	☐

Favorable Responses

Differences and Colors

Differences to norms are shown as % points. Norms may include past surveys, parent groups, industry, national or high performance benchmarks.

For example:	Total Favorable Score	Historical	Parent Group	Company Overall	Industry Norm
Employee Engagement	**86**	-8*	3*	3*	-10*
3 I have a good understanding of our goals.	**84**	2*	1	-9*	2*
12 I have a good understanding of how my job contributes to achieving our goals.	**88**	4	10*	-1	0

Icons (if applicable)

When a question number is shown in red it is a priority issue.

(N) On some questions disagreeing is the favorable response.

* **Statistically significant** differences are indicated with asterisks and darker colors. They are meaningful differences, where we are 95% confident it did not occur by chance. The cut-off for significance varies according to the size of the groups being compared. Small groups require a bigger difference for it to be significant.
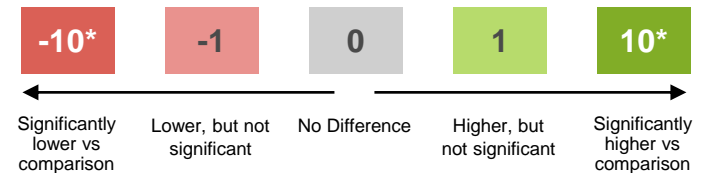
-10*	-1	0	1	10*
Significantly lower vs comparison	Lower, but not significant	No Difference	Higher, but not significant	Significantly higher vs comparison

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Executive Summary

Headline: Comparatively, the 2016 results were most similar to 2014 when the restructure was taking place (also a disruptive time). The 2014 reform, our new strategic directions and issues with strategy execution have clearly had a cumulative effect on the organisation.

Engagement: Our people still get a strong sense of personal accomplishment from their work (an enduring strength). Locally, people see how their work contributes to CSIRO's success and are willing to work above and beyond what is required for us to succeed. But there are questions in people's minds about CSIRO's purpose and what we stand for.

Strategic Direction: Nearly half our people support the strategic directions outlined in Strategy 2020, while a third are 'sitting on the fence'. There is a clear opportunity here for senior leaders to help people increase belief and confidence in our strategic direction.

Bringing People Along: Staff expressed strong views about the lack of consultation, participation and ability to contribute to discussions on important matters that affect them. Engaging, inspiring and equipping our people for the future continues to be an area where we absolutely must get better. Our leaders need to devote more time and energy to inspiring our people and more to support and equip them for change.

Understanding Customers: Seeking to understand customer needs is not only an enduring strength but it is significantly up against previous years and is above all benchmarks. Participation in the ON program improves this even further. This is collectively a good result and is clearly in line with our strategic direction.

Innovation: At the enterprise level, for an organisation that aspires to be an innovation catalyst, the survey data indicates that a lot more needs to be done to create an environment where people feel they can innovate.

Overview of results

68%

Sustainable Engagement mostly stable from 2014. Opportunity to reconnect employees and build relative to history and benchmarks.

Engagement (73%): Results on par with 2014, but below 2012 and benchmarks. Alignment to goals and purpose is in line with other organisations going through transformation. Opportunities to build especially in inspiring employees' best work and willingness to recommend CSIRO as a good place to work

Enabled (61%): Sense of support & resources similar to 2012. Benchmarks highlight opportunity to build in all elements (facing obstacles, empowerment and resources)

Energised (67%): Strong sense of personal accomplishment remains. Declines in enthusiasm and respect, showing room to build versus benchmarks

Key Strengths

Customer: *work areas seeking to understand customer needs* is significantly above all available historical years and all normative benchmarks

Sense of personal accomplishment (Energised): CSIRO employees have a passion for the work they do, with results significantly above Global R&D Norm

Key Opportunities

Change: biggest declines and gap to close - *senior leaders effectively taking people through change, communicating reasons for important decisions, enabling the culture*

Communication: some improvement from 2014, with gaps to 2012 and benchmarks - *keeping staff informed on important matters and effectively consulting and sharing reasons for business decisions*

Strategic Direction: improvements since 2014, with gaps to 2012 and benchmarks – *senior leaders communicating and connecting people to a clear vision and direction*

Diversity and Inclusion summary: key differences by demographics

Role
- CLT and RD/EM significantly more positive
- Clear challenges for Team Leaders

Age
- Younger employees (<34 years) most positive, except on Customer
- 55 years+ least favourable on communication, enable & retention

CSOF
- CLT – large gaps to close, most on Comms. & Strategic Direction
- Some hot spots for CSOF 5 - 8
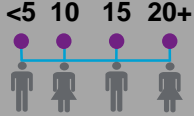
Gender
- Females more enabled and most likely to stay
- Self-ascribed significantly more unfavourable

ET Roundtable
- Participants significantly more favourable regarding Strategic Direction, Communication and Change

Tenure <5 10 15 20+
- "Honeymoon" up to 2 years - most positive, exception on Customer
- Longest tenure (20+ years) are least favourable

ON participation
- More on board with the Strategic Direction & positive about Change and Customer; feel less Enabled and more of a Retention risk

Employment Status
- Full Time – Term permanent most favourable
- Full Time - Indefinite more unfavourable

NESB
- NESB employees more favourable
- English speaking background significantly less favourable regarding Communication

CSIRO versus our history and external benchmarks

- *Comparison to 2014 is the most favourable historical view, all others show significant declines*
- *Customer is significantly above all years and normative benchmarks and represents a strength*
- *Strategic Direction has improved significantly since 2014, and returned to levels previously seen in 2001*
- *Largest opportunities in: Change, Innovation, Communication and Strategic Direction*

History   ## Norms

	Total Favourable Score	CSIRO Overall 2014	CSIRO Overall 2012	Global Transitional Norm	Australia National Norm	Global R&D Norm
Employee Outcomes						
Sustainable Engagement	68	-1	-9*	-6*	-9*	-8*
SE Engagement	73	-1	-10*	-5*	-9*	-7*
SE Enabled	61	n/a	-4*	-11*	-10*	-10*
SE Energised	67	n/a	-11*	-1	-7*	-8*
Retention	54	3	-10*	-10*	-9*	-14*
Leadership & elements of culture supporting the business strategy						
Strategic Direction	47	6*	-13*	-15*	-20*	-20*
Communication	38	3	-10*	-19*	-22*	-24*
Change	35	-11*	-16*	-25*	-29*	-32*
Customer	91	n/a	8*	11*	9*	14*
Innovation	41	n/a	-4*	-21*	-21*	-24*

⬛ Statistically Significant Difference (+)   ⬛ Statistically Significant Difference (-)

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Top/Bottom 5 items vs 2014

Most Improved Questions	Total Favourable	CSIRO Overall 2014
COMMUNICATION: Sufficient effort is made to get the opinions and thinking of employees in CSIRO.	40	10*
STRATEGIC DIRECTION: Senior leaders (ET, BUD/GM) communicate a clear direction for CSIRO.	38	6*
STRATEGIC DIRECTION: I believe CSIRO's senior leaders (ET, BUD/GM) have a clear vision for the future.	40	5*
RETENTION: At the present time, are you seriously considering leaving CSIRO?	54	3
SUSTAINABLE ENGAGEMENT: To help CSIRO succeed, I am willing to work beyond what is required.	83	2

Least Improved Questions		
CHANGE: How good a job are senior leaders (ET, BUD/GM) doing in managing change?	14	-11*
SUSTAINABLE ENGAGEMENT: I believe strongly in the goals and objectives of CSIRO.	75	-5*
COMMUNICATION: Senior leaders (ET, BUD/GM) effectively communicate the reasons for important business decisions.	28	-3*
SUSTAINABLE ENGAGEMENT: I would recommend CSIRO as a good place to work.	59	0
COMMUNICATION: CSIRO does an excellent job of keeping staff informed about matters affecting us.	35	1

✷ Statistically Significant Difference (+)　　✷ Statistically Significant Difference (-)

Strengths and Opportunities

- *Strengths in aspects of engagement – pride in brand, sense of accomplishment and contribution*
- *Opportunities in senior leaders communicating a clear vision & taking people on a positive change journey*

Strengths

			% Favourable	2014	GTN	
Our strengths: We should continue to build on these.	7	In my project/work area we actively seek to understand customer requirements and expectations.	91	n/a	11*	
	3	My work gives me a sense of personal accomplishment.	82	n/a	5*	
	21	I am proud to be associated with CSIRO.	80	n/a	-2*	
	18	I understand how my project/work area contributes to the success of CSIRO.	84	n/a	-1	Strategic Direction
	25	CSIRO inspires me to do my best work.	61	n/a	-3*	

Opportunities

			% Favourable	2014	GTN	
Our opportunity areas: These are our priority areas to focus on.	28	How good a job are senior leaders (ET, BUD/GM) doing in managing change?	14	-11*	-25*	
	5	CSIRO does an excellent job of keeping staff informed about matters affecting us.	35	1	-26*	
	14	CSIRO has established a climate where innovative ideas can fail without penalty to the originating person or group.	33	n/a	-25*	
	4	I believe CSIRO's senior leaders (ET, BUD/GM) have a clear vision for the future.	40	5*	-24*	Strategic Direction
	12	Senior leaders (ET, BUD/GM) communicate a clear direction for CSIRO.	38	6*	-20*	Strategic Direction

Note: Strengths/Opportunities are based on several factors, such as absolute scores, differences from benchmarks.

Comments theme analysis

What would most need to change to enable me to fully contribute to the success of Strategy 2020? (1,866 comments)

innovation geographical aspects funding
decision process recognition job security
motivation resources and means support
empowerment projects organisation
contribute leadership external
success change clear
understand focus strategy
level new team
communication operating efficiency respect and ethics
management skills atmosphere

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Sustainable Engagement

A deeper measure that goes beyond commitment and motivation and looks at enablement and energy as critical components to building engagement over time.

Engaged

Rational, emotional and behavioral attachment to the organisation

Enabled

A local work environment that supports productivity and performance

Energised

Individual physical, interpersonal and emotional well-being at work

41%

lower retention risk

6.5

fewer days lost

3X

higher operating margin

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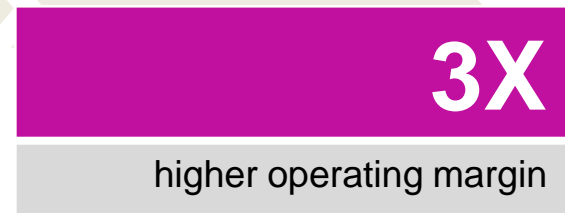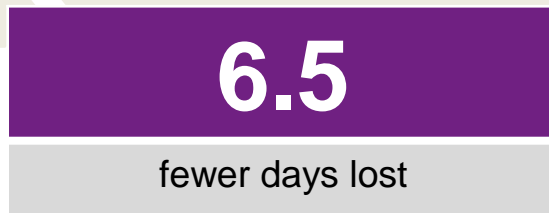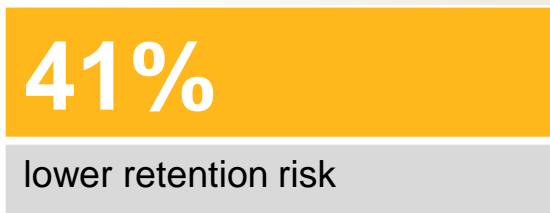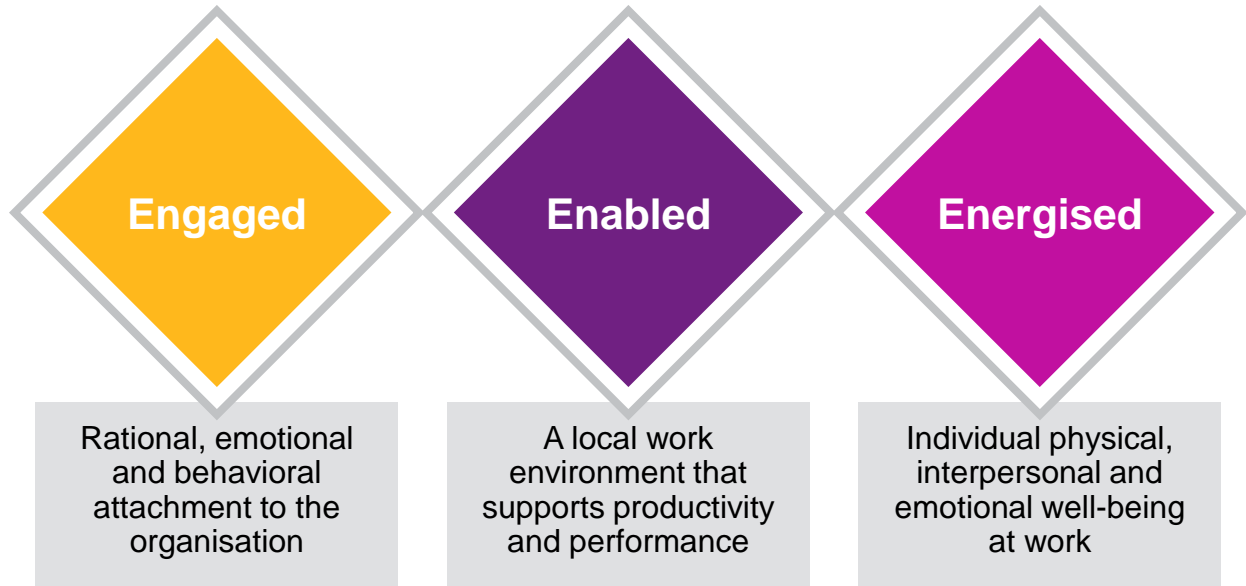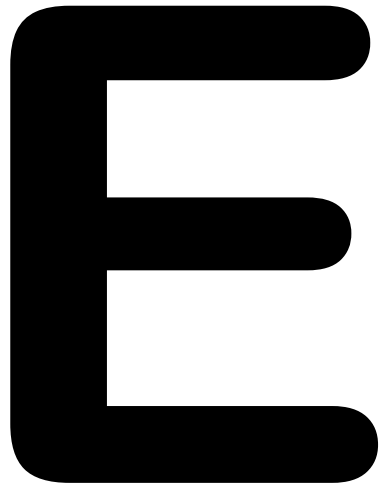
Engagement remains close to 2014 levels; opportunities to build

- *"Rational" engagement is similar to levels seen in other R&D organisations going through transition; there is opportunity to build to previous levels in CSIRO.*
- *"Emotional" engagement remains unchanged from 2014 and is significantly below benchmarks.*
- *"Motivational" engagement is slightly up from 2014, but both elements are below benchmarks*
- *Building belief in goals and objectives and support for purpose will be critical for people to feel more inspired and have positive views regarding CSIRO as a good place to work*

		Total Favourable Score	CSIRO 2014	CSIRO 2012	GTN	ANN	GR&D
	SE: Engagement	**73**	-1	-10*	-5*	-9*	-7*
Question Text							
1	I believe strongly in the goals and objectives of CSIRO.	**75**	-5*	-8*	-1	-9*	-7*
9	I fully support what CSIRO stands for.	**78**	n/a	-9*	-1*	-10*	-11*
15	I would recommend CSIRO as a good place to work.	**59**	0	-18*	-15*	-18*	-17*
21	I am proud to be associated with CSIRO.	**80**	n/a	-7*	-2*	-5*	-3*
23	To help CSIRO succeed, I am willing to work beyond what is required.	**83**	2	-8*	-6*	-8*	-3*
25	CSIRO inspires me to do my best work.	**61**	n/a	-11*	-3*	-7*	-4*

Rational — questions 1, 9
Emotional — questions 15, 21
Motivational — questions 23, 25

✱ Statistically Significant Difference (+)   ✱ Statistically Significant Difference (-)

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Sustainable Engagement

- *__Enabled__ - sense of support similar to 2012. Benchmarks show opportunity to build in all elements (facing obstacles, empowerment and resources) to better enable employees to perform*
- *__Energised__ - sense of personal accomplishment remains a strength, with opportunities to build an experience with greater respect and enthusiasm*

			Total Favourable Score	CSIRO 2014	CSIRO 2012	GTN	ANN	GR&D
	Sustainable Engagement		**68**	**-1**	**-9***	**-6***	**-9***	**-8***
	SE: Engagement		**73**	**-1**	**-10***	**-5***	**-9***	**-7***
	SE: Enabled		**61**		**-4***	**-11***	**-10***	**-10***
Resources	2	I have the support and resources I need to do my job effectively.	64	n/a	0	-9*	-8*	-7*
Obstacles	10	There are no substantial obstacles at work to doing my job well.	51	n/a	n/a	-12*	-11*	-13*
Empower	16	I am sufficiently empowered to do my job well.	68	n/a	-9*	-12*	-12*	-10*
	SE: Energised		**67**		**-11***	**-1**	**-7***	**-8***
Job Satisfaction	3	My work gives me a sense of personal accomplishment.	82	n/a	n/a	5*	1	5*
Social	11	People are treated with respect here, regardless of their job.	65	n/a	-12*	-7*	-12*	-11*
Positive Emotional Wellbeing	17	In the last month, I have mostly felt enthusiastic at work.	55	n/a	-11*	n/a	-9*	-18*

⬟ Statistically Significant Difference (+)   ✸ Statistically Significant Difference (-)

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Segmentation Analysis: are employees engaged and supported with the wellbeing and workplace elements they need to deliver their best performance?

Segments below are based on performance against the Australian National Norm for Sustainable Engagement

Engaged	Enabled	Energised	Segment	Defining Characteristics
High	High	High	Highly Engaged	**Above average on all components** *STRONG EMPLOYEES*
High	High	Low	Unsupported	**Engaged in the traditional sense, but lacking enablement, energy, or both** *RISK OF BURN OUT*
High	Low	High		
High	Low	Low		
Low	High	High	Detached	**Not engaged in the traditional sense, but perceiving enablement, energy, or both** *LACKING CONNECTION*
Low	Low	High		
Low	High	Low		
Low	Low	Low	Disengaged	**Below average on all components** *HIGHLY DISSATISFIED*

Segmenting Sustainable Engagement in the CSIRO workforce compared to other Australian organisations

Average Sustainable Engagement Score:

68%

- *27% of CSIRO overall can be categorised as Highly Engaged: high on all three Sustainable Engagement elements – Engaged, Enabled and Energised*
- *Highlights the opportunity to foundationally engage more employees around Strategy 2020*

ANN

Digging deeper

Highly Engaged	27%	**Highly Engaged:** Employees who scored high on all 3 elements of Sustainable Engagement			32%
Unsupported	14%	**Unsupported:** Employees who are traditionally engaged but lack the enablement or energy for complete engagement			24%
Detached	24%	**Detached:** Employees who are energised or enabled, but lack a sense of traditional engagement			16%
Disengaged	36%	**Disengaged:** Employees with less favourable scores on all 3 elements of Sustainable Engagement			28%

■ Engagement   ■ Enabled   ■ Energised

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Retention – More than half of employees are committed to staying

- *Some improvement on 2014 results*
- *Comparisons to previous years and benchmarks highlight clear opportunities to rebuild*

29	At the present time, are you seriously considering leaving CSIRO?

	No | Yes | Don't Know			Difference
CSIRO Overall	54	25	21	
CSIRO Overall 2014	51	29*	20	3
CSIRO Overall 2012	64*	20*	16*	-10*
Global Transitional Norm	64*	15*	22	-10*
Australia National Norm	63*	16*	20	-9*
Global Research & Development Norm	68*	11*	20	-14*

% difference from 2016 result

✱ Statistically Significant Difference (+)   ✱ Statistically Significant Difference (-)

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Breakdown by Support for Strategy 2020

- *Those who personally support the strategy (Agree): are most positive on Strategic Direction, Communication, Change and Innovation*
- *Those who do not personally support the strategy (Disagree): are least positive on Sustainable Engagement (Engagement and Enabled), Retention, Strategic Direction and Communication*

	CSIRO Overall	Agree	Tend to Agree	?	Tend to Disagree	Disagree
Sustainable Engagement	68	21*	11*	-7*	-16*	-34*
SE Engagement	73	22*	14*	-8*	-17*	-39*
SE Enabled	61	20*	8*	-5*	-15*	-31*
SE Energised	67	19*	9*	-6*	-14*	-28*
Retention	54	22*	8*	-5*	-18*	-34*
Strategic Direction	47	39*	22*	-24*	-25*	-32*
Communication	38	32*	11*	-12*	-21*	-31*
Change	35	32*	12*	-14*	-21*	-29*
Customer	91	5*	2	-2*	-2	-4*
Innovation	41	25*	10*	-11*	-16*	-25*

	Overall	Agree	Tend to Agree	?	Tend to Disagree	Disagree
Number of comments:		373	446	573	240	234

Strategic Buy-in: 37% of employees both support and believe CSIRO is capable of achieving Strategy 2020

There are varied levels of support for and belief in CSIRO achieving the Strategy

Unfav. **?** **Fav.**

2   8   37%   **Fav.**

Support Strategy 2020

3   28%   3   **?**

11%   7   2   **Unfav.**

Capable of Achieving Strategy 2020

Support for Strategy 2020 and capable of achieving Strategy 2020 items are highly correlated (r=0.73) – combined they reflect *Strategic Buy-in*

28% of staff are reserving their judgement, reflecting a key opportunity to harness their commitment

Only 11% of staff don't support the plan and don't think CSIRO is capable of achieving it

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Keys to building employee Buy-in to Strategy 2020

- *Actions to improve both Sustainable Engagement and employee buy-in to the strategy reinforce each other*

Sustainable Engagement

E

r=0.66

Buy-In Strategy 2020

Keys to building Sustainable Engagement

1. Strategic Direction (0.78)
2. Innovation (0.73)
3. Communication (0.72)
4. Change (0.62)

- Inspiring me around a clear strategy (direction/vision)
- Connect my work with CSIRO purpose & success
- Culture supports innovation & core purpose
- Open 2-way dialogue (involved and informed)
- Translating the strategy & leading change well

Keys to building Buy-In Strategy 2020

1. Strategic Direction (0.71)
2. Change (0.71)
3. Communication (0.66)
4. Innovation (0.58)

Senior leaders who are:
- *Inclusive:* What are we doing? What is our purpose? (Belief in vision/clarity)
- *Inspiring:* Why? (sharing the business need for change; inspiring best work)
- *Involving:* How? (managing change well; communicating a clear direction; two-way communication)

Values reflect the strength of correlations between key factors and either Sustainable Engagement or Strategy Buy-In

Business Units who most support Strategy 2020 are: **Executive Office; DCE Office; CFO Office; IM&T; Energy; Data61**
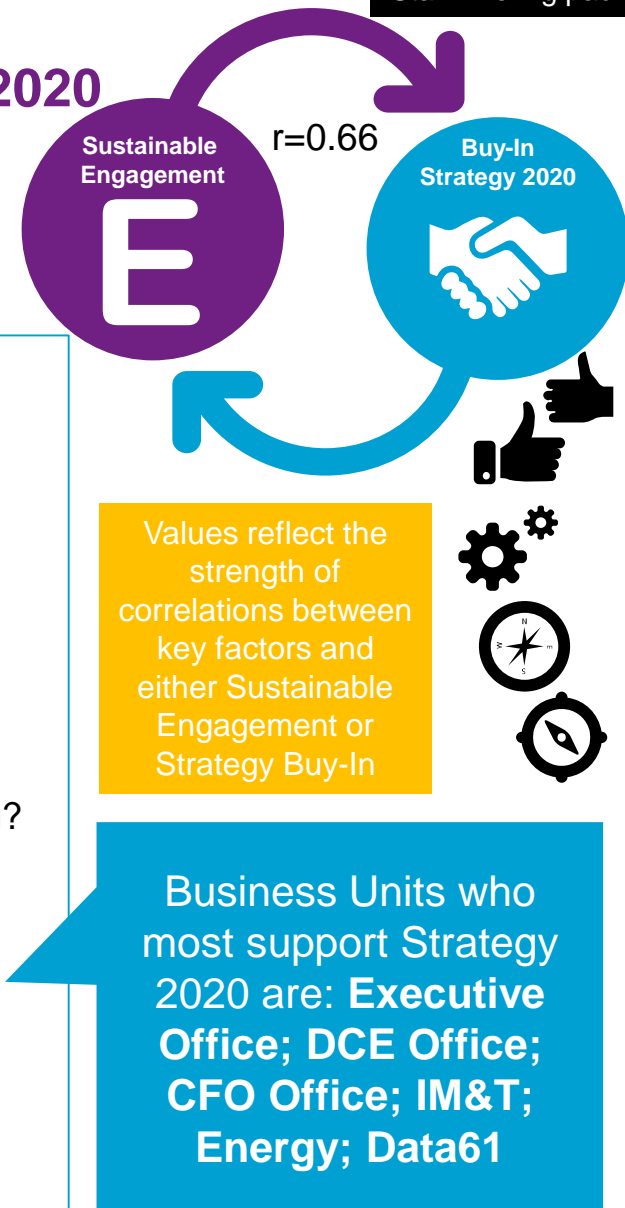
Buy-In is made up of 2 questions support for and capability to achieve strategy 2020

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Managing Change

- *The biggest opportunity versus history and benchmarks is in how employees experience senior leaders managing change*

- *Engaging all leaders in a positive experience of change leadership is a key opportunity*

28 How good a job are senior leaders (ET, BUD/GM) doing in managing change?

Total Good | Adequate | Total Poor | Don't Know/No Opinion | Difference

	Total Good	Adequate	Total Poor	Don't Know/No Opinion	Difference
CSIRO Overall	14	30	51	5	
CSIRO Overall 2014	25*	31	40*	3*	-11*
Global Transitional Norm	39*	31	23*	6*	-25*
Australia National Norm	44*	31	18*	6*	-30*
Global Research & Development Norm	46*	29	15*	9*	-32*
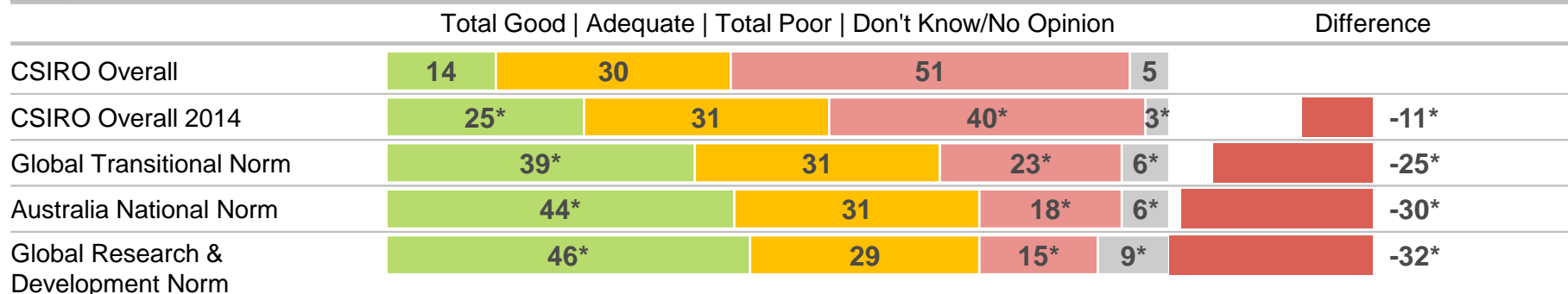
% difference from 2016 result

By Role
Team Leader/Supervisors are most critical of change management

	Total Good	Adequate	Total Poor	Don't Know/No Opinion
CSIRO Overall	14	30	51	5
Employee	15	29	49	6
Team Leader/Supervisor	8*	29	61*	3*
Group Leader/Manager	15	33	52	1*
Research Director/Executive Manager	23*	38	39*	
CSIRO Leadership Team (formerly EMC)	24	52*	21*	3
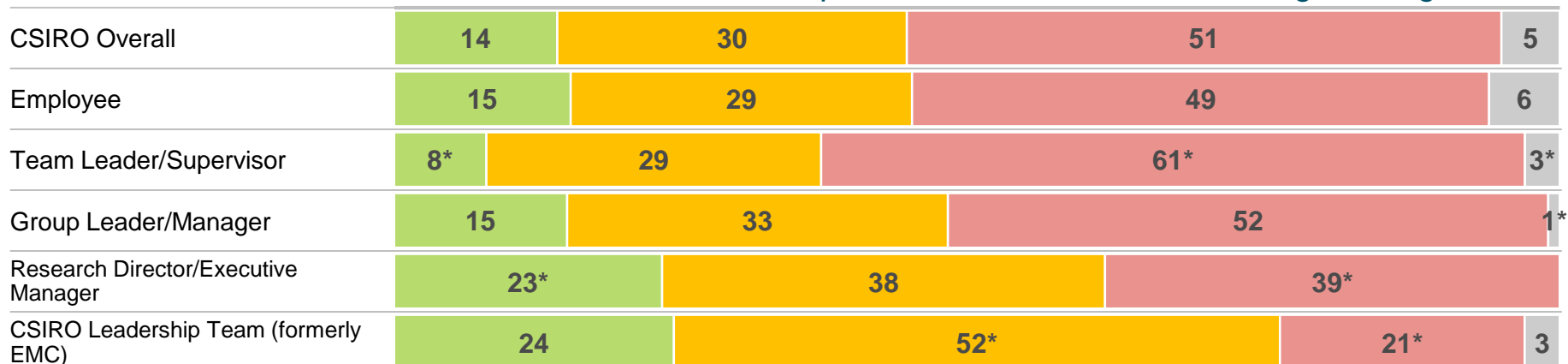
Change and optimism for the future

- *Half of employees feel CSIRO will stay the same or change for the better, a third feel it will change for the worse; there is significantly less optimism versus benchmarks*

30 Looking ahead to the next year or so, I think CSIRO will:

Change for the Better | Stay the Same | Change for the Worse | No Opinion

	Better	Stay the Same	Worse	No Opinion
CSIRO Overall	21	32	34	14
Global Transitional Norm	54*	26*	10*	11*
Australia National Norm	46*	35*	10*	9*
Global Research & Development Norm	45*	37*	9*	9*
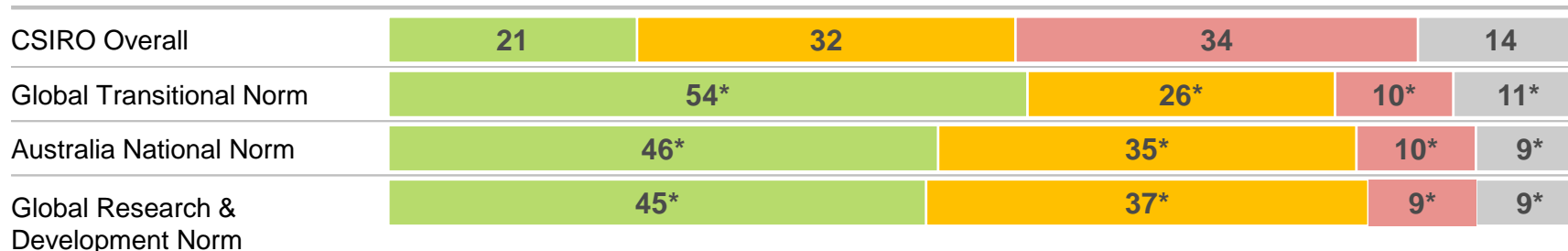
There is a large disconnect and drop off in optimism below senior roles

By Role

Change for the Better | Stay the Same | Change for the Worse | No Opinion

	Better	Stay the Same	Worse	No Opinion
CSIRO Overall	21	32	34	14
Employee	18*	32	35	15
Team Leader/Supervisor	19	31	41*	10*
Group Leader/Manager	32*	41*	17*	10
Research Director/Executive Manager	56*	25	12*	7*
CSIRO Leadership Team (formerly EMC)	97*			3*
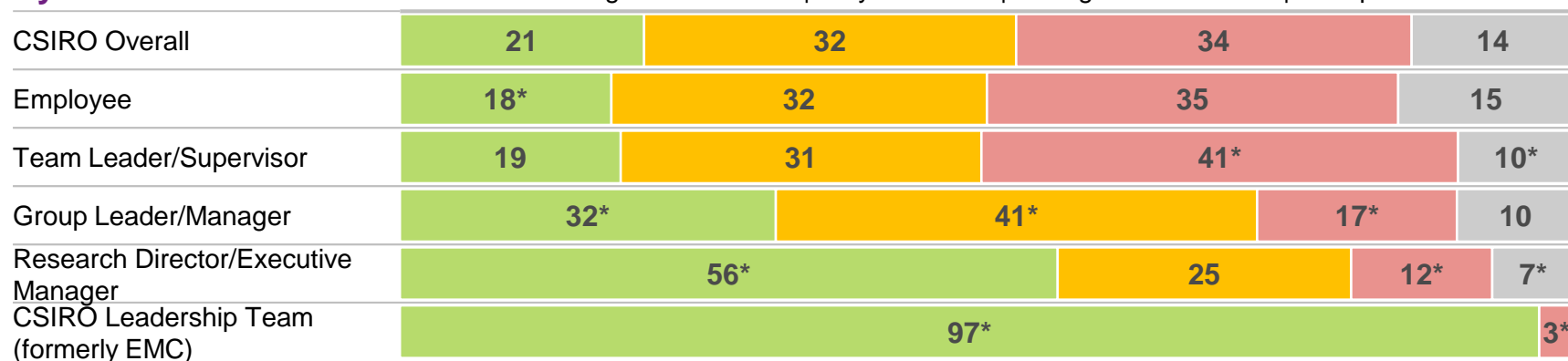
Tracking progress on overall Innovation Capacity

- *Less of our employees in 2016, compared to 2012, believe our culture is good or very good at supporting innovation, pointing to a clear opportunity as we evolve our working practices to support Strategy 2020*

31. In your experience, how would you rate the degree to which the culture in CSIRO supports innovation?

36% of CSIRO employees believe the culture is good or very good at supporting innovation…

70% of employees believe the culture is functional or better at supporting innovation…

70%

36%

82% in 2012

55% in 2012

6	30	34	14	9	7

■ Very Good ■ Good ■ Average ■ Poor ■ Very Poor ■ Don't Know/Not Applicable

Leading **Promising** **Functional** **Conscious** **Unaware**

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Summary of feedback on *Strategy 2020: How are we doing?*

Key Strengths
Our work gives us a sense of significant personal accomplishment

Key Opportunities
Leaders can better connect us to our strategy and enable performance

Engaging our people around delivering Strategy 2020

We have pride in CSIRO brand and are passionate about the work we do

At a project level we actively seek to understand customer requirements

We understand how our work contributes to CSIRO's success and are willing to go above and beyond

We feel that more effort is being made to get our opinions than in 2014 – please continue; focus on two way communication

Our belief in the goals and objectives is in line with other organisations going through change

We want our leaders to connect with us, clearly set out the future direction and communicate reasons for decisions in a transparent way

Change has become disruptive to our work, making it difficult to focus on innovation, we are less enabled and reluctant to take risks

We are worried about the future, concerned about our job security with ongoing restructures and frustrated with delays to the EA

Build trust and respect, breakdown disconnect between CLT experience and everyone else; role-model expected Leadership behaviours and hold each other accountable

Help us understand how Strategy 2020 will be implemented and how it applies to our work – empower Group Leaders and Team Leaders

Focus on the organisational factors that <u>lead</u> employee experience will help maintain engagement during change

Leading Indicators

- Clear Strategic Direction
- Leadership
- Communications
- People Development
- Customer Focus
- Values

These are the first elements to fall, focus here to prevent or address declining engagement

Latent Indicators

- Working Relationships
- Supervision
- Job Satisfaction
- Pay and Benefits

Some day to day work experiences are unaffected

Lagging Indicators

- Employee morale
- Workload and Pressure
- Efficiency and Quality
- Career Advancement
- Employment Security
- Employee Engagement

Organisational experiences may decline, but acting here won't drive improvements

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Recommendations for discussion

Leadership during change	Build or better leverage multiple **engagement** channels to deliver change messages to team leaders and employees throughout the organisation. Provide clarity in goals and objectives and direction below the Group Leader/Manager role. Demonstrate that it is **safe to speak up** and keep employees **informed** about important matters.
Connection between CLT and employees	Seek to build **trust** with employees by communicating regularly, clearly and transparently, allowing opportunities for two-way communication and avoiding "spin". Role modelling **respect** and desired leadership behaviours at Senior Leadership level and holding each other accountable.
Enabling (Team Leaders/ Supervisors)	Improve **enablement** by continuing to focus on removing obstacles to work and providing the necessary tools and resources. Removing barriers to **Innovation** including exploring fear of risk-taking / negative consequences for ideas that fail. Seek to support and better **enable Team Leaders** to assist with change activities.
Implementing Strategy 2020	Further **clarify the "Why? How? What? and When?" of Strategy 2020**. To get employees on the implementation journey, breakdown how the implementation applies to employees in their daily work. Reconnect with CSIRO's **purpose**. Seek to **understand perspectives** of those with negative views about Strategy 2020 and consider what can be done to address their concerns.

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Results briefing timeline

Survey results to staff
9 Sept

ET briefings
5 Sept

ET briefings
31 Aug

ET session
9 Sept

CASS, Minerals briefings
23 Sept

All-staff webinar
15 Sept

H&B briefing
20 Sept

CE/DCE briefing
26 Aug

IM&T briefing
4 Oct

Board session
7 Sept

September

August

October

Survey team results preview
25 Aug

Release of EY report to staff
9 Sept

ET meeting
14-15 Sept

DCE team
16 Sept

L&W briefing
28 Sept

NCMI briefing
6 Oct

ET survey session
29 Aug

SA briefing
9 Sept

AAHL, Ag&Food briefings
21 Sept

Energy briefing
4 Oct

Data61, Manuf., O&A, Services briefings
19 Sept

EHRM, HRM system training
12 Sept

LEGEND (dates in red are tentative)
- **Briefing sessions**
- **Key meetings**
- **Information release to staff**
- **Staff engagements**
- Non-survey events of note

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Next Steps

Date	Who	Action
14 Sept	Executive Team	Discuss survey results and other data points. Agree response ET will take (individually and collectively) noting other actions in train e.g. EY response, Cultural Alignment Plan
16 Sept – 6 Oct	BU & ESS Leadership Teams	Discuss results and agree response team will take (individually and collectively) including approach to sharing results with staff and discussing response plans
Nov meeting	CLT	Discuss CLT's collective response plan which includes ET
Quarter 1 2017	OD&C	All staff survey to measure progress and explore other organisational performance areas

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Overview - Dashboard

CSIRO Overall - 3,472 Respondents (64% Response Rate)

Results vs. CSIRO Overall 2014

Your results are mixed

3 | **3**
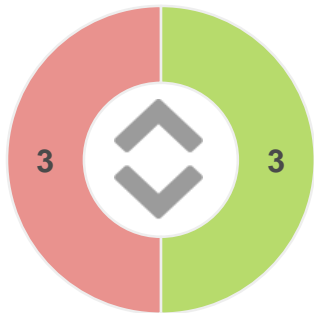
Most Improved
Strategic Direction 6*
Retention 3
Communication 3

Most Declined
Change -11*
Sustainable Engagement -1
SE Engagement -1

Results vs. Global Transitional Norm

9 Out Of **10** Categories Are Below

1 | **9**
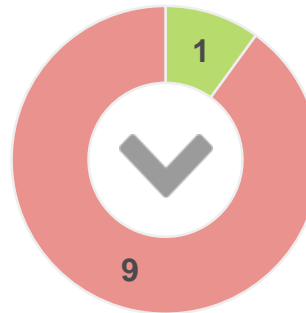
Most Favourable
Customer 11*

Least Favourable
Change -25*
Innovation -21*
Communication -19*

	CSIRO Overall 2014	GTN	ANN	GR&D
Sustainable Engagement (Total Score) 68	↓ -1	↓ -6*	↓ -9*	↓ -8*
SE Engagement 73	↓ -1	↓ -5*	↓ -9*	↓ -7*
Retention 54	↑ 3	↓ -10*	↓ -9*	↓ -14*

STRENGTHS
▶ Sustainable Engagement, Strategic Direction, Customer

OPPORTUNITIES
▶ Strategic Direction, Communication, Change, Innovation

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Category Breakdown - ON Participation

Results by ON Participation show that while participants are more on board with the Strategic Direction and positive about Change and Customer, they are less Enabled and more of a retention risk

	CSIRO Overall	ON Program Participant	Not an ON Program Participant
Sustainable Engagement	68	0	0
SE Engagement	73	3	0
SE Enabled	61	-8*	1
SE Energised	67	3	0
Retention	54	-6*	1
Strategic Direction	47	6*	-1
Communication	38	2	0
Change	35	7*	-1
Customer	91	4*	-1
Innovation	41	3	0

✱ Statistically Significant Difference (+)   ✱ Statistically Significant Difference (-)

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Category Breakdown - ET Roundtable Participation

ET Roundtable participants are significantly more favourable regarding Strategic Direction, Communication and Change

	CSIRO Overall	ET Roundtable Participant	Not an ET Roundtable Participant
Sustainable Engagement	68	3	0
SE Engagement	73	5	-1
SE Enabled	61	-1	0
SE Energised	67	4	0
Retention	54	3	0
Strategic Direction	47	11*	-1
Communication	38	8*	-1
Change	35	9*	-1
Customer	91	2	0
Innovation	41	2	0

✱ Statistically Significant Difference (+)   ✱ Statistically Significant Difference (-)

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CSIRO Overall differences on comparable items in previous surveys

- *Comparison to 2014 is the most favourable historical view, all others show significant declines*
- *Customer result (based on one item) is significantly above all years and normative benchmarks*
- *Strategic Direction has improved significantly since 2014, and returned to levels previously seen in 2001*

History

	Total Favourable Score	CSIRO Overall 2014	CSIRO Overall 2012	CSIRO Overall 2007	CSIRO Overall 2001
Employee Outcomes					
Sustainable Engagement	68	-1	-9*	-6*	-11*
SE Engagement	73	-1	-10*	-7*	-15*
SE Enabled	61	n/a	-4*	-7*	n/a
SE Energised	67	n/a	-11*	-5*	-8*
Retention	54	3	-10*	-5*	-4*
Leadership & elements of culture supporting the business strategy					
Strategic Direction	47	6*	-13*	-15*	0
Communication	38	3	-10*	-11*	-19*
Change	35	-11*	-16*	-20*	n/a
Customer	91	n/a	8*	8*	8*
Innovation	41	n/a	-4*	1	n/a

★ Statistically Significant Difference (+)   ★ Statistically Significant Difference (-)

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Top/Bottom 5 items vs Global Transition Norm

Top 5 Questions	Total Favourable	Global Transitional Norm
CUSTOMER: In my project/work area we actively seek to understand customer requirements and expectations.	91	11*
SUSTAINABLE ENGAGEMENT: My work gives me a sense of personal accomplishment.	82	5*
SUSTAINABLE ENGAGEMENT: I fully support what CSIRO stands for.	78	-1*
STRATEGIC DIRECTION: I understand how my project/work area contributes to the success of CSIRO.	84	-1
SUSTAINABLE ENGAGEMENT: I believe strongly in the goals and objectives of CSIRO.	75	-1

Bottom 5 Questions		
COMMUNICATION: CSIRO does an excellent job of keeping staff informed about matters affecting us.	35	-26*
CHANGE: How good a job are senior leaders (ET, BUD/GM) doing in managing change?	14	-25*
INNOVATION: CSIRO has established a climate where innovative ideas can fail without penalty to the originating person or group.	33	-25*
STRATEGIC DIRECTION: I believe CSIRO's senior leaders (ET, BUD/GM) have a clear vision for the future.	40	-24*
COMMUNICATION: Senior leaders (ET, BUD/GM) effectively communicate the reasons for important business decisions.	28	-22*

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Top/Bottom 5 items vs Australian National Norm

Top 5 Questions	Total Favourable	Australia National Norm
CUSTOMER: In my project/work area we actively seek to understand customer requirements and expectations.	91	9*
SUSTAINABLE ENGAGEMENT: My work gives me a sense of personal accomplishment.	82	1
STRATEGIC DIRECTION: I understand how my project/work area contributes to the success of CSIRO.	84	-5*
SUSTAINABLE ENGAGEMENT: I am proud to be associated with CSIRO.	80	-5*
SUSTAINABLE ENGAGEMENT: CSIRO inspires me to do my best work.	61	-7*

Bottom 5 Questions		
CHANGE: How good a job are senior leaders (ET, BUD/GM) doing in managing change?	14	-30*
COMMUNICATION: CSIRO does an excellent job of keeping staff informed about matters affecting us.	35	-30*
STRATEGIC DIRECTION: Senior leaders (ET, BUD/GM) communicate a clear direction for CSIRO.	38	-29*
CHANGE: Regarding the changing business direction of CSIRO, I understand the business need for change.	55	-29*
STRATEGIC DIRECTION: I believe CSIRO's senior leaders (ET, BUD/GM) have a clear vision for the future.	40	-27*

Top/Bottom 5 items vs Global R&D Norm

Top 5 Questions	Total Favourable	Global Research & Development Norm
CUSTOMER: In my project/work area we actively seek to understand customer requirements and expectations.	91	14*
SUSTAINABLE ENGAGEMENT: My work gives me a sense of personal accomplishment.	82	5*
SUSTAINABLE ENGAGEMENT: To help CSIRO succeed, I am willing to work beyond what is required.	83	-3*
SUSTAINABLE ENGAGEMENT: I am proud to be associated with CSIRO.	80	-3*
SUSTAINABLE ENGAGEMENT: CSIRO inspires me to do my best work.	61	-4*

Bottom 5 Questions		
CHANGE: How good a job are senior leaders (ET, BUD/GM) doing in managing change?	14	-32*
COMMUNICATION: CSIRO does an excellent job of keeping staff informed about matters affecting us.	35	-29*
STRATEGIC DIRECTION: Senior leaders (ET, BUD/GM) communicate a clear direction for CSIRO.	38	-27*
COMMUNICATION: Senior leaders (ET, BUD/GM) effectively communicate the reasons for important business decisions.	28	-26*
STRATEGIC DIRECTION: I believe CSIRO's senior leaders (ET, BUD/GM) have a clear vision for the future.	40	-26*

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Benchmark Summary - Strategic Direction

		Total Favourable Score	CSIRO Overall 2014	CSIRO Overall 2012	GTN	ANN	GR&D
4	I believe CSIRO's senior leaders (ET, BUD/GM) have a clear vision for the future.	40	5*	-11*	-24*	-27*	-26*
12	Senior leaders (ET, BUD/GM) communicate a clear direction for CSIRO.	38	6*	-18*	-20*	-29*	-27*
18	I understand how my project/work area contributes to the success of CSIRO.	84	n/a	-9*	-1	-5*	-6*
22	I personally support Strategy 2020.	47	n/a	n/a	n/a	n/a	n/a
24	I believe CSIRO is capable of achieving Strategy 2020.	42	n/a	n/a	n/a	n/a	n/a
26	Senior leaders in my area (BUD/GM, RD/EM) are helping me to understand how Strategy 2020 will be implemented.	33	n/a	n/a	n/a	n/a	n/a

✱ Statistically Significant Difference (+)   ✱ Statistically Significant Difference (-)

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Benchmark Summary - Communication

		Total Favourable Score	CSIRO Overall 2014	CSIRO Overall 2012	GTN	ANN	GR&D
5	CSIRO does an excellent job of keeping staff informed about matters affecting us.	35	1	-16*	-26*	-30*	-29*
13	Sufficient effort is made to get the opinions and thinking of employees in CSIRO.	40	10*	-8*	-15*	-19*	-21*
19	I feel it is safe to speak up in CSIRO.	48	n/a	-2	-13*	-20*	-18*
27	Senior leaders (ET, BUD/GM) effectively communicate the reasons for important business decisions.	28	-3*	-14*	-22*	-20*	-26*

✱ Statistically Significant Difference (+)   ✱ Statistically Significant Difference (-)

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Benchmark Summary - Change

		Total Favourable Score	CSIRO Overall 2014	CSIRO Overall 2012	GTN	ANN	GR&D
6	Regarding the changing business direction of CSIRO, I understand the business need for change.	55	n/a	n/a	n/a	-29*	n/a
28	How good a job are senior leaders (ET, BUD/GM) doing in managing change?	14	-11*	-16*	-25*	-30*	-32*
30	Looking ahead to the next year or so, I think CSIRO will:						
	Change for the Better	21	n/a	n/a	-33*	-25*	-25*
	Stay the Same	32	n/a	n/a	7*	-3*	-4*
	Change for the Worse	34	n/a	n/a	24*	24*	24*
	No Opinion	14	n/a	n/a	3*	4*	5*

✱ Statistically Significant Difference (+)   ✱ Statistically Significant Difference (-)

Benchmark Summary - Customer

		Total Favourable Score	CSIRO Overall 2014	CSIRO Overall 2012	GTN	ANN	GR&D
7	In my project/work area we actively seek to understand customer requirements and expectations.	91	n/a	8*	11*	9*	14*

Statistically Significant Difference (+)   Statistically Significant Difference (-)

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Benchmark Summary - Innovation

		Total Favourable Score	CSIRO Overall 2014	CSIRO Overall 2012	GTN	ANN	GR&D
8	Amongst my project commitments I have time and energy to think outside the box.	55	n/a	8*	n/a	n/a	n/a
14	CSIRO has established a climate where innovative ideas can fail without penalty to the originating person or group.	33	n/a	n/a	-25*	-25*	-24*
20	Senior leaders (ET, BUD/GM) encourage employees to take calculated risks to generate new ideas and improve performance.	38	n/a	-3*	-18*	-16*	n/a
31	In your experience, how would you rate the degree to which the culture in CSIRO supports innovation?	36	n/a	-18*	n/a	n/a	n/a

✱ Statistically Significant Difference (+)   ✱ Statistically Significant Difference (-)

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Sustainable Engagement Profile vs ANN by Gender
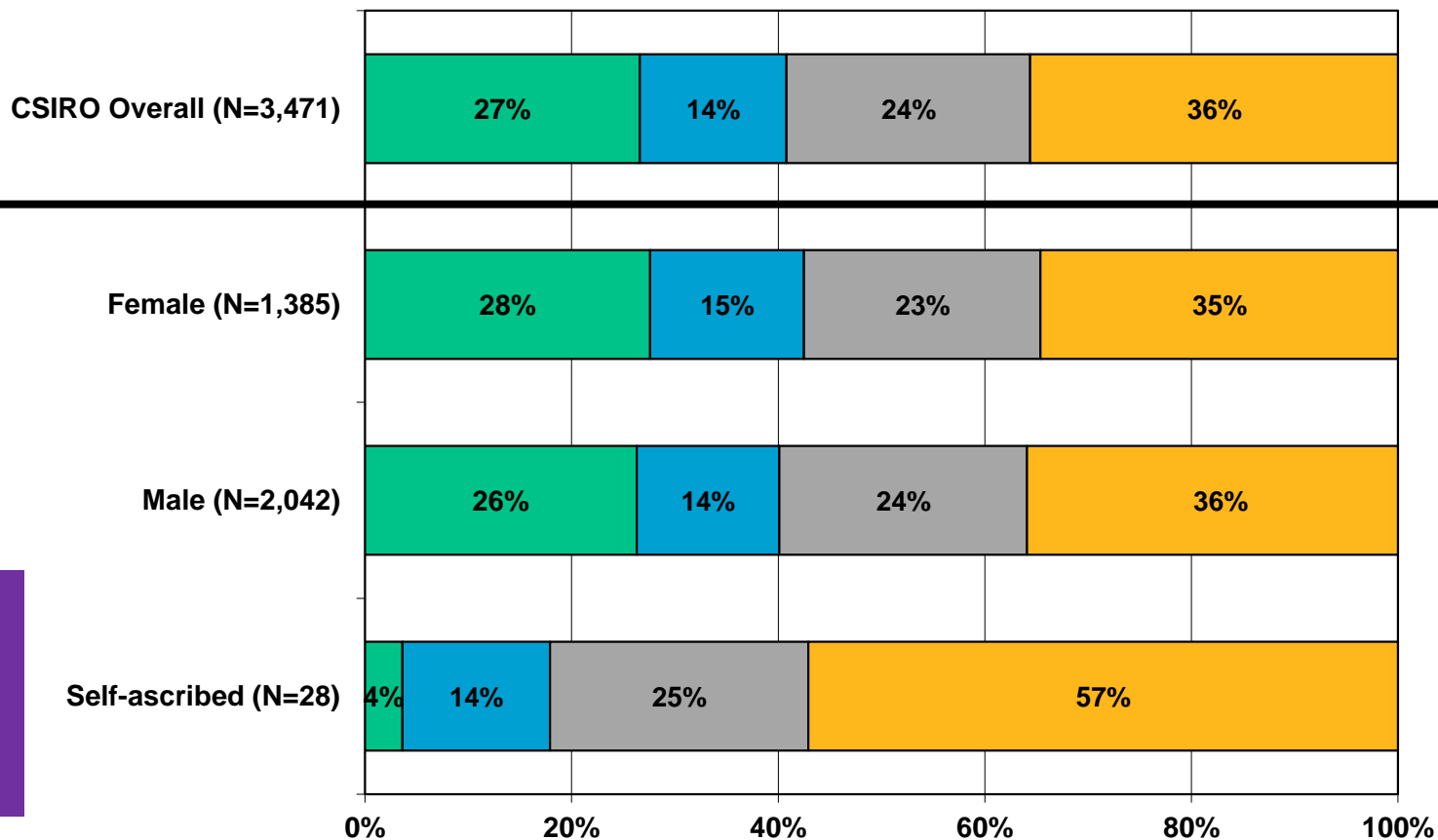
The 'self-ascribed' option enabled respondents who do not identify as male or female to be included

Category	Highly Engaged	Unsupported	Detached	Disengaged
CSIRO Overall (N=3,471)	27%	14%	24%	36%
Female (N=1,385)	28%	15%	23%	35%
Male (N=2,042)	26%	14%	24%	36%
Self-ascribed (N=28)	4%	14%	25%	57%

■ **Highly Engaged**   ■ **Unsupported**   ▢ **Detached**   ▢ **Disengaged**

Category Breakdown - Gender

	CSIRO Overall	Female	Male	Self-ascribed
Sustainable Engagement	68	2	-1	-23*
SE Engagement	73	2	-1	-27*
SE Enabled	61	3*	-2	-16
SE Energised	67	-1	1	-25*
Retention	54	4*	-2	-29*
Strategic Direction	47	3	-2	-18
Communication	38	1	-1	-21*
Change	35	1	-1	-6
Customer	91	-2	1	-6
Innovation	41	-1	1	-23*

✱ Statistically Significant Difference (+)   ✱ Statistically Significant Difference (-)

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Sustainable Engagement Profile vs ANN by Age

Age Group	Highly Engaged	Unsupported	Detached	Disengaged
CSIRO Overall (N=3,471)	27%	14%	24%	36%
Less than 25 years (N=56)	50%	5%	34%	11%
25 to 34 years (N=531)	33%	13%	25%	29%
45 to 54 years (N=1,228)	26%	14%	22%	38%
35 to 44 years (N=1,043)	25%	14%	25%	37%
55 years or older (610)	24%	17%	23%	36%

Legend: ■ Highly Engaged ■ Unsupported ■ Detached ■ Disengaged

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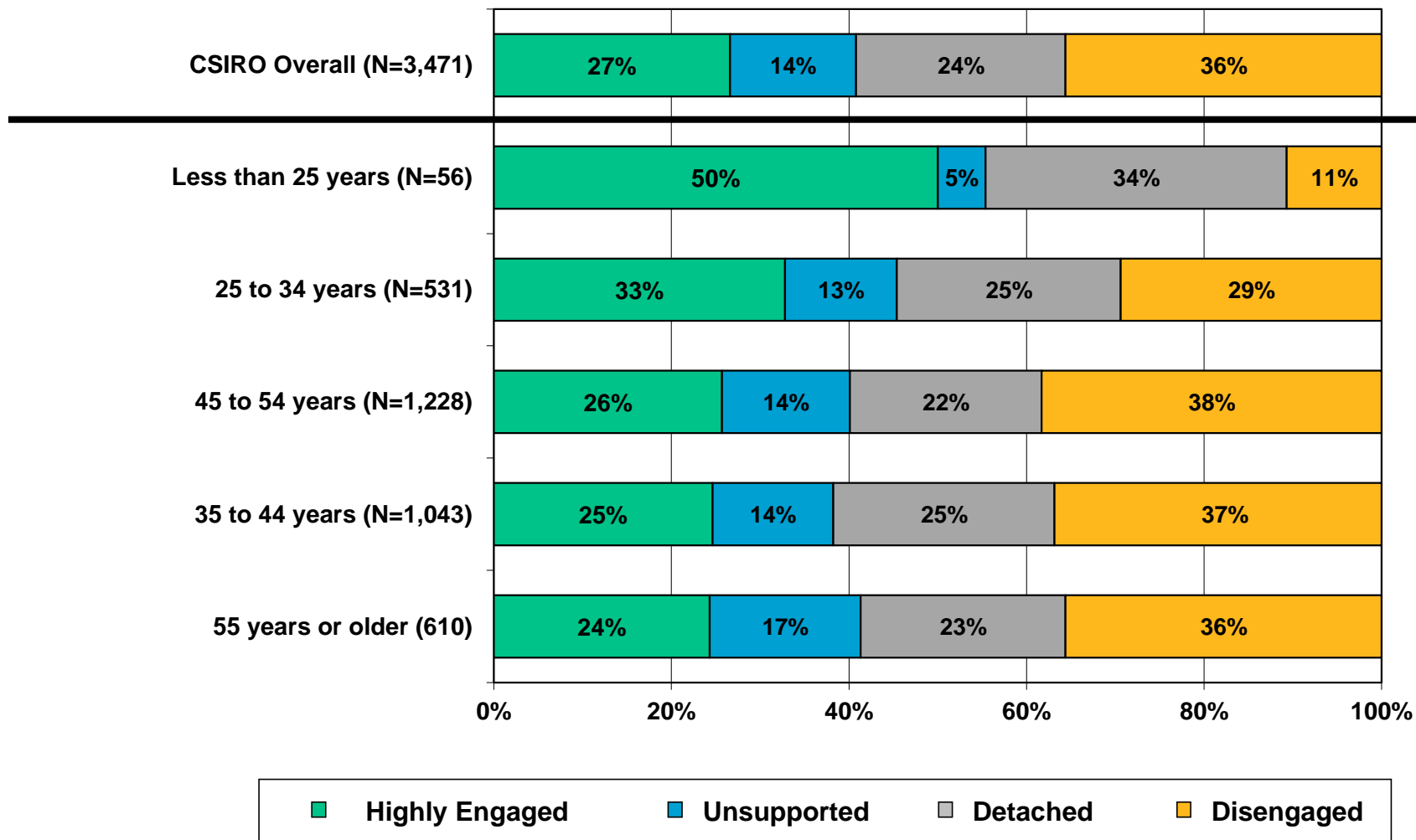
Category Breakdown - Age

	CSIRO Overall	Less than 25 years	25 to 34 years	35 to 44 years	45 to 54 years	55 years or older
Sustainable Engagement	68	16*	7*	-1	-2	-2
SE Engagement	73	11	5*	0	-2	-1
SE Enabled	61	26*	10*	-2	-2	-4*
SE Energised	67	16*	7*	-2	-2	0
Retention	54	16*	8*	-3	0	-4*
Strategic Direction	47	12	4	0	0	-3
Communication	38	21*	8*	0	-1	-6*
Change	35	16*	4	0	-1	-4
Customer	91	-13*	-4*	1	1	1
Innovation	41	18*	7*	0	-2	-3

⚹ Statistically Significant Difference (+)　　⚹ Statistically Significant Difference (-)

Sustainable Engagement Profile vs ANN by Length of Service

	Highly Engaged	Unsupported	Detached	Disengaged
CSIRO Overall (N=3,471)	27%	14%	24%	36%
Less than 2 years (N=444)	46%	11%	24%	20%
2 years but less than 5 years (N=430)	28%	14%	26%	32%
5 years but less than 10 years (N=883)	25%	14%	23%	37%
10 years but less than 20 years (N=959)	24%	16%	22%	39%
20 years or more (N=753)	20%	14%	25%	42%

Legend: ■ Highly Engaged ■ Unsupported ■ Detached ■ Disengaged

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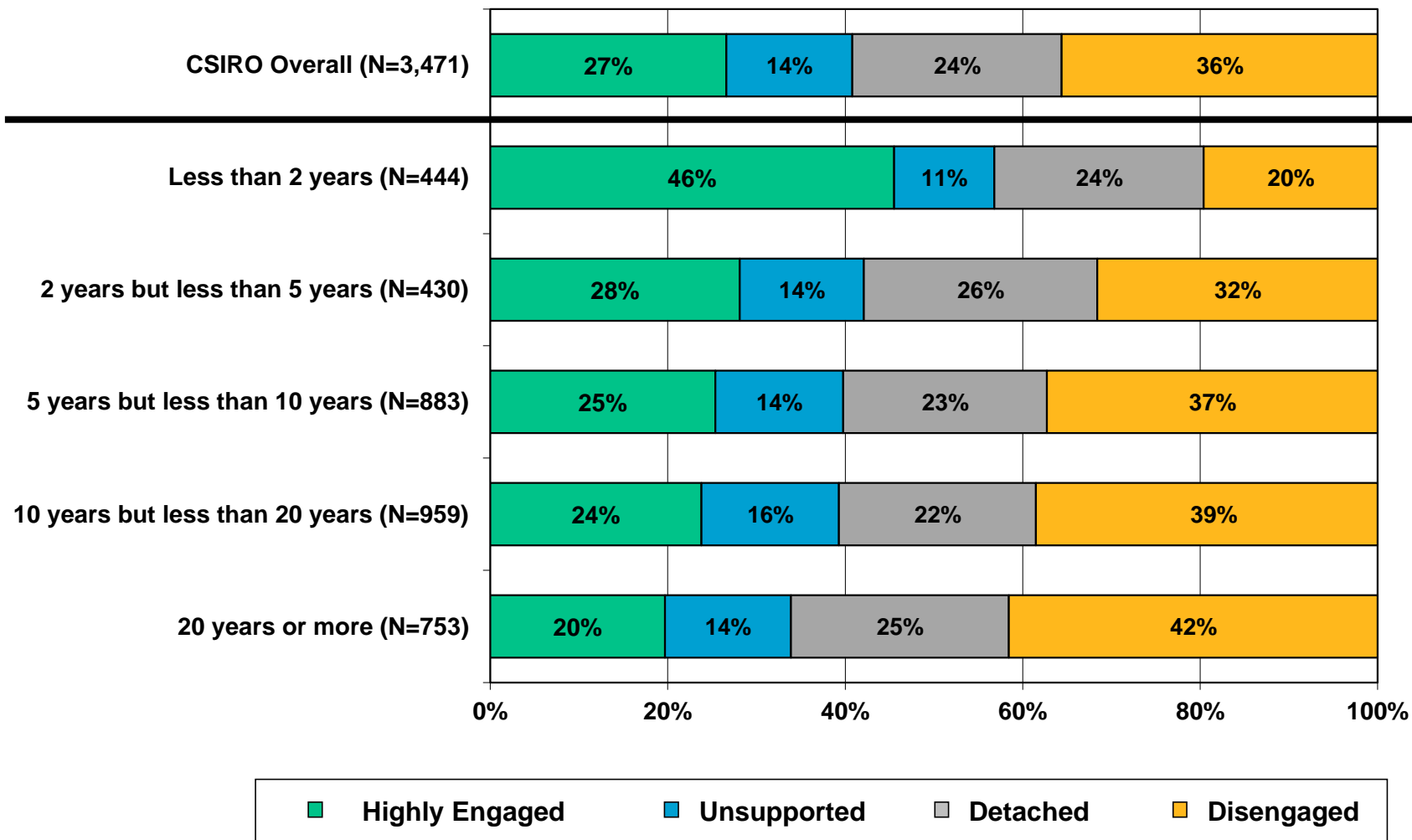
Category Breakdown - Length of Service

	CSIRO Overall	Less than 2 years	2 years but less than 5 years	5 years but less than 10 years	10 years but less than 20 years	20 years or more
Sustainable Engagement	68	13*	4	-2	-2	-5*
SE Engagement	73	11*	3	-2	-1	-5*
SE Enabled	61	17*	3	-1	-3	-7*
SE Energised	67	15*	5*	-3	-3	-4*
Retention	54	19*	-4	-2	-2	-3
Strategic Direction	47	15*	4	-2	-1	-8*
Communication	38	22*	4	-2	-4*	-8*
Change	35	13*	5*	-1	-2	-7*
Customer	91	-5*	-2	0	2*	2
Innovation	41	18*	5	-2	-3	-8*

★ Statistically Significant Difference (+)   ★ Statistically Significant Difference (-)

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Sustainable Engagement Profile vs ANN by Classification Level

Classification Level	Highly Engaged	Unsupported	Detached	Disengaged
CSIRO Overall (N=3,471)	27%	14%	24%	36%
CSIRO Leadership Team (formerly EMC) (N=30)	67%	27%	3%	3%
CSOF 1 and 2 (N=112)	48%	10%	20%	22%
CSOF 3 (N=577)	33%	12%	27%	29%
CSOF 4 (N=785)	27%	13%	27%	34%
CSOF 5 (N=627)	24%	11%	25%	40%
CSOF 6 (N=654)	23%	14%	24%	39%
CSOF 8 and above (but not part of CSIRO Leadership Team) (N=255)	23%	24%	15%	38%
CSOF 7 (N=389)	21%	22%	16%	41%
CDSCC (Tidbinbilla) (N=37)	16%		51%	32%

Legend: ■ Highly Engaged ■ Unsupported □ Detached ■ Disengaged

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Category Breakdown - CSIRO Classification Level (1 of 2)

	CSIRO Overall	CSOF 1 and 2	CSOF 3	CSOF 4	CSOF 5	CSOF 6	CSOF 7
Sustainable Engagement	68	11*	6*	2	-3	-3	-3
SE Engagement	73	10*	5*	1	-4	-2	0
SE Enabled	61	19*	12*	6*	-3	-8*	-10*
SE Energised	67	4	3	1	-4	-1	-2
Retention	54	16*	10*	3	-2	-6*	-9*
Strategic Direction	47	14*	1	-1	-3	-2	3
Communication	38	17*	2	1	-2	-3	-1
Change	35	17*	0	0	-5*	-1	2
Customer	91	-9*	-4*	-2	1	3*	4*
Innovation	41	12*	3	2	-2	-3	-4

⚹ Statistically Significant Difference (+)   ⚹ Statistically Significant Difference (-)

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Category Breakdown - CSIRO Classification Level (2 of 2)

	CSIRO Overall	CSOF 8 and above (but not part of CSIRO Leadership Team)	CSIRO Leadership Team (formerly EMC)
Sustainable Engagement	68	-2	24*
SE Engagement	73	1	24*
SE Enabled	61	-12*	22*
SE Energised	67	2	25*
Retention	54	-7*	26*
Strategic Direction	47	3	47*
Communication	38	-3	34*
Change	35	4	25*
Customer	91	5*	5
Innovation	41	-2	28*

✱ Statistically Significant Difference (+)   ✱ Statistically Significant Difference (-)

Sustainable Engagement Profile vs ANN by Non-English/English Speaking Background

CSIRO Overall (N=3,471)

Highly Engaged	Unsupported	Detached	Disengaged
27%	14%	24%	36%

Non-English speaking background (N=966)

| 32% | 14% | 22% | 32% |

English speaking background (N=2,502)

| 25% | 14% | 24% | 37% |

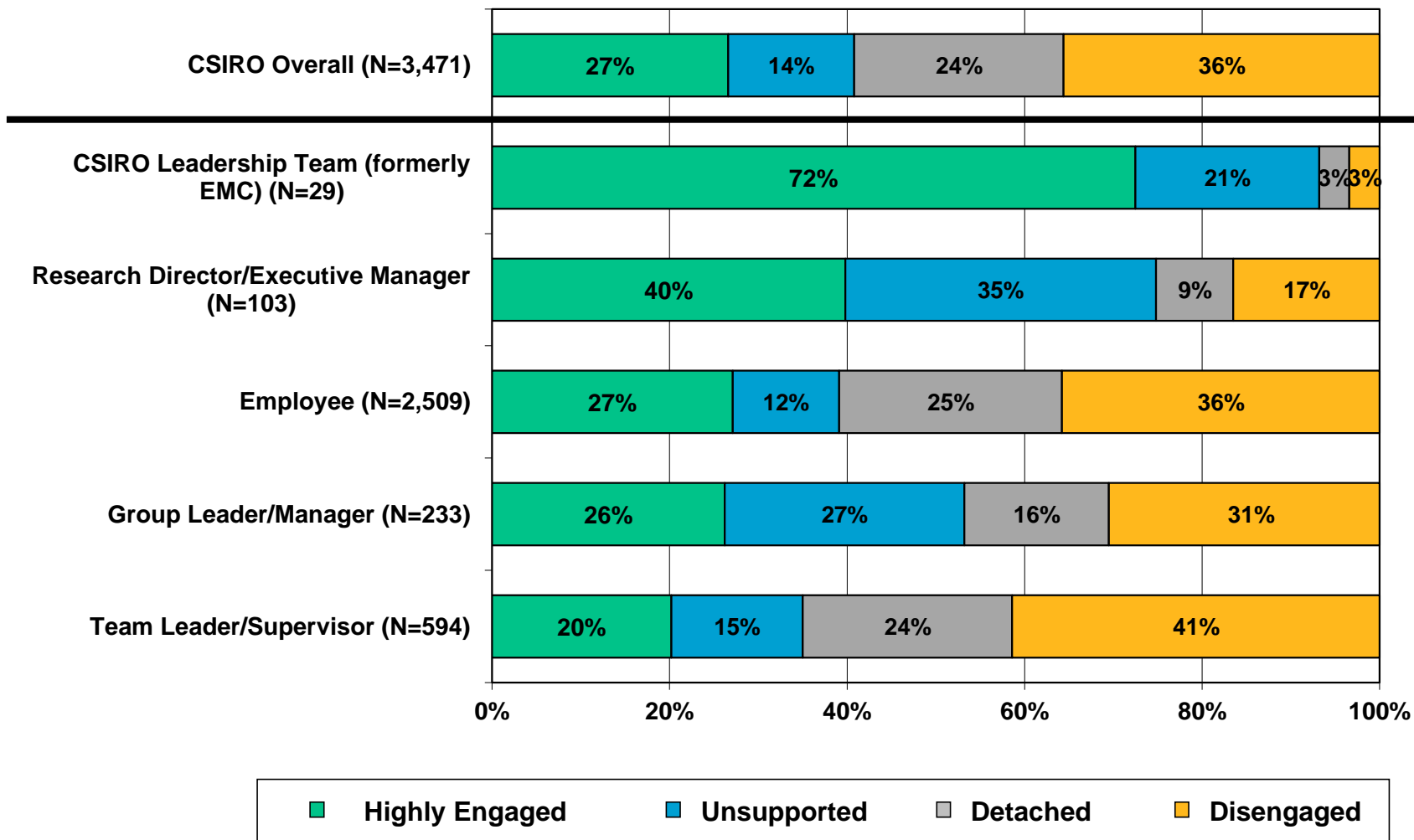Legend: ■ Highly Engaged ■ Unsupported ■ Detached ■ Disengaged
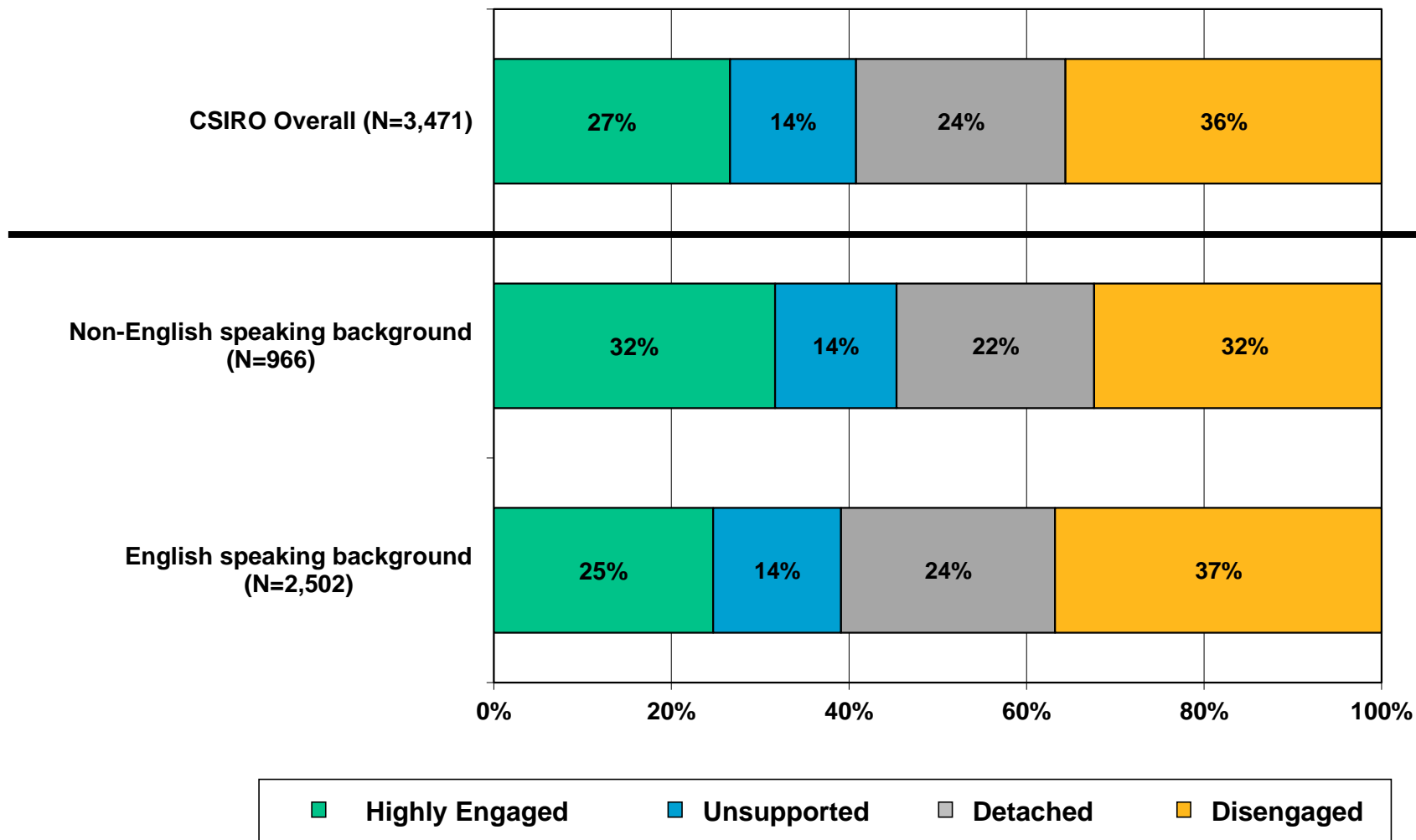
Category Breakdown - Non-English/English Speaking Background

	CSIRO Overall	Non-English speaking background	English speaking background
Sustainable Engagement	68	3	-1
SE Engagement	73	3	-1
SE Enabled	61	3	-1
SE Energised	67	3*	-1
Retention	54	1	0
Strategic Direction	47	5*	-2
Communication	38	7*	-3*
Change	35	5*	-2
Customer	91	0	0
Innovation	41	5*	-2

⊞ Statistically Significant Difference (+)   ⊠ Statistically Significant Difference (-)

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Sustainable Engagement Profile vs ANN by Role

Role	Highly Engaged	Unsupported	Detached	Disengaged
CSIRO Overall (N=3,471)	27%	14%	24%	36%
CSIRO Leadership Team (formerly EMC) (N=29)	72%	21%	3%	3%
Research Director/Executive Manager (N=103)	40%	35%	9%	17%
Employee (N=2,509)	27%	12%	25%	36%
Group Leader/Manager (N=233)	26%	27%	16%	31%
Team Leader/Supervisor (N=594)	20%	15%	24%	41%

Legend: ■ Highly Engaged ■ Unsupported ☐ Detached ■ Disengaged
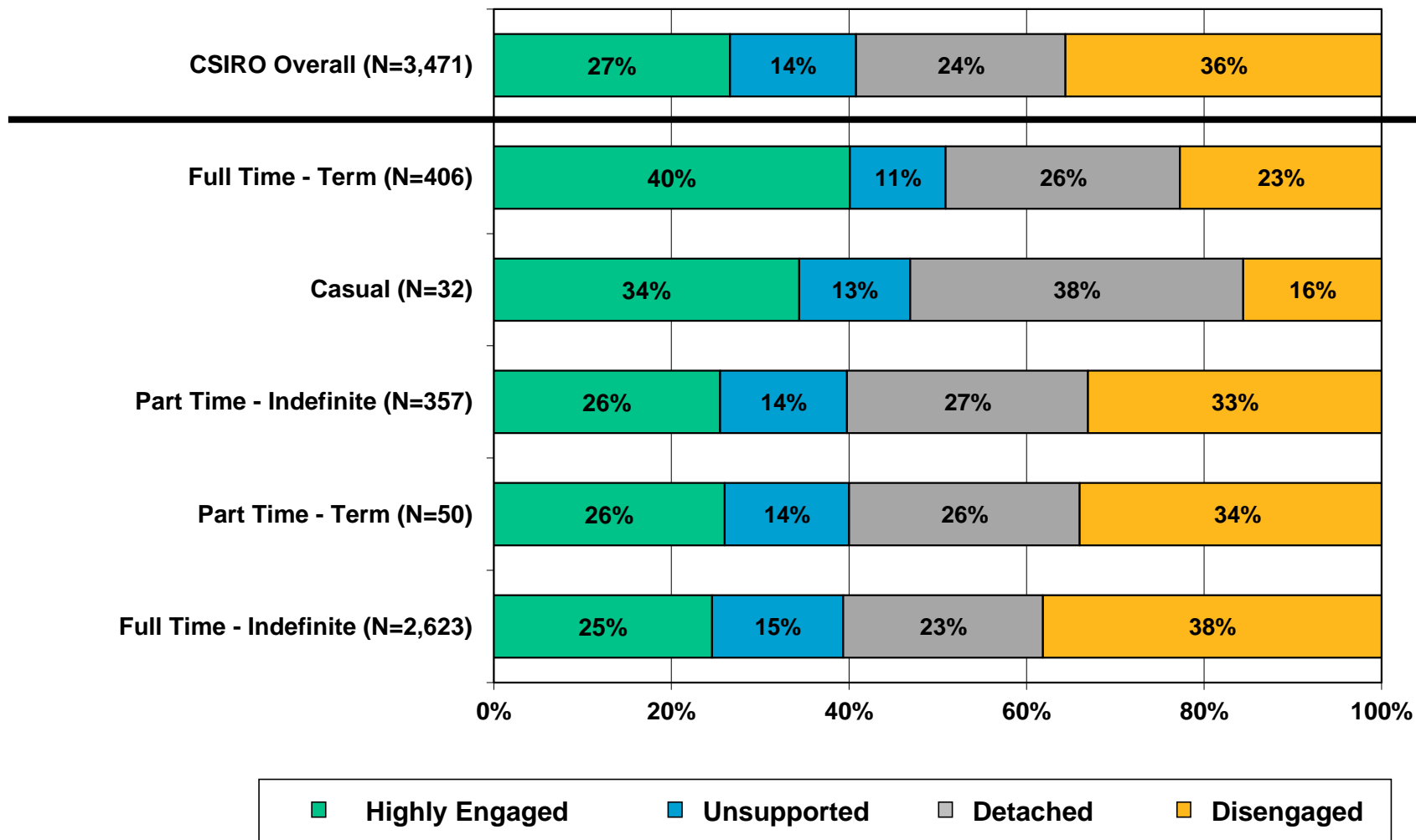
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Category Breakdown - Role

	CSIRO Overall	Employee	Team Leader/Supervisor	Group Leader/Manager	Research Director/Executive Manager	CSIRO Leadership Team (formerly EMC)
Sustainable Engagement	68	0	-4*	4	15*	24*
SE Engagement	73	-1	-2	8*	19*	24*
SE Enabled	61	2	-11*	-4	10	25*
SE Energised	67	-1	-1	4	14*	25*
Retention	54	1	-7*	0	11*	29*
Strategic Direction	47	-2	-5*	15*	27*	47*
Communication	38	0	-6*	8*	13*	37*
Change	35	-1	-4	12*	21*	28*
Customer	91	-2*	3*	6*	6*	5
Innovation	41	1	-7*	1	8	28*

✱ Statistically Significant Difference (+)   ✱ Statistically Significant Difference (-)

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Sustainable Engagement Profile vs ANN by Employment Status

Employment Status	Highly Engaged	Unsupported	Detached	Disengaged
CSIRO Overall (N=3,471)	27%	14%	24%	36%
Full Time - Term (N=406)	40%	11%	26%	23%
Casual (N=32)	34%	13%	38%	16%
Part Time - Indefinite (N=357)	26%	14%	27%	33%
Part Time - Term (N=50)	26%	14%	26%	34%
Full Time - Indefinite (N=2,623)	25%	15%	23%	38%

Legend: ■ Highly Engaged ■ Unsupported ■ Detached ■ Disengaged

Category Breakdown - Employment Status

	CSIRO Overall	Full Time - Indefinite	Full Time - Term	Part Time - Indefinite	Part Time - Term	Casual
Sustainable Engagement	68	-2	10*	3	0	10
SE Engagement	73	-1	7*	1	-3	7
SE Enabled	61	-3*	13*	7*	2	19*
SE Energised	67	-2	13*	0	3	10
Retention	54	-2	8*	9*	-8	-4
Strategic Direction	47	-2	11*	0	-6	4
Communication	38	-3*	15*	0	4	16
Change	35	-1	12*	-4	-5	9
Customer	91	1	-3	-2	-3	-13*
Innovation	41	-3*	16*	-1	3	15

✱ Statistically Significant Difference (+)   ✱ Statistically Significant Difference (-)

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Group Sizes

CSIRO Overall (3,472)

Benchmarks

CSIRO Overall 2014	1,239	CSIRO Overall 2003	4,432
CSIRO Overall 2013	528	CSIRO Overall 2002	4,371
CSIRO Overall 2012	4,323	CSIRO Overall 2001	4,072
CSIRO Overall 2010	237	Global Transitional Norm	151,844
CSIRO Overall 2007	4,440	Australia National Norm	151,324
CSIRO Overall 2005	4,974	Global Research & Development Norm	141,668
CSIRO Overall 2004	661		

Lookdown/Business Units

Agriculture & Food (Ag & Food)	467	Land & Water (L&W)	302
Australian Animal Health Laboratory (AAHL)	62	Manufacturing (Man)	294
Health & Biosecurity (H&B)	181	Mineral Resources (MR)	175
CSIRO Astronomy & Space Science (CASS)	179	National Collections & Marine Infrastructure (NC&MI)	63
CSIRO Services (Svc)	116	Oceans & Atmosphere (O&A)	265
Data 61 (D61)	272	Executive Office (Exec)	19
Energy	194	Deputy Chief Executive Office (C&G, Global, SMV&I, S&G, HR, Comms, OD&C) (DCE Office)	328
Information Management & Technology (IM&T)	217	Chief Finance Officer Office (HSE, F&S, CBIS, MPLO) (CFO Office)	338

Primary Work Location

ACT - Canberra	727	QLD - Regional	65
NSW - Sydney	463	TAS - Hobart	216
NSW - Regional	150	VIC - Melbourne	763
SA - Adelaide	201	VIC - Regional	209
NT - Darwin	11	WA - Perth	255
QLD - Brisbane	390	WA - Regional	15

Gender

Female	1,385	Self-ascribed	28
Male	2,043		

Age

Less than 25 years	56	45 to 54 years	1,228
25 to 34 years	531	55 years or older	610
35 to 44 years	1,044		

Length of Service

Less than 2 years	444	10 years but less than 20 years	959
2 years but less than 5 years	430	20 years or more	753
5 years but less than 10 years	884		

CSIRO Classification Level

CSOF 1 and 2	112	CSOF 7	389
CSOF 3	577	CSOF 8 and above (but not part of CSIRO Leadership Team)	255
CSOF 4	785	CSIRO Leadership Team (formerly EMC)	30
CSOF 5	627	CDSCC (Tidbinbilla)	37
CSOF 6	655		

English/Non-English Speaking Background

Non-English speaking background	967	English speaking background	2,502

Role

Employee	2,510	Research Director/Executive Manager	103
Team Leader/Supervisor	594	CSIRO Leadership Team (formerly EMC)	29
Group Leader/Manager	233		

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Employment Status

Full Time - Indefinite	2,624	Part Time - Term	50
Full Time - Term	406	Casual	32
Part Time - Indefinite	357		

ON Participation

ON Program Participant	453	Not an ON Program Participant	3,018

ET Roundtable Participation

ET Roundtable Participant	373	Not an ET Roundtable Participant	3,098

Sustainable Engagement Segment

Highly Engaged	924	Detached	819
Unsupported	493	Disengaged	1,235

CSIRO Overall 2014

Agriculture & Food 2014	184	Land & Water 2014	131
Australian Animal Health Laboratory 2014	24	Manufacturing 2014	109
Health & Biosecurity 2014	76	Mineral Resources 2014	63
CSIRO Astronomy & Space Science 2014	42	National Collections & Marine Infrastructure 2014	18
CSIRO Services 2014	36	Oceans & Atmosphere 2014	101
Data 61 2014	82	Executive Office 2014	14
Energy 2014	72	Deputy Chief Executive Office (C&G, Global, SMV&I, S&G, HR, Comms, OD&C)	120
Information Management & Technology 2014	50	Chief Finance Officer Office (HSE, F&S, CBIS, MPLO) 2014	117

Sustainable Engagement Items

SE Engagement (also Traditional Engagement)
I believe strongly in the goals and objectives of CSIRO. (Think)
I fully support what CSIRO stands for. (Think)
I would recommend CSIRO as a good place to work. (Feel)
I am proud to be associated with CSIRO. (Feel)
To help CSIRO succeed, I am willing to work beyond what is required. (Act)
CSIRO inspires me to do my best work. (Act)
SE Enabled
I have the support and resources I need to do my job effectively. (Resources)
There are no substantial obstacles at work to doing my job well. (Obstacles)
I am sufficiently empowered to do my job well. (Empower)
SE Energised
My work gives me a sense of personal accomplishment. (Job Satisfaction)
People are treated with respect here, regardless of their job. (Social)
In the last month, I have mostly felt enthusiastic at work. (Positive Emotional Wellbeing)

Survey Definitions

CSIRO/Organisation   Refers to CSIRO as a whole, including all of its Business Units and Enterprise Support Services.

CSIRO's Executive Team   The Executive Team (ET) is the primary management committee of CSIRO. The Executive Team is responsible for the development and implementation of the organisational strategy.
The Executive Team comprises:
• the Chief Executive
• Deputy Chief Executive
• Chief Finance Officer
• Executive Directors

CSIRO's Leadership Team The CSIRO Leadership Team (CLT) provides a forum for sharing and discussing issues relating to the management and future strategy for CSIRO. It comprises:
• the Executive Team
• Business Unit Directors
• General Managers
• other key members of the Organisation's leadership.

Senior leaders   Refers to the group of people who have senior management responsibilities in CSIRO, that is, members of the Executive Team (ET), Business Unit Directors (BUDs) and General Managers (GMs).

Business Unit   Refers to the part of CSIRO in which you report to your immediate manager.

Enterprise Support Services   Enterprise Support Services provide skills and services that complement our science. They are primary operating units in CSIRO that provides business services, infrastructure, manage business processes and systems and supports organisational governances.

Project(s)/work area(s)   Refers to the team in which you predominantly work or identify with.

Customers   Refers to the people, either internal or external to CSIRO to whom you provide outcomes or services.