

Media products – 8 September 2016

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CSIRO MEDIA HOLDING STATEMENTS (PRE-ANNOUNCEMENT – already in use)

Pulse survey

- In July we conducted a comprehensive all-staff survey. The results are now being analysed and will be shared with staff, leaders, the CSIRO Board and the Staff Association in September.

Enterprise Agreement

- On Tuesday 23rd August, CSIRO received final approval of the proposed Enterprise Agreement by the Australian Public Service Commissioner. This means that CSIRO can now move to a staff ballot.
- The ballot period commences on Monday 19th and runs until Monday 26th September. Over the coming weeks we will be scheduling webinars, site engagements sessions and providing regular information via MyCSIRO and Sphere, to make sure staff can make an informed decision.

EY review report

- CSIRO commissioned Ernst and Young to review the 2015-16 science prioritisation and ancillary processes. We plan to share this report and its recommendations with CSIRO staff in September.

CE reappointment

- Following the Federal election and related caretaker period, we are actively progressing processes which need to be completed.
 - [optional: We expect this will take a couple of weeks to finalise].

Integrated (all staff/culture related)

- The feedback we get from our employees is invaluable and we will be working together as we continue to build a positive and productive workplace.

BOARD MEDIA HOLDING STATEMENT

CE reappointment

- Following the Federal election and related caretaker period, CSIRO is actively progressing processes which need to be completed.
- The Board aims to make an announcement on this matter as soon as possible.

MEDIA STATEMENTS

(by CSIRO spokesperson – ahead of responding to specific questions)

EY RECOMMENDATIONS

- To help improve our strategic decision-making practices and to learn from our change process so far, in May, we proactively commissioned a review of the 2015–16 science planning process, including our engagement with staff and stakeholders.
- The reviewer, EY, has provided 14 recommendations to CSIRO which we have accepted.
- We have undertaken to keep staff informed of our progress.
- Our Strategy 2020 responds to the challenges facing Australians and those around the globe, and provides an exciting platform for future growth and opportunities.
- Consultation and communication on the implementation CSIRO's 2020 strategy will continue, informed by these improvements.

STAFF SURVEY RESULTS

- Like many organisations, CSIRO undertakes regular staff surveys to help provide feedback on staff sentiment and engagement to inform continued organisational development and change.
- The data we now have is critical to helping us create a more adaptive culture for CSIRO. We recognise that in some area, staff morale is low, but we are also glad to see that new programs are having a positive impact.
- Our Strategy 2020 responds to the challenges facing Australians and those around the globe, and provides an exciting platform for future growth and opportunities.
- Consultation and communication on the implementation CSIRO's 2020 strategy will continue, informed by these improvements.
- The Executive believe that the investment decisions have put CSIRO on a more sustainable financial footing and align our organisation to keep delivering great science and solutions for the nation.

STRATEGY 2020

- CSIRO's Strategy 2020 responds to the challenges facing Australians and those around the globe, and provides an exciting platform for future growth and opportunities. CSIRO is committed to delivering on the Strategy to make CSIRO Australia's Innovation Catalyst and address national priorities whilst focusing on global sustainability.
- For CSIRO to continue to deliver research outcomes in the national interest, we must continually look to the future and identify key challenges and issues.
- In responding to national priorities and challenges in the Australian economy we are committed to deliver on our Strategy 2020 for the national benefit and as we progress the implementation of the Strategy, we continue to engage with our staff and stakeholders to ensure the most effective implementation of the Strategy and related activities.

- We recognise our communication of the Strategy could have been better in the early stages; we have listened to staff and stakeholder feedback and we have learned from these lessons. This is enabling us to continue our engagement with our staff and stakeholders, and provide clarity about our strategy that will help us deliver scientific-solutions for Australians.

PUBLIC GOOD

- As CSIRO transitions to deliver on its Strategy 2020, it continues to undertake research for national benefit—something it has done for almost a century. *CSIRO continues to undertake research for national benefit as it has done for almost a century, and delivering this benefit through Strategy 2020.*
- That is CSIRO’s mandate and it has not changed.
- Every year, CSIRO makes decisions about where it should invest its budget and it does this with a view to what Australia needs most. The Australian economy is in transition and CSIRO has a critical role to play in preparing for climate change and mitigating the impacts, and for things like digital disruption that will change the way Australians work and live.

CLIMATE CHANGE RESEARCH

- We are investing in and undertaking research to advance Australia and the World’s understanding of climate change. We are also investing in research that will help mitigate the risks associated with climate change and provide solutions for adapting to such change.
- Our focus on mitigation and adaption research is part of new CSIRO strategy, which recognises that the global and national research landscape is constantly evolving. New challenges, global and national priorities, key developments and opportunities must all be considered when we look at the future of science and research funding in Australia and in nations across the globe.
- We at the CSIRO see this as particularly important in all areas of climate change research. As the World moves to mitigate and adapt to climate change, we must prioritise and support these efforts.
- Recently, it was announced that the Australian Government will invest \$37 million over 10 years to enhance Australia’s ability to make more accurate projections about climate fluctuations.
- This investment will create 15 new positions in the recently announced CSIRO Climate Science Centre.
- In April CSIRO announced a decadal commitment of 40 staff to the newly established Climate Science Centre which is responsible for CSIRO’s climate modelling and observations of the atmosphere and ocean.
- CSIRO will retain over 110 staff working on climate and related ocean and atmosphere questions in its Climate Science Centre after the implementation of the current changes.
- With this Centre, CSIRO will connect climate science to decision-makers across agriculture, energy, water, health, financial and other sectors to help them navigate global change.
- The Centre will help protect the marine and atmospheric environment and contribute to a safe, well prepared and responsive society, in deeper collaboration with Australia’s 42 universities.

TALKING POINTS re: OUR POSITIONING AND MOVING FORWARD

LISTENING

We've heard staff feedback from:

- the Staff Survey
- staff Roundtables
- discussions with their managers

In recent months, the Executive have met with many staff via the roundtables and morning/afternoon teas, to hear firsthand how they are feeling, and to better explain the strategy. It's clear from the staff survey that these for a are helping, and we'll be doing a lot more over the coming months

LEARNING

- staff have given us good ideas to improve our communication and engagement through those activities
- EY recommendations have also given us guidance on fundamental ways we can improve our science prioritisation and implementation process

RESPONDING TOGETHER

- CE is committed to improving our processes, how we engage more with staff and improve morale
- ET will be implementing changes arising from each the EY recommendations – we'll be transparent on our progress
- This will be the start of the journey to change our organisation to one of higher engagement - consulting more, better explaining the reasons for decisions and giving staff better visibility as we progress with implementation of decisions and Strategy 2020.

Communications products – 8 September 2016

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TALKING POINTS (for ET)

LISTENING

We've heard your feedback from:

- the Staff Survey
- staff Roundtables
- discussions with your managers

In recent months, the Executive have met with many of you via the roundtables and morning/afternoon teas, to hear firsthand how you are feeling, and to better explain the strategy. It's clear from the staff survey that these are helping, so you'll see a lot more of us over the coming months

LEARNING

- You've given us good ideas through those activities
- EY has also given us guidance on fundamental ways we can make our operations better

RESPONDING TOGETHER

- We are committed to improving our processes and how we can work better with you.
- We will be implementing changes arising from each the EY recommendations,
- We want your input to and feedback on this, as this will be the start of the journey to change our organisation to one of higher engagement.
- You have made it very clear what the Executive must do, to better engage you with on our strategy and changes arising. This includes helping staff see themselves and their work in Strategy 2020, and improving the way we implement our decisions by taking people with us on the change journey - consulting more, better explaining the reasons for decisions and giving you better visibility as we progress with delivery.

EY REVIEW

To help improve our strategic decision-making practices and to learn from our change process in the earlier part of the year, in May, we commissioned a review of the 2015–16 science planning process, including our engagement with staff and stakeholders.

This was designed to be an external review process, reporting to the Chief Executive (just as we do for our external reviews of business units).

In May 2016, EY was selected to undertake the review, which has been undertaken from June to August 2016.

EY has provided CSIRO with 14 recommendations across seven areas: governance, process, risk management, change management, external stakeholder engagement, culture and crisis management.

Larry and the ET have reviewed the observations and recommendations from EY. We have accepted all of the recommendations in the report and we will be transparent with you in implementing our response to the recommendations. Our initial response is available on MYCSIRO.

The review examined three phases of activity under the umbrella of Science Prioritisation and Implementation (SPI):

- science prioritisation - leading to investment decisions in relation to research and development priorities;
- implication assessment - socialising and testing preliminary decisions, revising decisions based on feedback and assessment; and
- delivery - implementation and change planning, communications and implementation.

The Review found that while the revised SPI process was more robust and evidence based than in previous years, many of the issues and challenges that arose were a consequence of the interdependency and limited interaction across seven areas (governance, process, risk management, change management, external stakeholder engagement, culture and crisis management) which had a compounding impact one another.

In summary, EY made the following key observations about practices that could be improved:

- Governance practices should have been tailored to cater for the varied background (including experience) and management styles of the Board and CLT
- Though elements of the SPI process were robust and successfully navigated by most BUs, the process could have been better defined and documented to avoid inconsistent expectations, understanding and application.
- Formally assessing and documenting risks during the science prioritisation phase and adequately considering them during implication assessment, could have reduced the impacts that arose during implementation.
- Given the magnitude impact of the changes and notwithstanding the intent to empower BU leaders to accommodate the unique culture and communication needs in their business units, there should have been greater support to BU leaders to effectively manage the change process.
- CSIRO should have engaged external stakeholders early to take input and inform the decision which could have alerted the organisation to the potential risks and implications of the investment decisions, as well as increased stakeholders' confidence in the decision-making.
- ET and CLT could be more transparent with staff in relation to the decision-making deliberations and drivers of change, which may have improved consultation around potential solutions and actions to be implemented.
- CSIRO should have used its crisis management framework more effectively mitigate and reduce the impact of the issues that followed amongst staff, stakeholders and media.

Whilst CSIRO acknowledges that the SPI process needs improvement, the final decisions including the April announcement of the decadal commitment of 40 staff to the newly established Climate Science Centre were based on consideration of all relevant information including feedback during the consultation period that followed the February announcement to staff.

The final decisions were appropriate to put CSIRO on a more sustainable financial footing and align our organisation to keep delivering great science and solutions for the nation. This positions CSIRO to best help Australia navigate a changing economy and the impacts of digital disruption, and ensure we are able to get our science into people's hands as quickly as possible to improve Australia's sustainability and prosperity. This means CSIRO needs to remain focussed on delivering the most unique and important science where it is most needed and delivers the highest value.

We will continue to work with staff to improve our process and ensure the implementation of our Strategy 2020 is communicated through the organisation the best way possible, allowing all staff to be part of our future direction.

STAFF SURVEY

SUMMARY

We acknowledge that the Science Prioritisation and Implementation process was disruptive and caused distress in some parts of the organisation. This made it important for us to understand the level of staff morale and engagement with the strategy.

That's why we sought to undertake a short content, whole of organisation pulse survey.

We measured staff feelings and how we are tracking, including with respect to strategic direction, communication, management of change and participation.

The information we now have is critical to helping us create a more adaptive culture for CSIRO. We recognise that staff morale is not where it could be in many areas of the business, but we are also glad to see that new programs are having a positive impact.

The Executive Team is committed to improving our engagement with you, including:

- Learning how to more effectively take people through change, including better explaining the reasons for important decisions.
- Effectively consulting with you, sharing reasons for business decisions and keeping you better informed on important matters.
- Communicating and engaging with you about a clear vision and direction for CSIRO.

We (ET) are taking your survey feedback and the recommendation report very seriously, and we will be involving you in plans, and openly sharing our progress. Your trust and respect is paramount to us.

OVERVIEW OF THE RESULTS

- Overall, the results were pretty much as expected (over last few months we have engaged with staff via site visits, morning teas, round tables, webinars etc. so had a pretty good sense of how people are feeling).
- Comparatively, the results were similar to 2014 (also a disruptive time for us as this was when we were doing the IRP restructure and were facing cuts to science).
- The 2014 reform, our new strategic directions and issues with execution of the strategy have clearly had a cumulative effect on the organisation.
- The staff survey confirms that implementation of key elements of Strategy 2020 through the science prioritisation process ('deep dives') had a significant impact on the organisation in terms of morale, optimism for the future, purpose, trust and confidence in the senior leaders.
- The survey shows that actively seeking to understand customer needs is a strength and that our focus as leaders needs to be on engaging our people on the change journey around our strategic direction.

SURVEY AND RESPONSE DETAILS

- We used the same partner (Willis Towers Watson – formerly Towers Watson) that we have been using for the last 15 years so we are able to make historical comparisons.
- 64% of the organisation (3,472 people) responded so the analysis is robust
 - More than 50% of people (1,866) that completed the survey also made a comment.

- We asked 31 questions (one open-ended about what would most need to change to enable people to more fully contribute to the success of Strategy 2020).
- The questions were designed to measure how engaged, enabled, energised people were to contribute to the purpose and direction of CSIRO and do their jobs.
- They also looked at:
 - people's intention to stay;
 - how clear people are on CSIRO's strategic direction and vision for the future;
 - how well we are bringing people along on the change journey;
 - how we're performing on a strategic action (customer first); and
 - how well we are creating the environment to innovate.

Engagement

- The good news is that our people still get a strong sense of personal accomplishment from their work.
- At a local level, they can see how their work contributes to CSIRO's success.
- These views haven't shifted much from previous surveys despite the significant changes that have been going on.
- People are willing to work above and beyond what is required to help CSIRO succeed.
- While people still believe strongly in the goals and objectives of the organisation, this has declined a bit since 2014.

Retention

- People's intention to stay hasn't changed from 2014.

Clarity on strategic direction and future

- Our people's sense of CSIRO having a clear vision and direction for the future is up relative to 2014.
 - Nearly 50% of our staff support the strategic directions outlined in Strategy 2020, while 34% are 'sitting on the fence'.
 - 42% believe we are capable of achieving the strategy, and another 43% are reserving judgement.
 - Only 11% don't support the strategy and also lack belief that we are capable of achieving it.
- The leadership team has been listening closely to our staff. Through the survey comments, roundtables and other engagements, we have been given a clear sense of what is needed to make this shift.
 - We are confident we can improve our engagement with staff as we all move to bring our vision for CSIRO as Australia's Innovation Catalyst, to realisation.

Bringing people along on the journey (communication and change management)

- Since 2014 we have done better at seeking people's thoughts and opinion. We recognise this is from a low-base and this remains a key area requiring focus and improvement in the future.
- People made a lot of comments regarding lack of consultation, participation and ability to contribute to discussions on important matters that affect them.
- The leadership team will continue to engage with staff to ensure all decisions are clarified and that all implementation processes are undertaken in the best possible way for affected staff.
- While it is confronting that the results (comments from staff) indicate a lack of confidence in senior leaders, which contributes to significantly lower levels of optimism in staff below the CLT with regard to our future; we are using this feedback to improve our staff engagement.
- Engaging, inspiring and equipping our people for the future continues to be an area of improvement and we will work towards improving this situation through continued engagement and feedback processes.
- We recognise that it is important we, as the leadership team, make ourselves available to staff, to engage, alleviate concerns and clarify information. We are working on this and will continue more ET engagement exercises, such as webinars and roundtables, on a regular basis.
- It is encouraging that the survey showed that the ET roundtables and the ON program are both having a significant positive effect on staff that have participated.

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 (at 91% favourable).
- 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, a lot more needs to be done to create a climate where people feel they can innovate.
- Surprisingly, at a local level, the data suggests that the situation has improved since 2012 with people feeling they have more time and energy to think 'outside the box'.

Other points of note from survey comments

- Some people feel that our senior leaders do not always demonstrate trust and respect for them and some also lack trust and confidence in senior leadership. This is supported by survey evidence which suggests a significant disconnect between senior leadership and the rest of the organisation.
- Our people are frustrated by how long the EA is taking and have concerns about erosion of their working conditions and competitiveness of our salary scales. The latter also contributes to a belief that our ability to attract talented young people is reduced.
- Our scientists feel that increasingly they have less time to devote to what they are passionate about due to decreased support (which means more time devoted to non-science tasks).

- There are significant concerns regarding the tension between our current focus on external earnings and our ability to undertake early stage exploratory research that doesn't generate short-term commercial returns. This tension also impact on how we collaborate within the organisation.

CE REAPPOINTMENT

Holding statement prior to 9 September:

- Following the Federal election and related caretaker period, we are actively progressing processes which need to be completed.

RESEARCH IN THE NATIONAL INTEREST

As CSIRO transitions to deliver on its Strategy 2020, it continues to undertake research for national benefit—something it has done for almost a century and is enshrined in our Act.

That is CSIRO's mandate and it has not changed.

Every year, CSIRO makes decisions about where it should invest its budget and it does this with a view to what Australia needs most. The Australian economy is in transition and CSIRO has a critical role to play in supporting both industry and the community (including through government) in responding to those challenges. But in addition to that – CSIRO will continue to respond to national challenge such as preparing for climate change and mitigating the impacts and capturing the opportunity that will arise from working for global sustainability, and for things like digital disruption that will change the way Australians work and live. We are not short of opportunity!

MyCSIRO Q&A—EY REVIEW

Why was this review undertaken?

CSIRO strives for continuous improvement and this review of the 2015-16 science planning, including the investment decision-making and associated processes, is being undertaken with this intent.

Why did EY undertake the review?

The review was undertaken at the request of the Chief Executive.

The 2015-16 science prioritisation and implementation process involved most members of the CLT and many members of the business unit leadership teams. As such, it was important the review be independent, with an external agency who was not involved in the process.

CSIRO commissioned EY to conduct an independent review which has been carried out by the consultants following a robust process as described in the report and for which they are suitably qualified.

EY is experienced in undertaking independent reviews for governments and industries. EY is a professional consultancy service and bring the independence, capability and experience to this review.

What are the recommendations?

The recommendations are provided in the EY Review report which is available at [MyCSIROXXXX].

Will the recommendations be ignored?

No. We have accepted all of the recommendations from EY and we will be transparent with you in implementing our response to the recommendations. Our first draft response is available on [MyCSIROXXX]. This will evolve as we engage with staff to proceed with specific actions.

These recommendations will help us improve our internal processes for the remainder of the Strategy 2020 implementation and into the future.

Did CSIRO management contribute to the recommendations?

CSIRO commissioned EY to carry out an independent review.

CSIRO management were not involved in the conduct of this review, other than to participate in interviews and facilitate access by EY to information and CSIRO staff. Management were provided with a draft copy of the report and provided feedback to EY primarily to clarify matters of fact and to seek further clarification of some points.

The recommendations are the view of EY, who are a professional consultancy with extensive experience in organisational and process reviews. EY uphold their professional reputation and provide independent reports, backed by their review research.

How many staff participated in the review?

24 people participated in the interviews. CSIRO is not aware how many people attended the staff focus groups (noting that the EY report states 12 representatives were invited to each).

All CSIRO staff were provided an opportunity to submit to the review via an independent mailbox managed by the EY review team (external to CSIRO) and the report indicates that 53 people made submissions.

Did management see staff responses to EY?

All input from staff to EY as part of the review was provided in confidence. Management did not have access to the information. Any information used in the report was de-identified and individuals' details were (and continue to be) held in the strictest confidence by EY.

What were the terms of reference?

The review looked at CSIRO's 2015–16 annual science planning, including our engagement with staff and stakeholders.

This is not a review of the validity of the decisions arising from the 2015-16 process. The terms of reference were provided to all staff via MyCSIRO in May. They are available on the [Review of the 2015–16 science planning process MyCSIRO page](#).

Was this the first review of this kind, in CSIRO?

No. We undertake a variety of process and lessons-learned reviews and the feedback from these reviews ensures CSIRO's continuous improvement and informs our future processes, programs and other activities.

These reviews vary in size depending on the scale of the project/process being reviewed and the number of staff/business units involved. This review is appropriately at a level where all staff could contribute feedback. This is because this change and the processes underpinning it are organisation-wide.

Who asked for the review to happen?

This Review was commissioned by the Chief Executive.

MyCSIRO Q&A—STAFF SURVEY

You've been doing staff consultation. Now that you have the staff survey results, what are you going to do?

The Executive and CLT have looked in detail at the results from many sources of staff feedback through engagement, consultation and the EY independent review. We are developing an action plan to respond to concerns.

In addition, the leadership are available to discuss your concerns and the organisation's strategic direction

What are you hearing from the various approaches to staff engagement (e.g. roundtables, staff survey) you have been doing and what are you doing about staff feedback?

The engagements have been really important and we've heard from people firsthand about their expectations, concerns and aspirations.

We acknowledge our engagement and internal communication around the implementation of science prioritisation decisions in CSIRO has not been delivered as well as could be. We are learning from this and will endeavour to do all possible to ensure regular and clear engagement with you, including consulting more and improved communications to those directly impacted by change. We have started this process of better communications and we will continue it, informed by the staff survey results and the EY review recommendations.

With reference to the implementation of our Strategy 2020, to assist staff in understanding the changes and the value of the Strategy, a questions and answer point has been created. With this, staff can email their Business Unit leaders with their questions. A reply will be sent to the staff member as soon as possible and also recorded and placed on the intranet so other staff can read and understand the facts as well. You can see the Q&As on the [XXXX MyCSIRO page].

Other two-way communications activities will continue to be rolled out to allow staff to ask questions and fully understand the change. This includes webinars and group and all staff meetings.

We acknowledge that at this stage of the change process, we do not have all the answers, but we will be working to provide staff with information as soon as we can.

The last 2014 staff survey was negative. Has anything changed?

The survey results show that since 2014, CSIRO leadership has improved in people's view, with regard to how they are making clear CSIRO's strategic direction. We acknowledge that there is still some way to go. The CSIRO leadership team is committed to these improvements. The results of the staff survey and EY review recommendations is helping leaders understand our collective areas of improvement.

Why can't we see the written comments provided by staff as part of the survey?

Individual comments will not be shared to protect the anonymity of our staff. However, the report does capture the feedback and appropriately provides summaries of comments in relevant themes. This is consistent with how we have dealt with comments in previous surveys.

Will any of the results not be shared? If so, why not?

A summary of all results will be shared across CSIRO. Individual BU results will be shared with their respective staff.

To be added if required.

What are we going to do to improve staff morale?

We have committed to continuing to provide better strategic clarity and continuing to engage and involve staff earlier in decisions. We are also putting the EA to a staff vote because we know the long lead-time has been a major source of frustration for many staff members. As advised by Trevor Heldt on Monday, this process has been delayed due to a recent decision of the Full Bench of the Fair Work Commission (FWC) which means that it is necessary to cease the current bargaining process and commence a new bargaining process.

If CSIRO does not take this step, there is a real risk that the FWC decision will have the effect of preventing the FWC approving our enterprise agreement, even if it is approved by staff in the ballot.

Our survey results seem to be getting worse over the years. Why can't we improve and why is it even more negative this time?

A number of factors seem to have contributed. We acknowledge that both change management and engagement of staff has been poor. This was exacerbated by the fact that despite significant changes in previous years (e.g. the IRP and science cuts in 2014) people rightly expected things to improve, which has not been the case. We have also heard from round tables that cumulative job losses across a number of years at CSIRO have made this change even more difficult for many. Another factor is the significant level of uncertainty that remains regarding Strategy 2020, including CSIRO's purpose, what people are being asked to do differently, and whether what they do is still valued.

If our staff are this unhappy, what are we seeing with our external reputation (customers)

With regard to general public reputation, some recent survey results indicate that our reputation has grown stronger during this period. This speaks to our special place in the Australian community. In addition, our 'net promotor scores', a fairly universal measure of customer satisfaction used across industries, have continued to be very positive.

MEDIA STATEMENTS

(by CSIRO spokesperson – ahead of responding to specific questions)

EY RECOMMENDATIONS

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- As CSIRO transitions to deliver on its Strategy 2020, it continues to undertake research for national benefit—something it has done for almost a century. *CSIRO continues to undertake research for national benefit as it has done for almost a century, and delivering this benefit through Strategy 2020.*
- That is CSIRO’s mandate and it has not changed.
- Every year, CSIRO makes decisions about where it should invest its budget and it does this with a view to what Australia needs most. The Australian economy is in transition and CSIRO has a critical role to play in preparing for climate change and mitigating the impacts, and for things like digital disruption that will change the way Australians work and live.

CLIMATE CHANGE RESEARCH

- We are investing in and undertaking research to advance Australia and the World’s understanding of climate change. We are also investing in research that will help mitigate the risks associated with climate change and provide solutions for adapting to such change.
- Our focus on mitigation and adaption research is part of new CSIRO strategy, which recognises that the global and national research landscape is constantly evolving. New challenges, global and national priorities, key developments and opportunities must all be considered when we look at the future of science and research funding in Australia and in nations across the globe.
- We at the CSIRO see this as particularly important in all areas of climate change research. As the World moves to mitigate and adapt to climate change, we must prioritise and support these efforts.
- Recently, it was announced that the Australian Government will invest \$37 million over 10 years to enhance Australia’s ability to make more accurate projections about climate fluctuations.
- This investment will create 15 new positions in the recently announced CSIRO Climate Science Centre.
- In April CSIRO announced a decadal commitment of 40 staff to the newly established Climate Science Centre which is responsible for CSIRO’s climate modelling and observations of the atmosphere and ocean.
- CSIRO will retain over 110 staff working on climate and related ocean and atmosphere questions in its Climate Science Centre after the implementation of the current changes.
- With this Centre, CSIRO will connect climate science to decision-makers across agriculture, energy, water, health, financial and other sectors to help them navigate global change.
- The Centre will help protect the marine and atmospheric environment and contribute to a safe, well prepared and responsive society, in deeper collaboration with Australia’s 42 universities.

EY-CE-Pulse - Social media strategy

Strategy

We will take a measured, but proactive approach using Twitter as our key communication channel. Our primary mode will be to point to our statement on [csiro.au](https://www.csiro.au) and not to engage in commentary or conversations. We will post once about our key announcements (X & X) so we are on the front foot and transparent, in line with the information published to our website. In line with our media assessment and escalation model we will assess the need to adapt this strategy based on a growth in negative sentiment or comment from significant commentators or influencers.

- We will not be publishing any information on Facebook, our blog or LinkedIn.

Activity

Since we will be posting information about the X and X on our website, we will be taking a proactive approach and posting one tweet about each once these announcements go live on [csiro.au](https://www.csiro.au).

This will take the form of:

1. We are pleased to announce the reappointment of Dr Larry Marshall. More info here [LINK](#)
2. We have commissioned a review about how we invest in science in research. Full details here [LINK](#)

Monitoring and resource

Social media monitoring is in place and key topics being monitored during work hours. Monitoring will be expanded to early morning and evenings from Friday, 9 September. Monitoring will be in place on the 10 and 11th as well. It will include an analysis of sentiment, influencers (people tweeting the most) and topics.

Issues management

Developing trends, sentiment or significant commentary (e.g Kim Carr, CPSU) issues will be monitored and flagged with CMT comms lead (Huw Morgan) as they happen and then assessed.

Responses

Our primary mode will be to point to our statements on [csiro.au](https://www.csiro.au) and not to engage in commentary or conversations. However, if there is someone of significance trying to engage with us directly, we will make an assessment and may try to engage them offline (e.g. Minister Carr).

Communications Strategy—update 8 September 2016

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Aim

To appropriately manage the three-key CSIRO announcements scheduled to occur on 9 September 2016, this being the CE reappointment, release of the EY recommendations and release of the results of the staff survey.

The consistent and coordinated management of both proactive and reactive communications with all key audience groups (staff, parliament, media, key customers) is required to ensure the announcements can be presented in the positive and constructive way they should be, and minimise negative stakeholder responses.

To manage the communications it is important that initial communications material, such as emails to staff, be clear and complete; and related information, including talking points and Q&As, be developed to ensure timely responses to stakeholder questions and in response (where appropriate) to negative feedback.

Announcements

The following announcements are scheduled to take place on Friday, 9 September 2016:

- Reappointment of CE (9:00am 9th September by Board Chair – announcement to staff followed by statement online)
- Staff pulse survey results (9:15am 9th September by CE email to staff)
- EY report and response (9:15am 9th September by CE email to staff)

The timing of the announcements was considered and agreed by a communications sub group of the CMT on Monday, 29 August 2016.

The timeline for the announcements is:

- 9am—Chairman to announce CE reappointment to staff via email. Reaffirm commitment to Strategy 2020.
- 9am—Chairman public/media statement regarding CE reappointment to be loaded to csiro.au.
- 9.15am—Chief Executive to release email to staff referencing the EY and staff survey results and recommendations, and highlight commitment to the organisation, improving change process and the delivery of Strategy 2020.
- 9.15am—publish EY review report, staff survey results summary, and staff Q&A material to MyCSIRO. Includes commitment to continue to update the page as questions from staff come through and answers are prepared.

Audiences

The primary audience for these communications is CSIRO staff.

The communications will also impact

- CE and the Executive
- Chairman
- Minister
- External stakeholders particularly in the Climate area

Spokespeople

The spokespersons identified for this strategy are:

- Chairman
 - CE reappointment announcement (internal and external).
 - Post-announcement media, if required.
- Chief Executive
 - EY recommendations and staff survey results announcement (internal) and other internal communications as appropriate.
- Executive Team
 - Post – announcement - reinforcing CE announcement to relevant teams and across organisation, where required.
 - Stakeholder/customer communication where appropriate
- Minister
 - Post-announcement media, if required.
- CSIRO spokesperson
 - All media queries.

The CSIRO media spokesperson (Huw Morgan) will answer all media queries until escalation thresholds are reached, and there is a need for other spokespersons to support CSIRO messaging.

The thresholds for escalation (relating to media comment) are:

- CSIRO spokesperson to make public statements and answer media questions.
- DCE and CFO to be involved as spokespersons based on an assessment of media interest after the weekend of 10–11 September.
- CE to be involved after Tuesday, 13 September, if there is still unusual interest. This involvement is to answer fundamental questions about CSIRO and its purpose, only.
 - The CE's priority is the organisation and staff.
 - If there is significant interest, can release pre-approved statements.
- Prepared statements (pre-approved) from chairman on Governance and Board activities to be released if required. This would include unusual media interest (increased breadth of media outlets).

Further details are provided in the **Escalation Workbook**, relevant to this communications strategy.

The CFO will be the decision maker for all escalations as well as for any changes to the prepared communications strategy and media communications.

Key risks and considerations

The key risks in the sequencing and communication of these events are:

- As a result of the findings of the EY review:
 - The validity of investment decisions made is subject to challenge – with calls made for those decisions to be reversed
 - Negative assertions are made as to the credibility, competency and conduct of the Executive Team (noting the Staff Survey findings may also amplify this risk)
- In light of those findings and the ensuing public criticism:
 - The decision of the Board extending the appointment of the Chief Executive is publically challenged, potentially with calls for the decision to be reversed
 - The vote in relation to the EBA becomes a vote of no confidence in Senior Management.

The following events are also taking place during this period and should be considered in the drafting of communications material and support documents:

- On 26 August, CSIRO commenced formal communications preceding the EA—the voting period is between 19-26 September
- The chairman is giving the keynote address at Sydney Institute 30 August
- The chairman is giving the keynote address to ATSE on climate change mitigation on 2 September
- The CE is presenting at the AVCAL conference in Melbourne on 2 September
- The CE has a potential media engagement with the AFR on 2 September (consideration being given to an 'ON' focus)
- The Minister is speaking at the CSIRO Gala Dinner on 19 September
- In w/c 17 October
 - CSIRO appears at Senate Estimates
 - PM Science Prizes are announced
- The Minister is undertaking consultations and will announce CSIRO's new Statement of Expectations.
- Parliament is sitting:
 - 30 August—1 September
 - 12—16 September

Recent media commentary from CSIRO and about CSIRO will be reviewed to allow CMT to assess if further talking points and Q&As should be prepared to address related issues and prior media perceptions:

- An iSentia report has been produced.

The following CSIRO media and internal communications activities are scheduled to occur across the pre, during and one-week post announcement period:

- A communication pipeline has been considered.

Communications products developed

Pre-announcement

- Holding statements required immediately (some already drafted):
- CE re-appointment.
- Status of EY recommendations.
- Status of Survey.
- Holding statement for during/after the Board meeting.

CE announcement

- Chairman email to staff.
- Chairman media/public statement.
- Chairman further media statements (to address questions post-announcements).
- Talking points document for Minister.
- Talking points document for Board members.
- Q&As for further media responses through spokesperson [escalating to Chair/Board member].

EY and staff survey results announcement

- Chief Executive email to staff.
- CSIRO spokesperson initial media statement (EY recommendations).
- CSIRO spokesperson initial media statement (staff survey results).
- CSIRO spokesperson media statements on other related questions that could be asked (Strategy 2020, climate change, public good, etc.).
- Q&A's for further media responses.
- Talking points document for Minister.
- Talking points document for Board.
- Talking points document for ET.
- Talking points document for CLT.
- Q&A's for MyCSIRO (for staff) (available to ET, CLT as well).

Escalation/threshold plan

Key principles

We will not rush in to respond.

We will be honest and not defensive in our responses to media.

We will not explain ourselves more than we need to.

We will consider the comms strategy and escalation plan before responding.

We will not react to every questions, we will manage our media commentary.

We will stand firm with our statements.

We will not escalate our commentary until such time as it is determined media commentary has reached the 'mainstream' media and commentary is adversely affecting the organisation, or needs to be corrected.

	Media	Definitions
Level 1	International coverage, intense scrutiny, negative	Global coverage (e.g. multiple international outlets) or inclusion on mainstream media outlets in addition to TV current affairs programs
Level 2	Mainstream reporting, negative	Mainstream media (TV or front-page print media)
Level 3	Science reporters, negative	Science reports common in isentia report
Level 4	Neutral	Newspaper coverage, reasonably limited to facts
Level 5	Positive coverage	

	Internal	Definitions
Level 1	Extreme negative sentiment	Walkout/strike/stop work
Level 2	Very high negative sentiment	'Reply-all' level of sentiment - negative sentiment with tangi
Level 3	High level of response, negative	High number of emails/comments - can also be based on he
Level 4	Neutral, expected	Based on hearsay
Level 5	Positive response	Based on hearsay

Possible media (comms)

- A) Announcement about the successful cohort for ON Prime (tentatively 13th)
 - B) Carol NASA mission – great barrier reef (September 14th)
 - C) Boeing signing (September 22nd)
 - D) Future Science Platforms – still with the minister's office
- + = positive comms

External response

Spokesperson	Comms
CE	CMT

Internal response

BU leaders	MyCSIRO
ET	CMT

		Friday 9/9	Saturday 10/9	Sunday 11/9	Monday 12/9	Tuesday 13/9	Wednesday 14/9	Thursday 15/9	Friday 16/9	Monday 17/9+
Media reponse/ external	Level 1	Huw - flat responses from talking points and report to CFO - Meet, check media response, report to CE/Chair	- Monitor	- Monitor	Huw - increased response - Meet, check media response, report to CE/Chair	Hazel/Craig if around internal - Board chair if around CE - Meet, check media response, develop new strategy, consult with Dept	Hazel/Craig if around internal - Board chair if around CE - Meet, begin to implement new strategy, report to CE/Chair/MO	Hazel/Craig if around internal - Board chair if around CE - Meet, check progress, report to CE/Chair	Hazel/Craig if around internal - Board chair if around CE - Meet, check media response, develop new strategy, consult with Dept	Hazel/Craig if around internal - Board chair if around CE - Consider new way forward in consultation with Dept, Board, MO
	Level 2	Huw - flat responses from talking points and report to CFO - Meet, check media response, report to CE/Chair	- Monitor	- Monitor	Huw - increased response - Meet, check media response, report to CE/Chair	Huw - increased response - Meet, check media response, develop new strategy, consult with Dept	Hazel/Craig if around internal - Board chair if around CE - Meet, check media response, report to CE/Chair	Hazel/Craig if around internal - Board chair if around CE - Meet, check media response, report to CE/Chair	Hazel/Craig if around internal - Board chair if around CE - Meet, begin to implement new strategy, report to CE/Chair/MO	Hazel/Craig if around internal - Board chair if around CE - Consider new way forward in consultation with Dept, Board, MO
	Level 3	Huw - flat responses from talking points and report to CFO - Meet, check media response, report to CE/Chair	- -	- -	Huw - flat responses from talking points and report to CFO - Meet, check media response, report to CE/Chair	Huw - flat responses from talking points and report to CFO - Meet, check media response, report to CE/Chair	Huw - flat responses from talking points and report to CFO - A	Huw - flat responses from talking points and report to CFO - B	Huw - flat responses from talking points and report to CFO - +	Huw - flat responses from talking points and report to CFO - C Possible engagement with AFR? Meet, disband CMT
	Level 4	Huw - flat responses from talking points and report to CFO - Meet, check media response, report to CE/Chair	maa -	- -	Huw - flat response if required - Meet, check media response, report to CE/Chair	Huw - flat response if required - Meet, check media response, agree media strategy for week	Huw - flat response if required - A	Huw - flat response if required - B	Huw - flat response if required - +	Potential engagement with AFR? Meet, check progress, report to CE/Chair - Meet, disband CMT
	Level 5	Huw - flat responses from talking points and report to CFO - Meet, check media response, report to CE/Chair	- -	- -	Huw - flat response if required - Meet, check media response, consider new positive comms	Huw - flat response if required - Meet, check media response, agree media strategy for week	Huw - flat response if required - A	Huw - flat response if required - B	Huw - flat response if required - +	Potential engagement with AFR and others. Meet, check progress, report to CE/Chair - Meet, disband CMT
	None	Huw - flat responses from talking points - Meet, check media response, report to CE/Chair	- -	- -	- Meet, check media response	- Meet, check media response, disband	- A	- B	- +	- Check media response - C

Internal response/ staff	Level 1	Engage with staff Meet, discuss response	Basic FAQs -	Basic FAQs -	Basic FAQs -	Basic FAQs -	Briefed; begin staff engagement ET briefed and support all CLT	Basic FAQs Meet, report to CE and Chair, engage BU leaders & ET, prepare new strategy	Staff engagement (e.g. webinars) Support BUDs & GMs in person where possible	Basic FAQs Meet, report to CE and Chair, engage BU leaders & ET, implement strategy	Staff engagement (e.g. webinars) Support BUDs & GMs in person where possible	Basic FAQs Meet, report to CE and Chair, engage CLT & ET & Board	Engage RDs and Group leaders; continue staff engagement All-staff webinar?	Basic FAQs Meet, report to CE and Chair, engage CLT & ET & Board	Engage RDs and Group leaders; continue staff engagement Support BUDs & GMs in person where possible	Basic FAQs Meet, report to CE and Chair, engage CLT & ET & Board	Engage RDs and Group leaders; continue staff engagement Support BUDs & GMs in person where possible	Basic FAQs Meet, report to CE and Chair, engage CLT & ET & Board
	Level 2	Engage with staff Meet, discuss response	Basic FAQs -	Basic FAQs -	Basic FAQs -	Basic FAQs -	Briefed; begin staff engagement ET briefed and support all CLT	Basic FAQs Meet, discuss response, brief CLT	Staff engagement (e.g. webinars) Support BUDs & GMs	Basic FAQs	Staff engagement (e.g. webinars) Support BUDs & GMs in person where possible	Basic FAQs	Staff engagement (e.g. webinars) All-staff webinar	Basic FAQs	Staff engagement (e.g. webinars) Support BUDs & GMs in person where possible	Basic FAQs	Engage RDs and Group leaders; continue staff engagement Support BUDs & GMs in person where possible	Basic FAQs
	Level 3	Engage with staff Meet, discuss response	Basic FAQs -	Basic FAQs -	Basic FAQs -	Basic FAQs -	Engage with staff as required Support BUDs and GMs as required	Additional FAQs Meet, discuss response, brief CLT	Engage with staff as required Support BUDs and GMs as required	Additional FAQs	Engage with staff as required Support BUDs and GMs as required	Additional FAQs	Engage with staff as required All-staff webinar	Additional FAQs	Engage with staff as required Support BUDs and GMs as required	Additional FAQs	Engage with staff as required Support BUDs and GMs as required	Additional FAQs
	Level 4	Engage with staff Meet, discuss response	Basic FAQs -	Basic FAQs -	Basic FAQs -	Basic FAQs -	Communicate with staff as required	Required FAQs Meet, discuss response	Communicate with staff as required	Required FAQs Meet, discuss response and disband	Communicate with staff as required	Required FAQs	Communicate with staff as required	Required FAQs All-staff webinar	Required FAQs	Required FAQs	Required FAQs	Required FAQs
	Level 5	Engage with staff Meet, discuss response	Basic FAQs -	Basic FAQs -	Basic FAQs -	Basic FAQs -	Communicate with staff as required	Basic FAQs Meet, discuss response	Communicate with staff as required	Add positive FAQs or increase positive stories Meet, discuss response and how to engage with positive response	Communicate with staff as required	Add positive FAQs or increase positive stories	Communicate with staff as required	Add positive FAQs or increase positive stories All-staff webinar	Add positive FAQs or increase positive stories	Add positive FAQs or increase positive stories	Add positive FAQs or increase positive stories	Add positive FAQs or increase positive stories
	No response, BAU	Engage with staff Meet, discuss response	Basic FAQs -	Basic FAQs -	Basic FAQs -	Basic FAQs -	Basic FAQs	Basic FAQs Meet, discuss response	Basic FAQs	Basic FAQs Meet, discuss response and disband	Basic FAQs	Basic FAQs	Basic FAQs	Basic FAQs All-staff webinar; broaden topics	Basic FAQs	Basic FAQs	Basic FAQs	Basic FAQs
	Additional decision points	Highly political response Linked to EBA Many Board questions High response from partners								Engage MO & Board. Increase social media. Engagement by GM HR Engagement by CLT with individual partners				CE to release statement on fundamental CSIRO Qs. Board to release additional statement about support for CE only.		Release Board statement around support for CE?		