

**Economics References Committee**  
Inquiry into Funding and Resourcing for the CSIRO  
ANSWERS TO QUESTIONS ON NOTICE  
Commonwealth Scientific and Industrial Research Organisation  
13 March 2026

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**Question**

**Senator BARBARA POCOCK:** We have the experience of robodebt in front of us—a million dollar report by PwC for a set of overheads. We want to make sure we're not in that territory, so we'd like to see all of the outputs. I, personally, am asking you now for all of the outputs provided in fulfilling that contract, to be supplied to this committee.

**Dr Hilton:** Certainly.

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**Senator DAVID POCOCK:** So there was no report for the 750 grand, and we paid 750 grand essentially to support staff. What were the actual deliverables?

**Mr Munyard:** As I said, there were some strategic documents in the advice. The key element of the work included advancing areas where we could digitise and simplification opportunities that would help staff in their day-to-day job. For example, the work helped us progress and finalise the launch of CSIRO's people-connect human resources platform along with the centralisation of CSIRO's people advisory services, which has helped to streamline access to some resources for our staff. Another area of focus out of that was related to talent acquisition, including the development of a recruitment and staff onboarding model. McKinsey were able to provide us with some better practice, across the sector, to be able to help inform that.

**Dr Hilton:** Coming into this after that work has been done, I think there are certainly things that have been valuable to the organisation through that consultancy. I'm not sure, in 2026, that would be the way we would go about it again.

**Senator DAVID POCOCK:** I understand that. But, in the answer to the question on notice, you said a report was not written under the contract. Now you're saying that there was a road map.

**Mr Munyard:** It wasn't necessarily a report; they were documents to help support and to verify what we were doing.

**Senator DAVID POCOCK:** Sure. But you can see that, from where I'm sitting, as a Senate we say, 'Hey, you spent 750 grand on this consultancy.' Senator Barbara Pocock sat on the committee that looked at consultancies and some of the shenanigans that have been happening in that sector. I say, 'Okay, what was the report?' and you say, 'A report was not written under the contract,' and you're cutting staff.

**Dr Hilton:** Technically it's true. There are artefacts that we can share with you that were created to support our staff in those process improvements, and we'd be happy to share those with both of your questions, Senators Pocock.

**Senator DAVID POCOCK:** As Senator Barbara Pocock said, please—all the deliverables and the actual initial scope of engagement with McKinsey.

**Dr Hilton:** We'll take that on notice.

**Senator BARBARA POCOCK:** And—if I could add—was it put out to contract? Was it tendered?

**Mr Munyard:** I'll take that on notice.

**Senator DAVID POCOCK:** Could you also maybe just check if there were any conflicts of interest declared in the procurement process.

**Mr Munyard:** I'll take that on notice as well.

Answer

Please find attached deliverables relating to Phase 3 of the Future Ways of Working (FWoW) under contract CSIRO PM-WOR2022-236 ([CN 3916782](#)) for \$742,500 (**the Contract**) in September 2022. The attached documents contain personal information including names and the contact details for CSIRO Officers. As advised to the Senate Standing Committee on Economics Secretariat, CSIRO has redacted that information.

The Contract was a follow-on contract to the contract CSIRO PM-WOR2021-262 ([CN3823291-A1](#)) for \$1,210,000 procured pursuant to Department of Finance Deed of Standing Offer [SON3305648](#) in December 2021. CSIRO received three quotes from different companies for this work. For completeness, CSIRO released documents relating to this contract under the *Freedom of Information Act 1982* (Cth) (FOI2025-102), see [2025-26 FOI Disclosure Log - CSIRO](#).

All contracts related to this work were reported on AusTender.

CSIRO can confirm that there were no declarations of conflicts of interest made in connection with the Contract. McKinsey Pacific Rim also completed a confidentiality and privacy undertaking which warranted that no conflict of interests existed or was likely to arise.



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## Memorandum to

s47F [REDACTED], People

## From

s47F [REDACTED]

8 September 2022

## Supporting you to prepare FWO detailed roadmap

Through CSIRO's Future Ways of Working (FWOW) program, you are driving the transformation of CSIRO's ways of working end-to-end.

We partnered together on Phase 1 of FWO, where we developed and built a strong commitment to:

- A shared aspiration for the future of CSIRO ways of working
- A top-level blueprint for the future ways of working
- Early proof points on adopting Agile in teams
- A high-level roadmap for the overall ways of working transition

After our support ended in March, the CSIRO-led team further developed the top-level blueprint and roadmap, producing an updated:

- Design Blueprint
- High-level Change Roadmap,

on completion of Phase 2 in June 2022. Phase 2 also saw a further deepening of support for the future ways of working and commitment from the organisation to change.

As CSIRO moves further into implementation, requiring a different skill set, CSIRO is seeking support to accelerate the transition to the future state, starting with a more detailed delivery roadmap.

From our conversations with you, we understand your objectives for this focused piece of support to be:

- Review and update of delivery roadmap, identifying areas to accelerate transition, and developing tangible, specific and implementation ready initiatives
- Iterate and refine the overall FWO transformation narrative, to inform stakeholder engagement, and perform targeted refinement of the overall future state design

### **Our proposed approach to deliver your objectives**

We propose to deliver on your objectives for this piece of support across four weeks, starting from 19 September. We plan to adopt an accelerated timeline, helping deliver on your objectives as fast as possible

#### *Week 1 – Review & focus – w/c 19 September*

##### *Activities*

- Rapid review of existing materials, including Phase 1 outcome documents, Phase 2 Design Blueprint, Phase 2 High-level Change Roadmap
- Conduct targeted stakeholder engagement, including interviews with sponsors (s47F s47E(d) ) and core stakeholders
- Confirm requirements and guardrails for delivery roadmap, design support and transformation narrative
- Develop hypothesis of which parts of the roadmap are fit-for-purpose and which parts need to be further developed and confirm with sponsors

##### *Outcomes*

- Confirmed requirements and guardrails for three outcome documents
- Agreed hypothesis of which parts of the roadmap requires further development and which can be retained from existing work to date

#### *Week 2 and 3 – Develop & iterate – w/c 26 September and 3 October*

##### *Activities*

- Conduct rapid deep-dives to develop required next level of detail across agreed elements of the roadmap
- Leverage internal and external experts to rapidly produce agreed refined elements of the future state design
- Test updated roadmap and refined design elements with selected stakeholders
- Review and update the overall summary transformation narrative
- Prepare for and dispatch pre-read to ET (for endorsement)

### Outcomes

- First draft of updated detailed FWOW roadmap, with initial feedback from stakeholders
- Initial perspective on updated design elements of overall blueprint
- Updated summary transformation narrative

### Week 4 – Refine & settle – 10 October

#### Activities

- Test roadmap and transformation with ET, securing buy in / sign-off
- Further iterate the roadmap and overall design, addressing feedback provided by ET
- Finalise the updated roadmap, elements of design and transformation narrative and handover to CSIRO team

### Outcomes

- Updated delivery roadmap and overall blueprint, with targeted updates
- Updated summary transformation narrative

Working to an accelerated timeline, such as we propose above, relies on specific things to be in place before the effort commences, including:

- Governance / stakeholder engagement scheduled. For example, we would envisage ~2 hours with core sponsors during week 1, ~4 hours during weeks 2 and 3 and ~2 hours in week 4
- Required documents / data collated, including up-to-date project documentation from in-flight elements of the roadmap
- CSIRO support confirmed, including day-to-day working team and administrative / logistics support

### **Our team supporting you**

As with prior phases of FWOW, we propose a multidisciplinary team of our public sector, organisational change and operating model and transformation experts.

Our proposed team will comprise four parts:

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- Global and local McKinsey subject matter experts who have decades of experience in large scale government transformations. Our team brings together highly valued local Australian and global McKinsey experts providing on call support on a need basis.
- Core working team to provide analytical horsepower and deliver day-to-day. The team will comprise of an Engagement Manager and two Consultants for four weeks. Our Engagement Manager and Consultants will be carefully chosen to ensure that we have the right capabilities and cultural fit to deliver for CSIRO. Our Engagement Manager and Consultants will be confirmed prior to commencement. We have included a brief overview below of one possible Engagement Manager, who worked with CSIRO in phase one. Our Engagement Manager will oversee the week-on-week progress of the working team.
- External advisors who are highly respected in the Australian public sector and available to guide the team throughout the project.

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We propose that our team works in a hybrid model, spending part of each week side-by-side with CSIRO leaders in Melbourne. Given the urgency of landing the roadmap, our core working team will be deployed full time.

### **Our professional arrangements**

We are committed to providing you with distinctive value for money. Based on our understanding of your requirements and the approach and resourcing proposed above, our fees for this engagement - based on our established Australian public sector rate card - will be \$675k (including all expenses and excluding GST).

As with our support with FWO previously, our fees include:

- Significant partner leadership 'on the ground' throughout the engagement and expert support dedicated to each phase – as noted in the team section of this proposal – given the pace of progress needed, complexity of the issues and degree of stakeholder alignment required.
- Full and open access to our global expert network, research/case knowledge system and research assistant support, 24x7.
- Access to McKinsey's proprietary analytical tools, IP, and team productivity tools.
- Remote and local visual graphics, design, and content production – and all other expenses incurred in delivery of our support.

The additional resources described above typically add ~3-4 FTE over and above the team size indicated in this proposal.

Our fees above are based on four weeks of full-time support. Should you wish to adopt a longer duration of support of six weeks, at a lower intensity of 4 days per week, we can rework the approach and fees above to suit.

We look forward to discussing this proposal of support with you.

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**SCHEDULE 3 OFFICIAL ORDER****CSIRO PM-WOR2022-236 – Future Ways of Working (WoW)****1. Context**

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This Official Order is issued and agreed pursuant to and subject to the terms and conditions of the Deed between the Department of Finance and McKinsey Pacific Rim under the Business Advisory Services Panel SON3305648 dated 26 October 2015.

For the purposes of this Official Order, the Commonwealth is represented by the Commonwealth Scientific and Industrial Research Organisation (CSIRO).

**2. Ordered Services**

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As per McKinsey RFT response Attachment A with amendments

- exhibit 1 (page 3) timeline replaced with Attachment B revised timeline
- support levels as set out in support level 2 or Attachment C
- exhibit 9 and 11 replaced with Attachment D (revised team and resources]

The Ordered Services under this Official Order are a continuation of the Ordered Services listed above and as outlined in the previous CPM-WOR2021-262.

**3. Policies, Standards and Guidelines**

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Not Applicable

**4. Required Contract Material**

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CSIRO will provide material to McKinsey as required.

**5. Commencement and Time frame**

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**Contract Commencement Date:**

3<sup>rd</sup> October 2022

**Contract End Date:**

28<sup>th</sup> October 2022

**Time frame:**

A one month extension option available to CSIRO to extend the Official Order should there be a requirement. To extend the Official Order, CSIRO must advise McKinsey in writing.

**6. CSIRO Location**

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Several location, mostly virtually.

**7. Project Representatives**

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**CSIRO**

s47F [redacted]

[redacted] People

s47F [redacted]

[redacted]

**McKinsey**

s47F [redacted]

Accountable Partners

**8. Specified Personnel**

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s47F [redacted] – Accountable Partner

s47F [redacted] – Accountable Partner

s47F [redacted] – Engagement Director

TBC – Engagement Manager

TBC – Consultant

TBC – Consultant

Local and Global McKinsey experts to support CSIRO and McKinsey team

**9. Fees, allowances and costs**

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<b>Lump Sum Pricing Response (Fixed Service Fees and Charges)</b>	
Lump Sum Price (including GST)	\$675,000.00 (ex GST)
	\$742,500.00 (GST inc)

**10. Existing Material**

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None Specified

**11. Commonwealth Material**

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None Specified

**12. Security and privacy**

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McKinsey must at all times act within the regulations of the Privacy Act 1988 (Cth) (Privacy Act) and the Australian Privacy Principles (APPs) whilst undertaking the ordered services.

**13. Service Provider’s Confidential Information**

(a) Contract Provisions/Schedules/Attachments

Item	Period of Confidentiality
Fees, allowances and costs save for disclosure required by law	Indefinite

(b) Contract-related material

Item	Period of Confidentiality
Existing Service Provider Material	

**14. Special Conditions**

Condition	Clause of Deed Affected (if any)
<p>For the purpose of this Official Order, further to clause 5.2 of the Deed, the parties agree that the Service Provider’s maximum liability to the Department under this Official Order will be limited to, to the extent permissible by law, to the total fees paid to the Service Provider under this Official Order.</p> <p>The limit on liability does not apply in relation to liability for;</p> <ul style="list-style-type: none"> <li>- Personal injury (including sickness or death),</li> <li>- Loss, or damage to tangible property,</li> <li>- An infringement of third party</li> <li>- Intellectual Property Rights,</li> <li>- A breach of any obligation of confidentiality, security matter or privacy</li> <li>- Malicious, unlawful or illegal acts or conduct, or</li> <li>- Any conduct that would amount to repudiation</li> </ul>	
<p><b>Use of Name</b></p> <p>Service Provider does not require acknowledgment. Any use or reference of Service Provider’s name, other than as required by law, shall be subject to Service Provider’s prior written consent.</p>	

## Execution Page

Signed for and on behalf of the Commonwealth of Australia, represented by the Commonwealth Scientific and Industrial Research Organisation ABN: 41 687 119 230 by:

.....  
s47F  
CSIRO Representative  
s47F

Signature

27 September 2022

Date

Signed for and on behalf of McKinsey Pacific Rim ABN: 66 055 131 443 by:

.....  
s47F  
McKinsey Pacific Rim Representative  
s47F

Signature

27 September 2022

Date



# Ways of Working Sponsor meeting

Phase 3 – Week 1

6 October 2022

Australia's National Science Agency



## Agenda

<b>Time</b>	<b>Topic</b>
3:00 – 3:05 pm	Welcome and agenda
3:05 – 3:10 pm	Sprint 3 scope
3:10 – 3:25 pm	Building our implementation plan
3:25 – 3:45 pm	Narrative & stakeholders
3:45 – 3:50 pm	Emerging risks & barriers
3:50 – 3:55pm	Next steps & close

## Sprint 3 scope & progress

Element	Description	Outcome
<b>Implementation plan</b>	Develop implementation plan to next level of detail, leveraging existing roadmap materials and testing with relevant stakeholders	Practical implementation plan at required level of detail - signed-off by ET
<b>Narrative development</b>	Craft narrative for overall WOW transformation for CSIRO, through aligning on targeted messaging for key stakeholders	Updated transformation narrative - ready to bring WOW to reality for stakeholders
<b>Design refinement</b>	Iterate on existing view of design and build out targeted sections which need further development	Updated and aligned future state of design - for ET sign-off and CSIRO ownership

## Building our implementation plan - An effective implementation plan is comprehensive, detailed and of high quality

	Do we have the required components?	Is our plan of sufficient detail and quality?
Follows a logical structure	<ul style="list-style-type: none"> <li><input type="checkbox"/> Overall roadmap are split into clearly defined and logically structured themes (connected to 'Why')</li> <li><input type="checkbox"/> Streams are broken down into initiatives, and further into key activities</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Initiatives and activities directly build up to theme without important or non-obvious steps been missed</li> <li><input type="checkbox"/> Activities descriptive enough for someone to understand exactly what is meant</li> </ul>
Drives accountability	<ul style="list-style-type: none"> <li><input type="checkbox"/> Leaders are allocated for each change theme</li> <li><input type="checkbox"/> Accountable owners are allocated for each initiative</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Accountable owners have capacity and sign-on to drive initiative completion</li> </ul>
Allows for appropriate governance	<ul style="list-style-type: none"> <li><input type="checkbox"/> Measures of success are included (e.g. outcomes, KPIs, metrics, criteria for completion) – activities and outcomes</li> <li><input type="checkbox"/> Initiatives have defined start and end date</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Initiatives/ actions are described as achievable milestones which have clear indicators of completion and allow routine check-in (incl. blockers / barriers)</li> <li><input type="checkbox"/> Due dates are reasonable and accurately reflect estimated date of completion (e.g. not just end of quarter)</li> <li><input type="checkbox"/> Time frame link with other plans and resource constraints</li> </ul>
Facilitates successful delivery of plan	<ul style="list-style-type: none"> <li><input type="checkbox"/> Dependencies are described</li> <li><input type="checkbox"/> Required resourcing (FTE &amp; capabilities) / costs are outlined</li> <li><input type="checkbox"/> Identify what can be simplified / stopped as a result</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Initiatives and activities are prioritised appropriately and sequenced in an order which accounts for dependencies</li> </ul>

# Building our implementation plan - Where we understand we are starting from

Done  Partially done

	Do we have the required components?	Is our plan of sufficient detail and quality?
Follows a logical structure	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Overall roadmap are split into clearly defined and logically structured themes (connected to 'Why')</li> <li><input checked="" type="checkbox"/> Themes are broken down into well-defined initiatives</li> <li><input type="checkbox"/> Initiatives are further broken down into activities</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Initiatives and activities directly build up to theme without important or non-obvious steps been missed</li> <li><input type="checkbox"/> Activities descriptive enough for someone to understand exactly what is meant</li> </ul>
Drives accountability	<ul style="list-style-type: none"> <li><input type="checkbox"/> Leaders are allocated for each change theme</li> <li><input checked="" type="checkbox"/> Accountable owners are allocated for each initiative</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Accountable owners have capacity and sign-on to drive initiative completion</li> </ul>
Allows for appropriate governance	<ul style="list-style-type: none"> <li><input type="checkbox"/> Measures of success are included (e.g. outcomes, KPIs, metrics, criteria for completion) – activities and outcomes</li> <li><input type="checkbox"/> Initiatives have defined start and end date</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Initiatives/ actions are described as achievable milestones which have clear indicators of completion and allow routine check-in (incl. blockers / barriers)</li> <li><input type="checkbox"/> Due dates are reasonable and accurately reflect estimated date of completion (e.g. not just end of quarter)</li> <li><input type="checkbox"/> Time frame link with other plans and resource constraints</li> </ul>
Facilitates successful delivery of plan	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Dependencies are described</li> <li><input type="checkbox"/> Required resourcing (FTE &amp; capabilities) / costs are outlined</li> <li><input type="checkbox"/> Identify what can be simplified / stopped as a result</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Initiatives and activities are prioritised appropriately and sequenced in an order which accounts for dependencies</li> </ul>

Source: Initial document review, stakeholder interviews, WOW Reference Group



## Building our implementation plan - Confirming requirements and guardrails

### Our understanding of requirements / guardrails

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- Overall WOW implementation plan, including Change Themes, Initiatives, Activities, timing, metrics, high-level resource requirements (tbd), with greater detail for immediate term than longer term
- Initiatives and Activities developed for WOW elements that do not yet have initiatives / activities built out, e.g., The CSIRO Way
- Implementation plans for existing programs within WOW, e.g., EOSF, to be included in implementation plan – i.e. initiatives and activities not required to be developed for existing programs, but sequencing to be considered
- Short document to support ET endorsement of implementation plan, that brings implementation plan to life, shows choice points, resource implications and boundaries

### What can come later

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- Identification and onboarding of initiative and activity owners
- Stand-up of the delivery mechanism, including transformation director onboarding, cadence / tracking designed / established
- Reviewing and updating implementation plan, as CSIRO strategic plan is updated
- Development of initiatives and activities without scope currently confirmed

## Narrative & stakeholders - Refining the narrative starts with considering core stakeholder groups, their needs and starting points

Stakeholder	Where are they now?	What are their needs?	
Internal	<b>Our People</b> - ET / CLT	Excited about the aspiration, but range in conviction on how WOW will get us there  Yet to see what evolving WOW means on a pragmatic level	Practical path forward / Visible progress / symbols of change to rebuild confidence / commitment to WOW  Reinforcement on their role in WOW
	- Research directors and team leaders	High-level understanding of WOW but less clear on elements / relationship with programs and what has been delivered to date	Clarity on how WOW will impact their day to day and make life better  Visible progress to WOW
	- Research scientists / enterprise frontline	Very high-level understanding, without understanding how it fits together or what it means in practice for them	Tangible improvements in their day-to-day, giving confidence that WOW will support their work / priorities
External	<b>Our Board</b>	High level understanding from prior updates, with limited understanding of detail of WOW	Clear link between evolving WOW and delivering CSIRO's strategy, purpose and aspirations
	<b>Ministers Office &amp; Departments</b>	Limited / no exposure to WOW thus far	For CSIRO to continue achieving the aspirational level of impact, while maintaining effective use of funding (WOW as enabler)
	<b>Customers and partners</b>	Some frustrations with customer experience being more complicated than necessary	Address pain points (contracting, IP processes, people capacity)

### Questions for discussion

Are there any missing stakeholder groups?

Do the starting points and needs resonate?

Where are the hot spots?

Which groups / needs would you prioritise?

Source: Initial document review, stakeholder interviews, WOW Reference Group



## Narrative & stakeholders - Confirming requirements and guardrails

### Our understanding of requirements / guardrails

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- Updated WOW narrative for CSIRO, building from existing narrative and holding statement (aligned to but distinct from CSIRO strategic narrative)
- High-level understanding of stakeholder starting point and needs, to inform narrative
- High-level addendums to narrative for prioritised stakeholder group, covering what WOW means / why WOW matters for them
- Top 10 challenging questions likely to face program leaders and high-level answers
- Identification of small number of quick wins to activate the narrative

### What can come later

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- Personalised narratives for different stakeholder groups
- Engagement or comms planning for activation of the narrative and broader engagement
- Engagement with different stakeholder groups (beyond agreed Reference Group / Sponsors / ET)

## Emerging risks & barriers

- WOW brand / employee narrative
- Organisational / leader bandwidth, given volume of change / programs

# Close and next steps

# Appendix



## Phase 3 workplan

Focus area	Wk 1 – 3 - 7 Oct	Wk 2-3 – 10 – 21 Oct	Wk 4 – 24 – 28 Oct	Deliverables
<b>Implementation plan</b>	<ul style="list-style-type: none"> <li>Rapid review of existing materials</li> <li>Confirm requirements and guardrails for delivery implementation plan</li> <li>Develop hypothesis of which parts of the implementation plan are fit-for-purpose and which parts need to be further developed and confirm with sponsors</li> </ul>	<ul style="list-style-type: none"> <li>Conduct rapid deep-dives to develop required next level of detail across agreed elements of the implementation plan</li> <li>Test updated implementation plan with selected stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Further iterate and finalise implementation plan and handover to CSIRO team</li> </ul>	<ul style="list-style-type: none"> <li>Detailed FWOW implementation plan, signed off by ET and owned by CSIRO</li> </ul>
<b>Narrative</b>	<ul style="list-style-type: none"> <li>Confirm requirements and guardrails for transformation narrative</li> </ul>	<ul style="list-style-type: none"> <li>Review and update the overall summary transformation narrative</li> </ul>	<ul style="list-style-type: none"> <li>Further iterate and finalise narrative and handover to CSIRO team</li> </ul>	<ul style="list-style-type: none"> <li>Updated transformation narrative, signed off by ET and owned by CSIRO</li> </ul>
<b>Design</b>	<ul style="list-style-type: none"> <li>Rapid review of existing materials</li> <li>Develop hypothesis of which parts of the design are fit-for-purpose and which parts need to be further developed and confirm with sponsors</li> <li>Confirm requirements and guardrails for design support</li> </ul>	<ul style="list-style-type: none"> <li>Leverage internal and external experts to rapidly produce agreed refined elements of the future state design</li> <li>Test refined design elements with selected stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Further iterate and finalise elements of design and handover to CSIRO team</li> </ul>	<ul style="list-style-type: none"> <li>Updated elements of overall design, signed off by ET and owned by CSIRO</li> </ul>
<b>Stakeholder engagement</b>	<ul style="list-style-type: none"> <li>Conduct targeted stakeholder engagement, including interviews with sponsors <span style="background-color: #cccccc;">§47F §47E(d)</span> and core stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Continue stakeholder engagement</li> <li>Prepare for and dispatch pre-read to ET (for endorsement)</li> </ul>	<ul style="list-style-type: none"> <li>Continue stakeholder engagement</li> <li>Test implementation plan, transformation narrative and relevant design elements with ET, securing buy in / sign-off</li> </ul>	<ul style="list-style-type: none"> <li>Engaged stakeholder group</li> </ul>
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>Confirmed requirements and guardrails for three outcome documents</li> <li>Agreed hypothesis of which parts of the implementation plan requires further development and which can be retained from existing work to date</li> </ul>	<ul style="list-style-type: none"> <li>First draft of updated detailed FWOW implementation plan, with initial feedback from stakeholders</li> <li>Initial perspective on updated design elements of overall blueprint</li> <li>Updated summary transformation narrative</li> </ul>	<ul style="list-style-type: none"> <li>Updated delivery implementation plan and overall blueprint, with targeted updates, handed over to CSIRO team</li> </ul>	



# Ways of Working Phase 3

Narrative and Stakeholder Summary

28 October 2022

Australia's National Science Agency



OFFICIAL

This document includes our WOW narrative and stakeholder perspectives

### Deliverables for Phase 3 of WOW

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- 1) Detailed implementation plan
- 2) Narrative and stakeholder perspectives
- 3) Targeted refinement of selected design areas

### Sections of this document

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Our WOW narrative

Supporting slides for our narrative

Preparation for potential questions

Stakeholder perspectives

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## Contents

### **Our WOW narrative**

Supporting slides for our narrative

Preparation for potential questions

Stakeholder perspectives

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## Our WOW narrative

What is WOW and how will it help us achieve our vision?

**CSIRO has a vision to create a better future for Australia by 2030, by solving the greatest challenges through innovative science and technology**

- This vision is underpinned by our strategic objectives, which are to: deliver impact through innovation, develop purpose-driven science and technology, engage and empower talent, and build collaborative networks
- To realise this vision and deliver on these objectives we need to shift the way we operate – to be simpler, faster, more transparent and more consistent
- The Ways of Working (WOW) program will enable this change in our organisation – it will deliver a broad range of initiatives which will make it easier for us to focus on what matters to us most, and get the right work done
- As part of WOW, we will build on our ‘OneCSIRO’ culture – which will unite us in our purpose and values, and align our passions and skills with what we want to prioritise as an organisation

What has WOW achieved so far?

Over the last 12 months, we have developed a WOW blueprint for realising this vision and defined the following six change themes to get us there: Priority Setting, Decision Making, Culture Shift, Talent Management, Process Improvement, and Digital and Tech Empowerment

- We know there is a lot we need to do to change the way we work, but we’ve mapped the path ahead for the next 3 years, with 32 initiatives identified across the six change themes
- We are well on the way towards making this a reality – if you haven’t already, you’ll start to hear about (and feel!) the changes in our Ways of Working from our WOW priority actions for Year 1:
  - **The CSIRO Way** (*part of Culture Shift*) is about developing our capability and our culture to support the new ways of working across all of CSIRO, focussing on collaboration for collective impact and empowering teams. We’ve already run a pilot for two Health and Biosecurity teams to introduce some agile concepts, including stand ups, retros and team barometers
  - **Enterprise Services of the Future** (*part of Process Improvement*) is about updating our enterprise services to improve staff experiences with increased automation, self-service and accessibility of information. As part of our People Transformation, we’ll be launching our People Connect platform in November, which will provide an integrated ‘one-stop shop’ portal for all our HR services. As part of our Finance Transformation we’ve trialled a Finance Service Desk for Business Units, established a vendor management portal for new vendors to manage their own data, and partially automated our credit card management system
  - **Challenge strategies** (*part of Priority Setting*) is about being transparent on how our work will align towards the six challenges we are solving for Australia: Health and wellbeing, Food security and quality, A secure Australia and region, Resilient and valuable environments, Sustainable energy and resources, and Future industries. We’ve already completed the detailed design on addressing our first challenge: Health and wellbeing
  - **Individual Performance** (*part of Talent Management*) is about simplifying how we develop and work at our best. We’ve reduced the number of required sign-offs for our annual performance system – thereby freeing up time for both those doing the sign-offs and making the process quicker for those being reviewed
- Underpinning all this, our digital strategy and systems (including ERP) will support us by preparing us to be ready for the CSIRO of the future

What’s next for WOW?

We have an actionable plan, committed leadership, and most importantly, a proven history of innovating to solve challenges intimes of national crises. It’s now time for us to push forward and deliberately shaping how we will work to support our vision. For our next steps:

- We’ll be bringing together a dedicated WOW Acceleration team to support the delivery of our WOW program and its initiatives
- In the next 6 months expect to see some more improvements, including launch of our a Talent Marketplace, which will allow easier re-allocation of human resources to match priorities across the organisation, as well as trials of new processes to make it simpler to initiate projects and deal with our contracting procedures

**Our 2030 vision is bold – we need to hold each other to account by committing to WOW as OneCSIRO, so we can continue to do great science that has real impact in Australia and the world**

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# CSIRO has an ambitious vision which is aligned with our strategic objectives

Our purpose is to solve the greatest challenges through innovative science and technology

The challenges we are solving		Our objectives to deliver	
<b>Health and wellbeing</b>	Enhance the health of Australians through preventative, personalised, biomedical, and digital health services.	<b>Deliver impact through innovation</b>	Advance Australia’s commercialisation of science and deliver new value from digital innovation.
<b>Food security and quality</b>	Achieve sustainable security through new AgriFood products, technology and innovation for Australia.	<b>Purpose driven science and technology</b>	Deliver impact at-scale aligned with the challenges we are solving and the portfolios of research directed to them. Invest in the right future science and technology to solve tomorrow’s challenges
<b>A secure Australia and region</b>	Help safeguard Australia from threats (terrorism, regional instability, pandemics, biosecurity, disasters and cyber-attacks).	<b>Engage and empower talent</b>	Attract world-class talent and strengthening our nation’s STEM pipeline. Build a culture that makes us an employer of choice and operate in an adaptable, resilient and responsive way.
<b>Resilient and valuable environments</b>	Enhancing the resilience, sustainable use and value of our environments, including by mitigating and adapting to the impacts of climate and global change.	<b>Build collaborative networks</b>	Share our world-class national labs and facilities with industry, universities and government and harness the power of our diverse relationships for better outcomes.
<b>Sustainable energy and resources</b>	Build competitiveness, sustainability and security of our energy and minerals resources while heading to Net Zero.		
<b>Future industries</b>	Help create Australia’s future industries and jobs by collaborating to boost innovation performance and promote STEM skills.		

Our vision is to create a better future for Australia

Our values underpinning how we work

Making it real

Trusted

People first

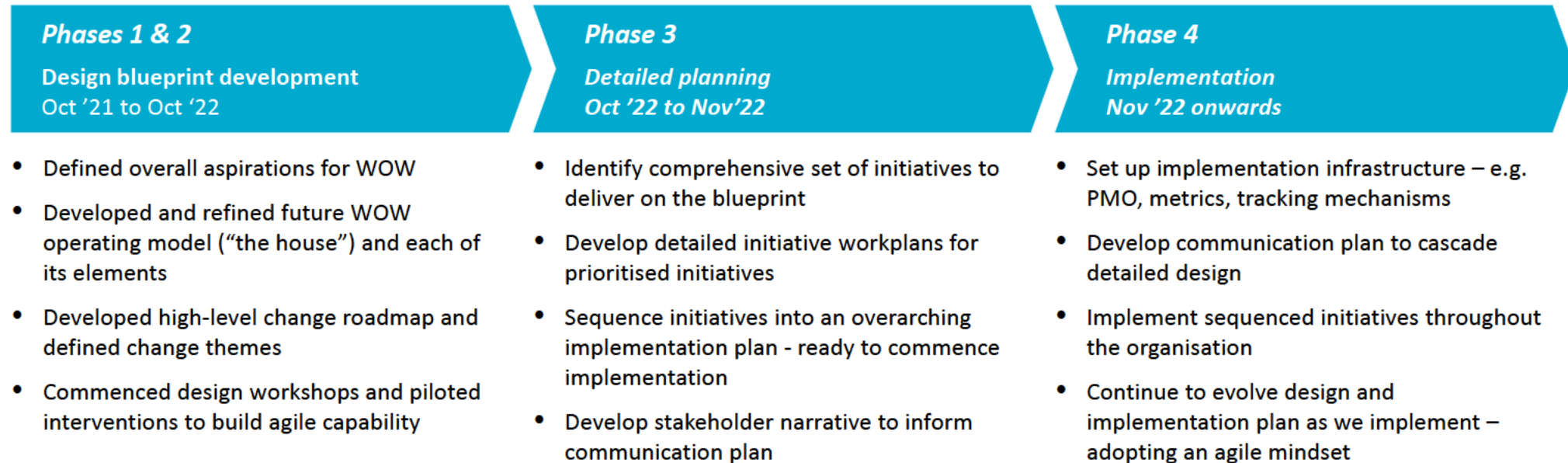
Further together

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Over the last 12 months, we have developed a WOW design blueprint, and are now developing the plans which will drive these changes forward



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# Our blueprint has outlined 9 key design elements for WOW



## Purpose, strategy and priorities

Clear purpose and strategy that defines outcomes and priorities connecting what we do to our purpose – informs aligned BU/ ES delivery plans.

**Shared impact priorities** set at the Agency level - that we all buy into, are the focus of planning, investment and enable delivery at scale.

Clear process for how we set strategy and make aligned decisions at different levels and identify / resolve cross-cutting issues.



### Culture, behaviour and leadership

- We have a **shared sense of purpose and values** - people can bring their passion to CSIRO and do their best work
- **Strong OneCSIRO** collaborative culture: prioritise what is best for collective impact and teamwork
- **Adaptive**. Our people are agile; market aware; entrepreneurial; open to change, and take educated risks to deliver impact
- **Leadership** is values based and collective – we work with **trust and empowerment**



### Talent, Skills and People Practices

- Easy to find **capability** across CSIRO and align people's passion to organisational priorities
- We focus on fewer projects at a time – but can grow diverse careers
- Our **talent and skills** model is evolved – technical expertise is complemented by agility, teamwork, entrepreneurship.
- We adopt some **common ways of working** that makes teamwork across CSIRO simpler
- We have a **simple, fair and transparent individual evaluation and recognition model** that encourages collective impact



### Organisational Performance

- We set appropriately aspirational Agency goals that are **simply aligned** (up down and across the org) and translated to functions, teams, individuals
- Fewer simpler metrics and quarterly reporting focused on what matters most (**Agency impact outcomes**, values, capability)



### Digital and Technology

- We consistently and efficiently make use of **data to inform and support decision making**
- We integrate technology inc. digitisation to simplify and enhance processes and deliver science in **fully digital ways**
- Business and tech are mostly integrated, with data & tech systems connecting across all key business processes to **create value**
- **Increased digital capability** through the skills of our people - digital capabilities and mindset
- Our workplace is a seamless mix of physical and digital

## Our foundations



### Governance

- Simplified **governance** with fewer cross-functional committees at org level
- X-BU/ ES decision bodies with authority for cross-cutting decision making - CLT collective accountability
- Governance protects us / hold to account: principles based; data driven
- Governance enables impact – helps streamline decision making



### Funding

- Balanced operating result important at CSIRO level only. Revenue targets to be adjusted at BU level when necessary to reflect XBU efforts on CSIRO led contract
- Allocate budgets based on necessity and efficiency
- Appropriation Funding allocated based on needs of Challenge areas.



### Processes

- **Processes and decision-making** support agility and cross-BU prioritisation, making it easier to get things done
- Efficient process to make **aligned investment decisions** – and **allocate resources and people to support** those decisions using a quarterly process
- Processes are significantly simplified, clarified and reduced in number to enable a focus on outcomes









### Structure

- BU / ES structure remain core operational backbone but we're able to take OneCSIRO approach
- Decision rights and pathways calibrated to enable a OneCSIRO approach to impact, capability & partners
- Clear on roles and accountabilities and how we interact to deliver on values / outcomes
- We engage with partners on a OneCSIRO and project basis to enhance customer experience

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# Our design blueprint has been translated into 6 change themes to drive these shifts in how we work

	 <b>Priority setting and tracking</b>	 <b>Decision making</b>	 <b>Culture shift</b>	 <b>Talent management</b>	 <b>Process improvement</b>	 <b>Digital and tech empowerment</b>
<b>Description</b>	Bring greater clarity on <b>what our priorities</b> are and <b>how we prioritise</b> across different levels of the organisation	Adopt more <b>fit-for-purpose decision-making structures with clear accountabilities</b> to better enable an <b>oneCSIRO</b> approach for everything we do	Support and enable a more <b>empowering and collaborative culture</b> at CSIRO	Change the way we <b>plan, develop</b> and <b>resource talent</b> to meet both current and future skills and capability needs	Improve operational processes to <b>increase value add and reduce inefficiencies</b>	Empower future ways of working by <b>digital transformation</b> across the organisation
<b>Desired outcomes</b> <i>(CSIRO of the future will have ...)</i>	Improved clarity of how we set priorities and allocate resources and funding  Shared understanding of and buy-in to strategy and priorities across organisation  Organisational tracking system that is easy to use and supports decision making	Clear decision rights that enable faster decision making  Decisions being made at the right level, by individuals (where appropriate) rather than committee	A strong OneCSIRO collaborative culture  Established common ways of working that makes teamwork across CSIRO simpler  Trust and empowerment in daily work  Psychologically safe team environments	A compelling employee value proposition that focuses equally on talent attraction, retention and development  An integrated and forward-looking approach to workforce planning and capability building  Capabilities that are easy to find and mobilise  Efficient individual performance process	Simplified processes that focus on outcomes  Improved processes that support agility, compliance and cross-BU collaboration with great user experience	Efficient use of data to inform and support decision making  Integration of technology to simplify and enhance business processes  Increased digital capability through the skills of people



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## We are now developing the detailed plans for WOW, including for our prioritised four year-one actions

Initiative	Current progress	Expected outcomes
<b>The CSIRO Way</b> 	<p>Pilot conducted for two teams to introduce agile concepts, including stand-ups, retros and team barometers</p> <p>Purpose and elements defined, awaiting resourcing to undertaken detailed design and scale-up plan</p>	<p>Established common foundation of values, knowledge and skills across our organisation – to enable us to work in a united way towards our strategy and vision</p>
<b>ESOF</b>	<p>People Connect platform to be launched in November 2022, providing an integrated portal for all HR services</p> <p>Nine Finance processes identified and mapped for robotic automation</p> <p>Trial of Finance Service Desk completed and feedback collected</p> <p>Vendor management portal for new vendors established (229 vendors included so far)</p> <p>Salary forecasting model improved, requiring less manual intervention</p>	<p>Updated enterprise services which are more efficient, cost-effective and streamlined</p> <p>Improved staff experience and trust in enterprise services and better accessibility and transparency of information</p>
<b>Challenge strategy</b> 	<p>Detail on six priority challenges defined and published in 2022/23 Corporate Plan</p> <p>Health challenge strategy developed, other five challenge strategies in-progress</p>	<p>Aligned cross-BU approach and OneCSIRO view on our challenges – strengthening our united ability to prioritise work to solve these challenges</p>
<b>Individual Performance</b>	<p>Updated version of the annual performance system (requiring fewer sign-offs) has already been implemented</p>	<p>Updated process to annual performance cycle and feedback – to facilitate building a more collaborative culture and simplify how we develop</p>

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# Preparing for potential questions about WOW

## Question

## Guide to potential answer

Where does WOW sit in relation to all the other programs currently underway at CSIRO?

- WOW is a key enabler of our vision and strategic objectives
- WOW focusses on initiatives which influence the *how* rather than the *what* – e.g. *which areas* we prioritise as part of the challenge strategy is not part of WOW, but *how we align* our organisation to focus on those areas is relevant for WOW
- Initiatives which support our aspiration to improve *how* we work (through shifts in our operating model) are associated with WOW
  - This includes initiatives which you may have heard of such as ESOF and the CSIRO Way

What will WOW actually change for me on a day-to-day basis?

- Depending on your role within CSIRO, you might start to see differences in how administrative tasks are completed – with the updated processes being quicker, more streamlined and involving fewer sign-offs or committee approvals – with the aim of giving you back more time to focus on the work you care about
- You might also feel a shift in how we prioritise at CSIRO – this could lead to more interactions with people from other BUs, transparency around our goals and aligned direction from leadership
- These changes might feel new and different at first – but aim to culminate in creating the CSIRO of the future

Why are we doing WOW now?

- Our organisation has changed a lot in the last 20 years – but a lot of our ways of working haven't evolved accordingly
- WOW is not being driven by a burning platform financially – we're actually in a favourable financial position, which means we have the capacity to plan and implement WOW properly before it becomes a more urgent necessity
- If we can get WOW correct now, this will set us up for success to work on the right priorities and solve the challenges our world is facing

What do we mean when we say WOW is *transformational*?

- WOW is not about transforming our organisation by replacing how we work with new ways of working – it is more focused on building upon the strengths in our current foundation (e.g. the passion of our people for changing the world) and evolving how we work together towards CSIRO's priorities

Is WOW just about hybrid ways of working as we return to a mix of remote and in-person work?

- The aims of WOW are much more broad – it is not centred on remote vs in-person following the influence of COVID on how we work
- Rather, it seeks to address a larger-scale uplift in several elements of our operating model

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## WOW will deliver benefits for a range of internal and external stakeholders; each group has a different starting point and different needs from WOW

Stakeholder	Where are they now?	What are their needs?	
Internal – Our People	<b>ET and CLT</b>	Excited about the aspiration, but range in conviction on how WOW will enable us to achieve that aspiration Yet to see what evolving WOW means on a pragmatic level	Practical path forward, visible progress, symbols of change to rebuild confidence and commitment to WOW Reinforcement of their role in WOW
	<b>Research directors, group and team leaders</b>	Variable level of understanding of WOW. Less clear on elements and relationship with programs, and what has been delivered to date	Tangible improvements in their day-to-day, giving confidence that WOW will support their work and priorities
	<b>Research scientists</b>	Limited conceptual understanding, without understanding how it fits together or what it means in practice for them	Tangible improvements in their day-to-day, giving confidence that WOW will support their work and priorities
	<b>Enterprise frontline</b>	Limited conceptual understanding of WOW as a whole program, with more clarity on specific initiatives which are relevant to them	Tangible improvements in their day-to-day, giving confidence that WOW will support their work and priorities
External	<b>Our Board</b>	High-level understanding from prior updates, limited understanding of detail of WOW	Clear link between evolving WOW and delivering CSIRO's strategy, purpose and aspirations
	<b>Ministers Office &amp; Departments</b>	Limited or no exposure to WOW thus far	For CSIRO to continue achieving the aspirational level of impact, while maintaining effective use of funding (WOW as enabler)
	<b>Customers and partners</b>	Some frustrations with customer experience being more complicated than necessary	Address pain points (contracting, IP processes, people capacity)

Source: Initial document review, stakeholder interviews, WOW Reference Group

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## Key narrative messages for our internal stakeholder groups

Stakeholder	Key narrative messages
<div style="background-color: #00A0C0; color: white; padding: 5px; writing-mode: vertical-rl; transform: rotate(180deg);">Internal</div> <p data-bbox="366 396 494 425"><b>ET and CLT</b></p>	<p data-bbox="901 396 2142 425">WOW will enable CSIRO to develop the <b>capabilities</b> so we can work together to <b>reach our strategic aspirations</b></p> <p data-bbox="901 444 2252 505">With a <b>tangible implementation plan</b> in place – the time to implement this change in our operating model is <b>now</b>, while we are in a favourable position as an organisation to drive this change</p> <p data-bbox="901 524 1939 552">Critical for WOW's success is our <b>commitment to the program</b> as an aligned leadership team</p>
<p data-bbox="366 589 779 651"><b>Research directors, group and team leaders</b></p>	<p data-bbox="901 589 2040 618">WOW will make it easier for CSIRO to <b>focus on planning and working towards our research priorities</b></p> <p data-bbox="901 636 2252 726">Through <b>reducing the burden of administrative processes</b> and making our <b>priorities more transparent</b> – we'll be able to spend more time on the actual research and have more certainty that our research is contributing towards CSIRO's priorities</p> <p data-bbox="901 745 2270 806"><b>Building the capability of our teams</b> through WOW will also enable us to work more effectively and collaboratively across BUs</p>
<p data-bbox="366 846 588 875"><b>Research scientists</b></p>	<p data-bbox="901 846 2168 908">WOW aims to <b>evolve how we work</b> at CSIRO through a program which enables better clarity of direction, simpler processes and greater flexibility of resources</p> <p data-bbox="901 926 2086 955">These changes will allow us to spend time working on <b>what is important – our research and partnerships</b></p> <p data-bbox="901 973 2237 1035">We will also build upon our 'OneCSIRO' culture and make it easier to <b>work collaboratively</b> across teams and <b>develop in our roles</b></p>
<p data-bbox="366 1075 596 1103"><b>Enterprise frontline</b></p>	<p data-bbox="901 1075 2142 1136">WOW is a program which is changing how our organisation operates in order to <b>equip us with the systems and capabilities</b> to work at our best</p> <p data-bbox="901 1155 2252 1216">The work of WOW includes some <b>initiatives you may have heard of already</b>, such as ESOF – and there will be changes to our <b>processes</b> to make them <b>simpler and quicker</b></p>

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## Deep dive: Research directors, group leaders and team leaders (1/2)

	<b>What are their current needs?</b>	<b>What will change with WOW and what will it feel like?</b>	<b>What do we need from them?</b>
<b>Research directors</b>	<p>Understanding of how WOW will change their planning for the next ~12 months</p> <p>Clarity on how WOW connects to other initiatives in motion at CSIRO (i.e. if I am part of initiative X, is that a part of WOW?)</p>	<p>Confidence their work is aligned to CSIRO-wide priorities (i.e. challenges) – through streamlining priority setting and more transparent outcome reporting</p> <p>Reduced administrative burden – fewer replicative processes and layers of sign-off required, therefore allowing them to spend more time on what matters to them most</p>	<p>Understanding of WOW objectives and entails and how it supports the challenge strategy</p> <p>Commitment to WOW and feedback on initiatives and process changes as they roll out</p> <p>Buy-in to the WOW program and to be champions of WOW for their BUs</p> <p>May be part of WOW as an Initiative Owner</p>
<b>Group and team leaders</b>	<p>Clarity on how their work fits within WOW and its initiatives – what WOW means for their work and what are the specific expectations of them</p>	<p>Connection to CSIRO as a whole organisation – with a shift towards a broader challenge approach and more collaboration between BUs</p> <p>More time dedicated to getting meaningful work done – streamlined processes leveraging clear repeatable workflows where able</p>	<p>Being open to changes driven by WOW and providing feedback as WOW is implemented</p> <p>Role modelling adoption of WOW within their teams</p> <p>May be part of WOW as an Initiative Owner</p>

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## Deep dive: Research directors, group leaders and team leaders (2/2)

### Who do they listen to?

Research directors:

- Other research directors
- ESS partners
- Customers – and their perception of how easy it is to work with CSIRO

Group and Team leaders (more vertically orientated):

- Research directors
- Project teams
- ESS
- Customers – many are in customer-facing roles

### What have we learnt from engagement for previous changes to how we work?

Framing is effective when focused on the potential impact for their research/projects – providing clear purpose for why we are undergoing change

Decisive choices can drive commitment (e.g. Balance initiative) rather than rigorous consultation prior to enacting change

Instilling a sense of ownership and autonomy – providing principles and high-level guidance while maintaining flexibility

### What engagement approach should we use for WOW?

Use consistent messaging in organisation-wide communications around CSIRO's commitment to the WOW program and how WOW will support their research

Create a group of change champions at various levels of the organisation to role model new ways of working

Actively seek feedback on new initiatives

Develop individual change stories for WOW – to connect WOW with what our people value

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## Perspective of a Team Leader



**s47F** is a Team Leader within the Health and Biosecurity unit at CSIRO, overseeing a team of five research scientists

He has been working at CSIRO for 15 years, including undertaking his PhD research at CSIRO

Outside of work, **s47F** enjoys hiking and spending time with his partner and their two children

### What WOW will deliver for me

- WOW will allow me to spend less time on the administrative work I do for our team
  - E.g. Our Credit Card Management system has been partially automated – reducing the time spent processing transactions
  - This will give me more time to spend on what I am genuinely passionate about – my research – and more capacity to support and coach my team of research scientists
  - This will also reduce the out-of-hours time spent catching up on paperwork – which means more time spent with family
- WOW will help me develop the capabilities to build ownership and flexibility in how my team works
  - E.g. With updated decision rights and rationalised committee structures, I'll be able to make appropriate decisions for my level, without having to go through layers of committees – providing me with autonomy and ownership over my team's work
  - This will support my aspiration to become a future Group Leader at CSIRO – this aspiration will be further supported by embedment of our Leadership Development Model in how we view personal development at CSIRO
- WOW will provide greater clarity on how our team's work aligns with our organisation's aspirations
  - E.g. As part of our quarterly review cycle, I'll need to show how our team's work fits into our organisation-wide priorities
  - This will create transparency over our research priorities, and encourage conversations around whether we are working on the right research for CSIRO

### What is my role in WOW

- As part of WOW, I will need to adapt to changes in how we work – including processes I deal with day-to-day
  - The transition might not always be easy but I should feel empowered to provide feedback on these changes to ensure that they support the work of my team
- I might face challenging questions from my team members on why we are changing how we do things at CSIRO – and at times will need to help build commitment to our evolving ways of working
- Our team's research priorities may change with WOW – and this may require shifting the direction of research projects, or reallocating our people, in order to best meet the priorities of our organisation
  - I should feel supported by my Group Leaders and Research Directors during these transitions

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## Perspective of a research scientist



**s47F is a research scientist within the Energy unit at CSIRO**

She joined CSIRO 2 years ago, after working in the university research department where she undertook her PhD

Outside of work, s47F enjoys travelling and going on road trips with her friends

### What WOW will deliver for me

- WOW will give me greater consistency and transparency in how my research needs to align to our organisation's priorities
  - E.g. The Energy Research Directors will establish our key priorities for the next 12 months as part of QBR processes, which everyone in our BU will be able to view and will need to report outcomes against
  - This will ensure that my time is spent on research activities which are of highest priority for CSIRO
- WOW will help me develop my capabilities as a researcher and future science leader
  - E.g. I will have access to capability development programs which will equip me with skills outside of conducting experiments, such as innovative thinking and business development
  - This will enable me to progress in my career and feel confident that I have the skills to remain competitive in the job market
- WOW will result in a more streamlined experience with Enterprise Services, allowing me to dedicate more time to my research
  - E.g.: Our new People Connect platform will provide me with a self-service portal to quickly find answers to questions I have on HR-related topics

### What is my role in WOW

- I might initially face frustrations with changes to my research activities as we realign the work of our team to address the defined challenges
  - I will need to demonstrate that the objectives of my research projects are aligned to our organisation's priorities
- In order to best allocate our organisation's resources to suit our priorities, I might need to work with new teams and have more exposure to other business units
  - I can see this as a development opportunity to learn from new people, but this might be uncomfortable initially as I adjust to working with new people who might have different working styles
  - Adopting similar ways of working in line with CSIRO's new norms will make this more streamlined

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# Perspective of a Research Director



s47F is a Research Director for the Mineral Processing unit at CSIRO

She was recruited to CSIRO 5 years ago, after working in industry as a senior scientist for numerous mining companies over 25+ years

Outside of work, s47F enjoys running, bouldering and cycling

## What WOW will deliver for me

- WOW will give me greater visibility and comfort that our work is focused on CSIRO's defined challenges
  - Especially compared to my previous work in industry, it can be challenging to know what our priorities are in an organisation like CSIRO which such a broad aspiration
  - E.g. Through the QBR process, I will have greater clarity on how the work by our Mineral Processing teams is contributing to the goals which have been established for us as a BU, and in turn will be able to articulate how our BU's outcomes contribute towards our organisation-wide priorities
- WOW will reduce the time I spend in decision-making and approval processes
  - WOW will help us make the right decisions at the right level – my team will feel empowered to make appropriate decisions without my explicit approval
  - E.g. With reduced number of governance committees, I will spend less time in decision-making meetings – with more time for planning the direction of our work and ensuring we stay on track
- WOW will help me bring together people from different teams and BUs to collaborate on shared goals
  - E.g. Our new Talent Marketplace platform will make it easier for me and the other Research Directors to reallocate our people to where they will have the most impact on our work
  - This will help my teams with greater capacity when required, and also give them opportunities to learn from different people across the organisation

## What is my role in WOW

- I will be involved in shaping our BU's priorities to align with our Challenge Strategy – and ensure our work is aligned with our priorities
  - It will be challenging to change our work in order to realign to our priorities, especially if it means having to stop some research activities in order to create capacity to commence new ones
  - I will need to role model this change and communicate clearly the rationale for change
- I will need to be prepared for questions about the WOW program – why we're doing it and what it actually is
  - This will mean I need a broad conceptual understanding of what WOW is aiming to do – this does not mean I need to be across all of its initiatives

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## Perspective of an Enterprise Services team member



s47F is a Finance Officer at CSIRO

He joined CSIRO 6 months ago, after working in Finance roles across a range of industries, including healthcare and education

Outside of work, s47F enjoys trying new restaurants with his fiancée and going on walks with their dog

### What WOW will deliver for me

- WOW will deliver processes which are quicker, more streamlined and clearer to complete
  - E.g. Our improved procurement and payment platform will make it easier for me to complete our procurement transactions quicker and with more accuracy
  - This will lead to smoother interactions with both external partners, as well as internal Science teams – thus improving my work environment and creating a better work culture for me at CSIRO
- WOW will bring me a greater sense of connection to CSIRO as a whole organisation, not just the Enterprise Services division
  - E.g. Adopting ‘way of working’ norms which are universal across all teams at CSIRO, through the CSIRO Way program
  - I will feel more empowered to work together with other Enterprise Services and Science teams – in order to work towards the shared aspiration and purpose of CSIRO

### What is my role in WOW

- As WOW initiatives are implemented, there will be a period of transition where I will need to learn the updated ES processes
  - Needing to learn the new way of working might initially require some time to adjust
  - However, ultimately the process should be easier and quicker – I should feel empowered to provide feedback if this is not the case
- I will have exposure to capability building opportunities through WOW, allowing me to develop skills for the future which are relevant to Finance
  - Embracing these opportunities will help me develop into a more effective team member and future team leader

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# Ways of Working Phase 3

## Implementation Plan

28 October 2022

Australia's National Science Agency



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## Executive Summary

- CSIRO has an ambitious vision to create a better future for Australia by 2030 by solving the greatest challenges through innovative science and technology. To deliver on this vision, CSIRO will need to shift how it operates – to be simpler, faster, more transparent and more consistent.
- CSIRO has developed a Ways of Working (WOW) blueprint for enabling this change, which articulates an aspirational end state for CSIRO’s operating model across nine dimensions, captured in the ‘house’.
- This blueprint has been translated into six change themes that describe the changes needed and the outcomes WOW aspires to achieve in the next three years. These change themes are: Priority Setting, Decision Making, Culture Shift, Talent Management, Process Improvement, and Digital and Tech Empowerment.
- There has already been progress on these change themes, including an updated annual performance system requiring fewer sign-offs, development of a People Connect platform to provide an integrated HR services portal, trial of a Finance Service Desk for our Business Units and a pilot with two Health and Biosecurity teams to introduce agile ways of working at CSIRO.
- To deliver on the change themes and desired outcomes, WOW has identified 32 initiatives – 14 of which are fully covered by existing/in-flight projects across CSIRO and 18 of which need to be further developed or are new. These initiatives have been sequenced across the next three years, based on ET priority, value/impact, speed to implement and inter-dependencies between initiatives, resulting in 10 priority initiatives for the next six months.
- Examples of outcomes from these priority initiatives in the next six months include: the launch of a Talent Marketplace, which will allow easier re-allocation of human resources to match priorities across the organisation, and trials of new processes to make it simpler to initiate projects and deal with our contracting procedures.
- Furthermore, an initial priority over the next two months is standing up a WOW Acceleration Team and Program Office and aligning on WOW governance and resourcing across the initiatives.
- Successful delivery of WOW will require buy-in across all levels of the organisation. To date, WOW has not been widely communicated and there are variable levels of understanding of WOW, its objectives and its scope. An overarching narrative has been developed that can be used to provide an overview of what WOW aspires to do, what it has achieved to date, and what employees can expect to see from WOW in the next 6-12 months.

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# WOW is a key enabler of our vision and strategic objectives

Our purpose is to solve the greatest challenges through innovative science and technology

The challenges we are solving		Our objectives to deliver	
<b>Health and wellbeing</b>	Enhance the health of Australians through preventative, personalised, biomedical, and digital health services.	<b>Deliver impact through innovation</b>	Advance Australia’s commercialisation of science and deliver new value from digital innovation.
<b>Food security and quality</b>	Achieve sustainable security through new AgriFood products, technology and innovation for Australia.	<b>Purpose driven science and technology</b>	Deliver impact at-scale aligned with the challenges we are solving and the portfolios of research directed to them. Invest in the right future science and technology to solve tomorrow’s challenges
<b>A secure Australia and region</b>	Help safeguard Australia from threats (terrorism, regional instability, pandemics, biosecurity, disasters and cyber-attacks).	<b>Engage and empower talent</b>	Attract world-class talent and strengthening our nation’s STEM pipeline. Build a culture that makes us an employer of choice and operate in an adaptable, resilient and responsive way.
<b>Resilient and valuable environments</b>	Enhancing the resilience, sustainable use and value of our environments, including by mitigating and adapting to the impacts of climate and global change.	<b>Build collaborative networks</b>	Share our world-class national labs and facilities with industry, universities and government and harness the power of our diverse relationships for better outcomes.
<b>Sustainable energy and resources</b>	Build competitiveness, sustainability and security of our energy and minerals resources while heading to Net Zero.		
<b>Future industries</b>	Help create Australia’s future industries and jobs by collaborating to boost innovation performance and promote STEM skills.		

Our vision is to create a better future for Australia

Our values underpinning how we work

Making it real

Trusted

People first

Further together

Ways of Working Program

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In developing WOW we first defined the blueprint for the future operating model and then identified specific initiatives to deliver this future state

Phases 1 and 2



WOW is a key enabler of our **strategic objectives and vision**



A WOW Blueprint was developed, which articulates a **future operating model** across 9 dimensions



This blueprint was translated into **6 change themes**, with desired outcomes articulated for each

Phase 3



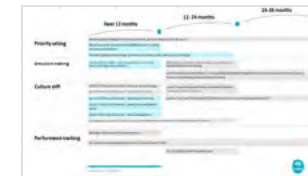
We analysed what it will take to deliver the 6 change themes and **derived 32 initiatives**, of which 14 are fully covered by in-flight initiatives, but 18 are new or require further development



These initiatives were **sequenced over three time horizons** (next 12 months, 12-24 months, 24-36 months)



**10 initiatives were prioritised** for delivery in the next 6 months, including standing up a WOW Acceleration Team and Office, and detailed initiative charters were completed for each



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## Implementation Plan

- **Three year plan**
- Priorities for next six months

## Delivering WOW

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# The WOW future operating model blueprint has 9 key elements



## Purpose, strategy and priorities

Clear purpose and strategy that defines outcomes and priorities connecting what we do to our purpose – informs aligned BU/ ES delivery plans.

**Shared impact priorities** set at the Agency level - that we all buy into, are the focus of planning, investment and enable delivery at scale.

Clear process for how we set strategy and make aligned decisions at different levels and identify / resolve cross-cutting issues.



### Culture, behaviour and leadership

- We have a **shared sense of purpose and values** - people can bring their passion to CSIRO and do their best work
- **Strong OneCSIRO** collaborative culture: prioritise what is best for collective impact and teamwork
- **Adaptive**. Our people are agile; market aware; entrepreneurial; open to change, and take educated risks to deliver impact
- **Leadership** is values based and collective – we work with **trust and empowerment**



### Talent, Skills and People Practices

- Easy to find **capability** across CSIRO and align people's passion to organisational priorities
- We focus on fewer projects at a time – but can grow diverse careers
- Our **talent and skills** model is evolved – technical expertise is complemented by agility, teamwork, entrepreneurship.
- We adopt some **common ways of working** that makes teamwork across CSIRO simpler
- We have a **simple, fair and transparent individual evaluation and recognition model** that encourages collective impact



### Organisational Performance

- We set appropriately aspirational Agency goals that are **simply aligned** (up down and across the org) and translated to functions, teams, individuals
- Fewer simpler metrics and quarterly reporting focused on what matters most (**Agency impact outcomes**, values, capability)



### Digital and Technology

- We consistently and efficiently make use of **data to inform and support decision making**
- We integrate technology inc. digitisation to simplify and enhance processes and deliver science in **fully digital ways**
- Business and tech are mostly integrated, with data & tech systems connecting across all key business processes to **create value**
- **Increased digital capability** through the skills of our people - digital capabilities and mindset
- Our workplace is a seamless mix of physical and digital

## Our foundations



### Governance

- Simplified **governance** with fewer cross-functional committees at org level
- X-BU/ ES decision bodies with authority for cross-cutting decision making - CLT collective accountability
- Governance protects us / hold to account: principles based; data driven
- Governance enables impact – helps streamline decision making



### Funding

- Balanced operating result important at CSIRO level only. Revenue targets to be adjusted at BU level when necessary to reflect XBU efforts on CSIRO led contract
- Allocate budgets based on necessity and efficiency
- Appropriation Funding allocated based on needs of Challenge areas.



### Processes

- **Processes and decision-making** support agility and cross-BU prioritisation, making it easier to get things done
- Efficient process to make **aligned investment decisions** – and **allocate resources and people to support** those decisions using a quarterly process
- Processes are significantly simplified, clarified and reduced in number to enable a focus on outcomes









### Structure

- BU / ES structure remain core operational backbone but we're able to take OneCSIRO approach
- Decision rights and pathways calibrated to enable a OneCSIRO approach to impact, capability & partners
- Clear on roles and accountabilities and how we interact to deliver on values / outcomes
- We engage with partners on a OneCSIRO and project basis to enhance customer experience

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# The design blueprint has been translated into 6 change themes, with desired outcomes specified

	 <b>Priority setting and tracking</b>	 <b>Decision making</b>	 <b>Culture shift</b>	 <b>Talent management</b>	 <b>Process improvement</b>	 <b>Digital and tech empowerment</b>
<b>Description</b>	Bring greater clarity on <b>what our priorities</b> are and <b>how we prioritise</b> across different levels of the organisation	Adopt more <b>fit-for-purpose decision-making structures with clear accountabilities</b> to better enable an <b>oneCSIRO</b> approach for everything we do	Support and enable a more <b>empowering and collaborative culture</b> at CSIRO	Change the way we <b>plan, develop</b> and <b>resource talent</b> to meet both current and future skills and capability needs	Improve operational processes to <b>increase value add and reduce inefficiencies</b>	Empower future ways of working by <b>digital transformation</b> across the organisation
<b>Desired outcomes</b> <i>(CSIRO of the future will have ...)</i>	<p>Improved clarity of how we set priorities and allocate resources and funding</p> <p>Shared understanding of and buy-in to strategy and priorities across organisation</p> <p>Organisational tracking system that is easy to use and supports decision making</p>	<p>Clear decision rights that enable faster decision making</p> <p>Decisions being made at the right level, by individuals (where appropriate) rather than committee</p>	<p>A strong OneCSIRO collaborative culture</p> <p>Established common ways of working that makes teamwork across CSIRO simpler</p> <p>Trust and empowerment in daily work</p> <p>Psychologically safe team environments</p>	<p>A compelling employee value proposition that focuses equally on talent attraction, retention and development</p> <p>An integrated and forward-looking approach to workforce planning and capability building</p> <p>Capabilities that are easy to find and mobilise</p> <p>Efficient individual performance process</p>	<p>Simplified processes that focus on outcomes</p> <p>Improved processes that support agility, compliance and cross-BU collaboration with great user experience</p>	<p>Efficient use of data to inform and support decision making</p> <p>Integration of technology to simplify and enhance business processes</p> <p>Increased digital capability through the skills of people</p>

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# Our analysis identified 32 initiatives to deliver on WOW's desired outcomes

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## Priority setting and tracking

- Develop Agency Strategy (and challenge strategies) that outlines priorities, goals and measures [out of scope for WOW]
- Translate organisational strategic priorities into metrics for BUs, teams and individuals and set up automated tracking system
- Align organisational initiatives to strategic priorities and track progress
- Design and deploy prioritisation and resource reallocation process (e.g. Quarterly Business Review)



## Decision making

- Update decision rights, refresh delegations of authority (DoAs) and align accountabilities
- Rationalise number and membership of committees to enable faster decision making and align committee structure to deliver Strategy/ Corporate plan
- Launch behavioral interventions, including educating leaders on target behaviors (pushing decisions down), sharing failures and celebrating individual decision making



## Culture shift

- Launch CSIRO way intervention - Purpose, vision, strategy
- Launch CSIRO way intervention - Values and culture
- Launch CSIRO way intervention - Agile ways of working
- Launch CSIRO way intervention - Leadership development model
- Launch CSIRO way intervention - Skills and capabilities
- Leverage Communities of Practice / Cross-cutting capabilities to enable knowledge sharing across CSIRO
- Launch roles and responsibilities conversations between managers and team members
- Launch a Top Team Effectiveness (TTE) journey to build a more connected and effective role modelling ET/ ELT/ RDs



## Talent management

- Strategy: develop 5-year talent strategy, including capability / workforce needs
- Attraction: refresh employee value proposition (incl. remuneration and benefits)
- Recruitment & onboarding: improve talent recruitment and onboarding experience
- Performance management: redesign individual performance processes
- Capability development: conduct role-based capability assessment and define development plans
- Mobility: review talent mobilization mechanism and remove barriers to achieve objectives, incl. talent marketplace and update of business rules



## Process improvement

- Roll out ESOF initiative – People Transformation (incl. People Connect, centralisation of People advisory)
- Roll out ESOF initiative – Finance Transformation (incl. capital and asset management project, RPA, finance service catalogue, finance business partnering etc.)
- Roll out ESOF initiative - others (BD, IMT, corporate affairs etc.)
- Identify top 10 processes to simplify and redesign and establish a feedback mechanism



## Digital and tech empowerment

- Baseline current state of technology capability
- Upgrade data quality and accessibility to support decision making
- Update ERP system [out of scope for WOW, adjacent]
- Set up standard project management dashboard
- Roll out digital academy to improve digital maturity of individuals

Develop an integrated communication plan for WoW

Stand up WOW acceleration team and program office

1. In addition to ESOF processes

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# Overlaying the 32 initiatives with what is in-flight identified gaps

WORK IN PROGRESS



## Priority setting and tracking

Develop Agency Strategy (and challenge strategies) that outlines priorities, goals and measures [out of scope for WOW]

Align organisational initiatives to strategic priorities and track progress

Translate organisational strategic priorities into metrics for BUs, teams and individuals and set up automated tracking system

Design and deploy prioritisation and resource reallocation process (e.g. Quarterly Business Review)



## Decision making

Update decision rights, refresh delegations of authority (DoAs) and align accountabilities

Rationalise number and membership of committees to enable faster decision making and align committee structure to deliver Strategy/ Corporate plan

Launch behavioral interventions, including educating leaders on target behaviors (pushing decisions down), sharing failures and celebrating individual decision making



## Culture shift

Launch CSIRO way intervention - Purpose, vision, strategy

Launch CSIRO way intervention - Values and culture

Launch CSIRO way intervention - Agile ways of working

Launch CSIRO way intervention - Leadership development model

Launch CSIRO way intervention - Skills and capabilities

Leverage Communities of Practice / Cross-cutting capabilities to enable knowledge sharing across CSIRO

Launch roles and responsibilities conversations between managers and team members

Launch a Top Team Effectiveness (TTE) journey to build a more connected and effective role modelling ET/ ELT/ RDs



## Talent management

Strategy: develop 5-year talent strategy, including capability / workforce needs

Attraction: refresh employee value proposition (incl. remuneration and benefits)

Recruitment & onboarding: improve talent recruitment and onboarding experience

Performance management: redesign individual performance processes

Capability development: conduct role-based capability assessment and define development plans

Mobility: review talent mobilization mechanism and remove barriers to achieve objectives, incl. talent marketplace and update of business rules

■ Fully covered 
 ■ Partially covered 
 ■ Not started



## Process improvement

Roll out ESOF initiative – People Transformation (incl. People Connect, centralisation of People advisory)

Roll out ESOF initiative – Finance Transformation (incl. capital and asset management project, RPA, finance service catalogue, finance business partnering etc.)

Roll out ESOF initiative - others (BD, IMT, corporate affairs etc.)

Identify top 10 processes to simplify and redesign and establish a feedback mechanism



## Digital and tech empowerment

Baseline current state of technology capability

Upgrade data quality and accessibility to support decision making

Update ERP system [out of scope for WOW, adjacent]

Set up standard project management dashboard

Roll out digital academy to improve digital maturity of individuals

Develop an integrated communication plan for WoW

Stand up WOW acceleration team and program office



1. In addition to ESOF processes
















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# 14 initiatives are well covered by in-flight projects, but 18 are new or need further development (1/2)

 Fully covered
  Partially covered
  Not started



Change themes	#	Initiative Name	Coverage by in-flight projects/ existing working scope	Relevant in-flight projects	What's left to do
Priority setting and tracking	1	Develop Agency Strategy (and challenge strategies) that outlines priorities, goals and measures [out of scope for WOW]		Corporate Plan Challenge strategies	
	2	Translate organisational strategic priorities into metrics for BUs, teams and individuals and set up automated tracking system		Integrated performance framework	Cascade metrics down to teams/individuals. Set up a standard cadence and establish tracking system
	3	Align organisational initiatives to strategic priorities and track progress		Challenge strategies	Identify specific initiatives to deliver strategy
	4	Design and deploy prioritisation and resource reallocation process (e.g. QBR)			
Decision making	5	Update decision rights, refresh delegations of authority (DoAs) and align accountabilities		Legal review of obligations under Acts Challenge decision making/ investment trials Mission – decision making	Complete comprehensive review of decision rights/delegations across the organisation
	6	Rationalise number and membership of committees to enable faster decision making and align committee structure to deliver Strategy/ Corporate plan		Corporate Plan governance review	Complete review of 300+ committees, their purpose and membership
	7	Launch behavioral interventions, including educating leaders on target behaviors (pushing decisions down), sharing failures and celebrating individual decision making		Leadership capability framework	Design and roll out behavioral interventions to empower individual decision making
Culture shift	8	Launch CSIRO way intervention - Purpose, vision, strategy		CSIRO way	
	9	Launch CSIRO way intervention - Values and culture		CSIRO way	
	10	Launch CSIRO way intervention - Agile ways of working		CSIRO way	
	11	Launch CSIRO way intervention - Leadership development model		CSIRO way	
	12	Launch CSIRO way intervention - Skills and capabilities		CSIRO way	
	13	Leverage Communities of Practice / Cross-cutting capabilities to enable knowledge sharing across CSIRO		Cross-cutting capability Future science platform FUSE	Create a series of culture-related topics in the existing communities Identify opportunities for new communities
	14	Launch roles and responsibilities conversations between managers and team members			
	15	Launch a Top Team Effectiveness (TTE) journey to build a more connected and effective role modelling ET/ ELT/ RDs			


















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# 14 initiatives are well covered by in-flight projects, but 18 are new or need further development (2/2)

 Fully covered
  Partially covered
  Not started

Change themes	#	Initiative Name	Coverage by in-flight projects/ existing working scope	Relevant in-flight projects	What's left to do
Talent management	16	Strategy: develop 5-year talent strategy, including capability / workforce needs		Strategic workforce planning Enterprise-wide succession planning Team leader allocations	Identify how we access capability internally but also externally (buy, borrow, build) Set aspirational goals for attracting talent globally
	17	Attraction: refresh employee value proposition (incl. remuneration and benefits)		EVP audit The possible program	Link EVP audit work to People Transformation work
	18	Recruitment & onboarding: improve talent recruitment and onboarding experience		The possible program (inc Project Dorothy) Onboarding process redesign	
	19	Performance management: redesign individual performance processes		Individual performance (3-year project)	
	20	Capability development: conduct role-based capability assessment and define development plans		Talent deployment decision clarity	Integrate with CSIRO Way LDM initiative
	21	Mobility: review talent mobilization mechanism and remove barriers to achieve objectives, incl. talent marketplace and update of business rules		Talent marketplace (rejig)	Update business rules to enable broader mobilization
Process improvement	22	Roll out ESOF initiative – People Transformation (incl. People Connect, centralisation of People advisory)		ESOF - People transformation	
	23	Roll out ESOF initiative – Finance Transformation (incl. capital and asset management project, RPA, finance service catalogue, finance business partnering etc)		ESOF - Finance transformation	
	24	Roll out ESOF initiative - others (BD, IMT, corporate affairs etc.)		ESOF	
	25	Identify top 10 processes to simplify and redesign and establish a feedback mechanism		Robotics Process Automation (9 processes identified)	Conduct holistic review across organization (not just Enterprise Services). Define the feedback mechanism
Digital and tech empowerment	26	Baseline current state of technology capability		Digital capability upgrade program	
	27	Upgrade data quality and accessibility to support decision making		Science Digital Cyber uplift	Holistic planning
	28	Update ERP system		ERP	
	29	Set up standard project management dashboard			
	30	Roll out digital academy to improve digital maturity of individuals		Digital capability upgrade program	Link with strategic workforce planning initiative
Communication	31	Develop an integrated communication plan for WoW			Develop an integrated comm plan focusing on WOW
WOW Program stand up	32	Stand up WOW acceleration team and program office			

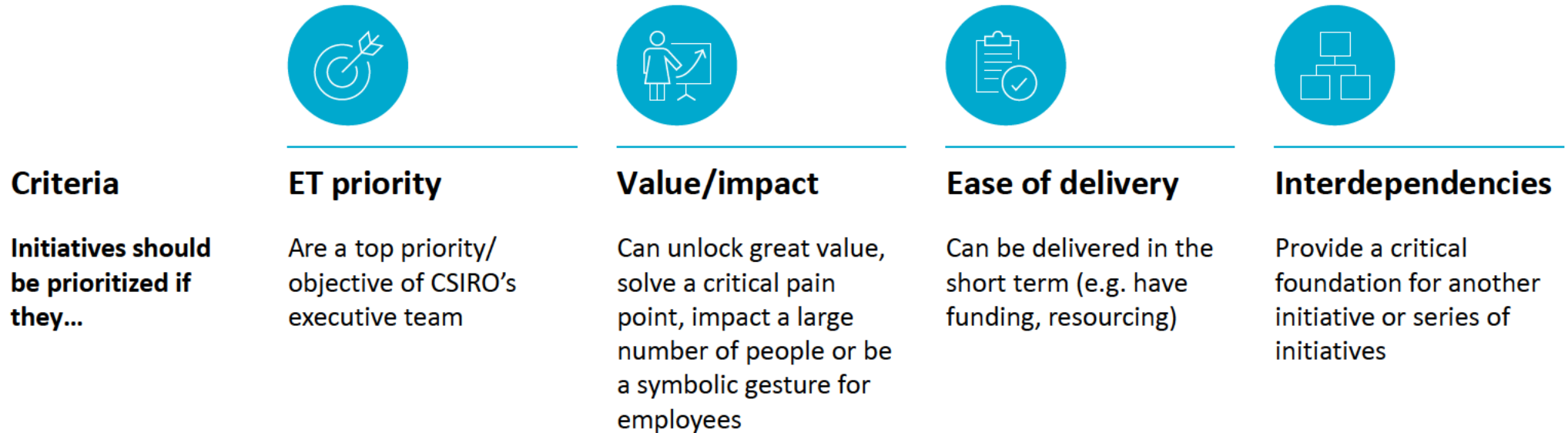
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## Four criteria were defined to sequence the initiatives

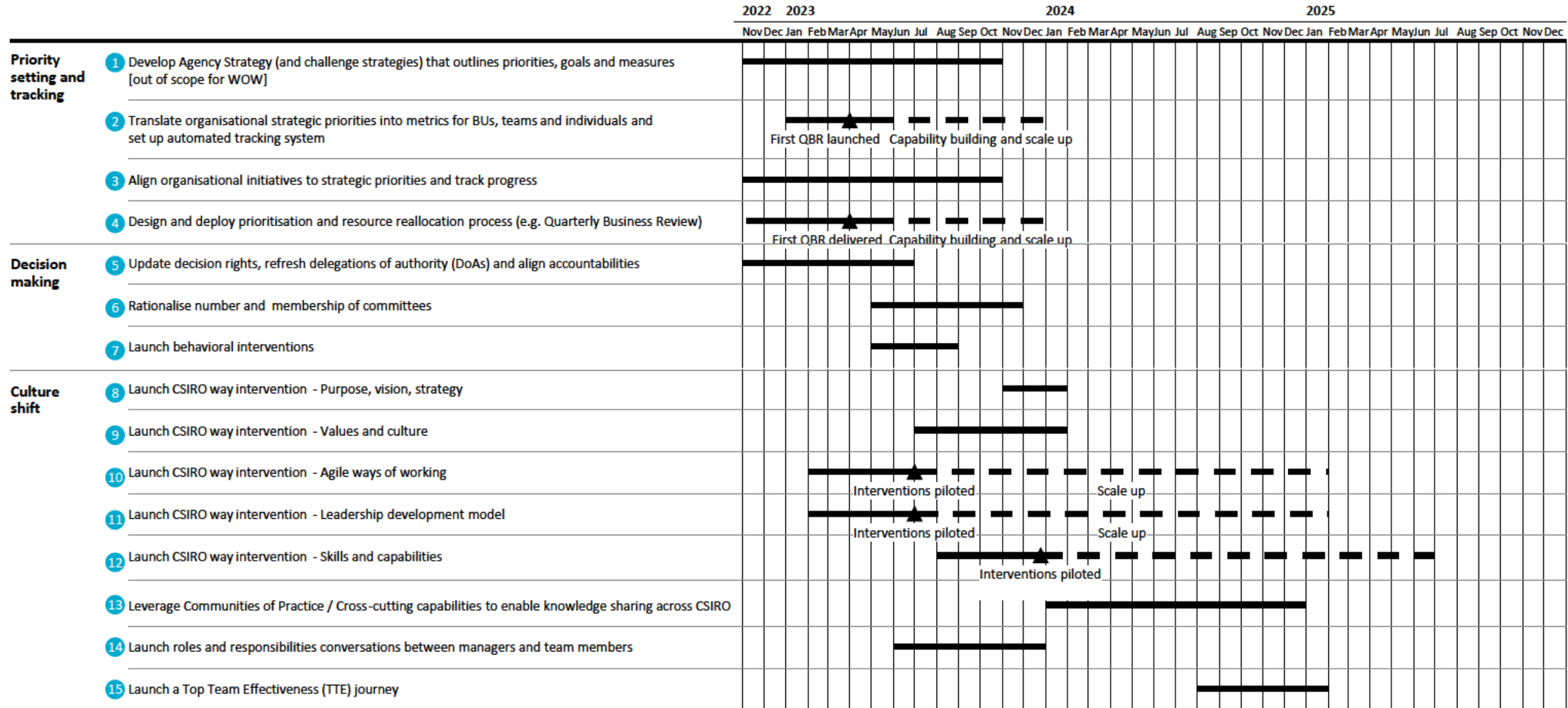
PRELIMINARY



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# The initiatives were sequenced across a three-year journey with 6-month priorities identified (1/2)

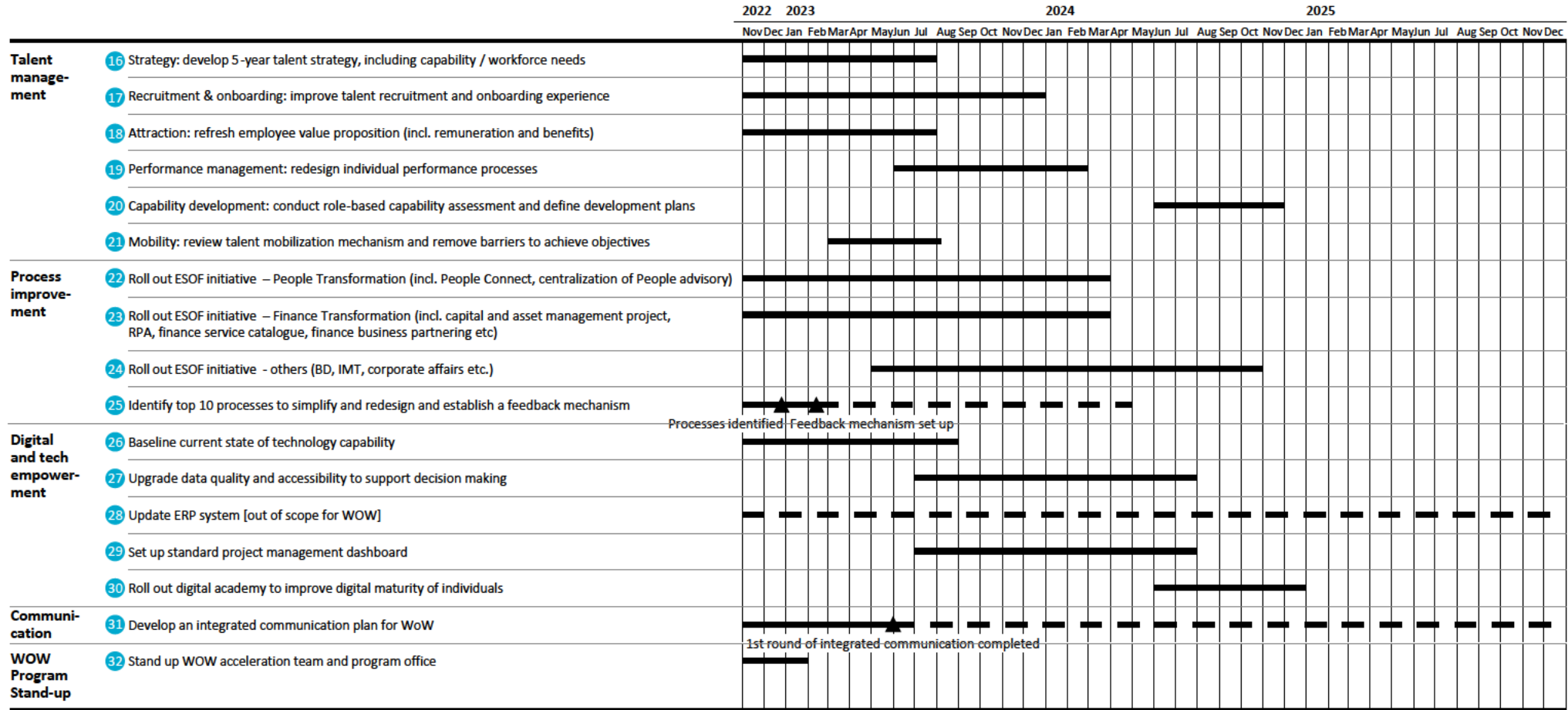


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# The initiatives were sequenced across a three-year journey with 6-month priorities identified (2/2)



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- Three year plan
- **Priorities for next six months**

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# WOW will deliver tangible benefits to CSIRO over the next 6, 18 and 36 months

	Next 6 months	6-18 months	18-36 months
<b>Priority setting</b>	<ul style="list-style-type: none"> <li>A shift in how we prioritise work (through standing up QBR), with greater clarity on what our priorities are and more transparency on how our work aligns with those priorities</li> </ul>	<ul style="list-style-type: none"> <li>After several cycles of QBR – a structured cadence to re-allocate resources, leading to better allocation of resources towards our priorities</li> </ul>	
<b>Decision making</b>	<ul style="list-style-type: none"> <li>Clarity on when to escalate decisions and faster decision-making (via refreshed DoAs)</li> </ul>	<ul style="list-style-type: none"> <li>Fewer governance committees, meaning less time spent in committee meetings or waiting for committee approval</li> <li>Greater trust in our people and empowerment to make the right decisions at the right level</li> </ul>	
<b>Culture shift</b>	<ul style="list-style-type: none"> <li>Greater awareness of our Leadership Development Model and how we can use it to frame our development goals</li> <li>Rollout of changes in how we work day-to-day, as we pilot agile ways of working</li> </ul>	<ul style="list-style-type: none"> <li>Increased capabilities in core skills required to work effectively at CSIRO, with greater confidence in project management skills and how to best develop teams</li> </ul>	<ul style="list-style-type: none"> <li>Connection to communities of practice, allowing us to learn from people in other BUs who are working in similar roles</li> <li>A more connected and effective top team</li> </ul>
<b>Process simplification</b>	<ul style="list-style-type: none"> <li>Faster answers to HR-related queries, with the launch of People Connect, a single front door</li> <li>Easier processes to launch new projects and establish contracts</li> <li>Smoother interactions with new vendors, with launch of a vendor management portal for vendors to manage their own data</li> <li>Greater consistency and improvements to our stocktake process</li> </ul>	<ul style="list-style-type: none"> <li>Further simplification of 5-10 processes to make them less frustrating, quicker to complete and more user-friendly</li> <li>Greater efficiency of Finance processes through robotic automation of (at least) 9 identified processes</li> <li>A more data-driven approach to capital budget allocation</li> </ul>	
<b>Talent management</b>	<ul style="list-style-type: none"> <li>Ease of access to and greater mobility of talent across the organisation, with the launch of our Talent Marketplace</li> </ul>	<ul style="list-style-type: none"> <li>Greater clarity on our 5-year strategic workforce plan</li> <li>Updated individual performance process which allows individuals to grow and develop at CSIRO, with less administrative burden</li> </ul>	<ul style="list-style-type: none"> <li>More streamlined recruitment and onboarding experience for new employees</li> </ul>
<b>Digital and tech empowerment</b>	<ul style="list-style-type: none"> <li>New systems and tools to support process improvements as part of ESOF</li> </ul>	<ul style="list-style-type: none"> <li>An understanding of our technology capability baseline, to identify gaps where we can improve</li> </ul>	<ul style="list-style-type: none"> <li>More data-driven decision-making</li> <li>Completed design for ERP</li> <li>Improved digital literacy through our Digital Academy</li> </ul>

**WOW will enable greater:**

- **Speed** of decision making and resource mobilisation
- **Transparency** of impact priorities and performance expectations
- **Consistency** in the way routine activities are conducted and talent is managed
- **Simplicity** of processes and the way we measure success
- **Discoverability** of capability in our people, data and systems

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# 10 initiatives have been prioritised for delivery in the next 6 months (1/2)

PRELIMINARY

6-month priorities	Description	Major milestones to deliver in 6 months	Owner	Start date	End date
<b>Stand up WOW Acceleration Team and Program Office</b>	Establish people and tools required for the core program team (WOW Acceleration Team) and broader program implementation team	Acceleration team set up and program director appointed Initiative owners identified Cadence of meeting established and rolled out	s47F	Nov 22	Feb 23
<b>Design and deploy prioritisation and resource reallocation process (e.g. Quarterly Business Review)</b>	Design and deploy prioritisation and resource allocation process (building on work underway on Integrated Reporting Framework), including supporting artefacts, processes and capability develop, to increase transparency of quarterly priorities and outcomes across all levels and to align / realign resources to priorities	Metrics agreed Memo template developed Communication developed and shared with BUS QBR cadence established	s47E(d)	Ongoing	Jun 23
<b>Update decision rights, refresh delegations of authority (DoAs) and align accountabilities</b>	Map out and refresh decision processes and delegations of authority and align accountabilities for cross-cutting decisions	Legal review of obligations under Acts completed Updated DoAs delivered	s47F	Nov 22	Apr 23
<b>Launch CSIRO way intervention - Agile ways of working</b>	Define what Agile ways of working means for CSIRO (what to use where), with intensity matched to need - e.g., experimentation with cross functional teams in selected areas, adoption of Agile ceremonies in other areas	Agile ways of working playbook developed Agile coaching academy in place (as required) Interventions designed Three further pilots completed Communication developed and shared	s47F	Feb 23	Jun 23
<b>Launch CSIRO way intervention - Leadership development model</b>	Capture how LDM comes to life, including what good leadership looks like at CSIRO, and identify opportunity to embed in all lifecycle activities, increasing understanding and adoption	LDM playbook developed 1 <sup>st</sup> round of interventions rolled out (scope of interventions defined in playbook) Communication developed and shared	s47F	Feb 23	Jun 23

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# 10 initiatives have been prioritised for delivery in the next 6 months (2/2)

PRELIMINARY

6-month priorities	Description	Major milestones to deliver in 6 months	Owner	Start date	End date
<b>Identify top 10 processes to simplify and redesign and establish a feedback mechanism</b>	Collect data/conduct interviews to identify top priority processes - e.g. high volume of transactions, most painful/inefficient from customer's perspective. Select top 10, allocate initiative owners and redesign. Set up a mechanism to collect and evaluate feedback from across CSIRO on inefficient processes/pain points	Top 5-10 processes to redesign identified Owner assigned for each process redesign Work launched on process redesign MVP version of feedback portal established Feedback mechanism communicated across CSIRO	WOW Acceleration Team analyst	Nov 22	Apr 23
<b>Improve project initiation process</b> (part of top priority process redesign)	Streamline the process for launching a project for a Project Leader and reduce timeframe to set up redesign)	Diagnostic of current process completed, including end-user interviews Future state design completed New process trialled in 1-2 BUs	PMO? (owner TBD)	Dec 22	May 23
<b>Review contracting procedure and simplify to execute</b> (part of top priority process redesign)	Streamline end-to-end revenue contracting process to increase compliance and improve user experience	Diagnostic of current process completed, including end-user interviews Future state design completed	Growth (owner TBD)	Dec 22	Apr 23
<b>Roll out ESOF initiative – People Transformation</b> (incl. People Connect, talent marketplace, central advisory capability etc) <sup>1</sup>	Design and roll out people transformation - including initiatives to develop single 'front door' (People Connect) and to centralise People advisory services)	People Connect platform launched Talent marketplace launched Centralisation of advisory capabilities complete Central case management capability implemented	s47F	Oct 22	Apr 24 <sup>1</sup>
<b>Roll out ESOF initiative – Finance Transformation</b> (incl. capital and asset management project, RPA, finance service catalogue, finance business partnering etc) <sup>1</sup>	Systematically transform the way Finance function supports CSIRO - including define key finance services, simplify and automate key processes (RPA), improve capital and asset management etc	Finance transformation ambition/areas of focus shared and aligned with ET 3-year roadmap completed and aligned with WoW activities, including ERP	s47F	Oct 22	Apr 24 <sup>1</sup>

1. Specific initiatives under ESOF will be delivered in the next months, but the broader program will take ~18 months to implement

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# Priority initiatives have detailed initiative charters

## Key components of the initiative charters:

- Initiative name
- Workstream (change theme)
- Initiative owner
- Initiative description
- Initiative objectives
- Key stakeholders
- Start and end date
- Key milestones required to deliver (including person responsible, start and end dates)
- Risks / barriers
- Dependencies
- KPIs
- Resources required (estimated FTE and implementation costs, if applicable)
- IT requirements (if applicable)

25 Identify top 10 processes to simplify and redesign and establish a feedback mechanism							Owner: [TBD]	
Stream: Process Improvement				Stage gate: L1				
Initiative Overview							Timeline	
Initiative description		Desired initiative outcome (see KPIs for detailed outcome measures)			Relevant stakeholders		Start date	End date
Shortlist selected processes for re-design to make them simpler, more streamlined and more efficient. Implement feedback mechanism to collect suggestions on additional improvements for CSIRO. Re-design of specific processes to be undertaken as separate new initiatives.		From...	To...		WOW Acceleration Team and Process Change Theme		14/11/2022	18/01/2023 (or implementation of feedback mechanism process improvement ongoing)
		Ad-hoc design work on processes as requests are raised, lack of clear prioritisation or path to receive improvement suggestions.						
Key Milestones								
No.	Milestone	Start date	End date	Responsible person				
1	WOW Program Director recruited (or interim arrangements in place)	14/10/2022	14/11/2022	Katherine Paroz				
2	Change Theme Leads identified	9/11/2021	28/11/2022	Katherine Paroz				
3	WOW Acceleration Team selected/recruited	14/11/2022	28/11/2022	Katherine Paroz				
4	Initiative Owners identified	04/11/2022	12/12/2022	Change Theme Leads				
5	If required - contract with delivery partner for program established	24/11/2022	16/12/2022	Katherine Paroz				

32 Stand up WOW Acceleration Team and Program Office							Katherine Paroz -> [Program Director] once appointed	
Stream: Program Standup				Stage gate: L1				
Initiative Overview							Timeline	
Initiative description		Desired initiative outcome (see KPIs for detailed outcome measures)			Relevant stakeholders		Start date	End date
Establish people, tools and evidence required for the core program team (WOW Acceleration Team) and broader program implementation team.		From...	To...		WOW Program Sponsors E' and CL7 Challenge Strategy team		31/10/2022	31/01/2023
		No defined owner for WOW program. No dedicated team for WOW program. Lack of consistent tooling used across CSIRO for project management. Variable progress on WOW depending on capacity.						
Key Milestones								
No.	Milestone	Start date	End date	Responsible person				
1	WOW Program Director recruited (or interim arrangements in place)	14/10/2022	14/11/2022	Katherine Paroz				
2	Change Theme Leads identified	9/11/2021	28/11/2022	Katherine Paroz				
3	WOW Acceleration Team selected/recruited	14/11/2022	28/11/2022	Katherine Paroz				
4	Initiative Owners identified	04/11/2022	12/12/2022	Change Theme Leads				
5	If required - contract with delivery partner for program established	24/11/2022	16/12/2022	Katherine Paroz				

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## Personnel, financial and IT resources will be required to deliver these 10 initiatives

■ Additional resources required
 ■ Potential resources required
 ■ No additional resources required

6-month priorities	Personnel impact	Financial impact <sup>1</sup>	IT impact
Stand up WOW Acceleration Team and Program Office	7.2 FTE initially <sup>2</sup>	Ongoing cost <sup>3</sup>	
Design and deploy prioritisation and resource reallocation process (e.g. QBR)	3 FTE (QBR support squad/coaches)	Ongoing cost <sup>3</sup>	To be determined in design phase
Update decision rights, refresh delegations of authority (DoAs) and align accountabilities	BAU		
Launch CSIRO way intervention – Agile ways of working	5 FTE	Potential cost – e.g. training material, external psupport	
Launch CSIRO way intervention- Leadership development model	2 FTE	Potential cost – e.g. training material	
Identify top 10 processes to simplify and redesign and establish a feedback mechanism	BAU	One-off cost <sup>4</sup>	
Improve project initiation process (part of top priority process redesign)	BAU	To be determined in design phase	To be determined in design phase
Review contracting procedure and simplify to execute	BAU	To be determined in design phase	To be determined in design phase
Roll out ESOF initiative – People Transformation	FTE impact still to be estimated	One-off <sup>4</sup> + ongoing cost <sup>3</sup>	
Roll out ESOF initiative – Finance Transformation	FTE impact still to be estimated	One-off <sup>4</sup> + ongoing cost <sup>3</sup>	

1. In addition to personnel costs

2. For the first 6-12 months we expect: Program director, 1 change lead, 1 analyst, 1 program support/coordination, 3 delivery coaches and 0.2 communications specialist (1 day per week). This would ramp down over time.

3. Ongoing costs include licensing fees for tools

4. One-off costs required for implementation – e.g. technology purchase costs

5. 1 project leader, 2 working team members, 2 agile coaches

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## There are a number of risks that need to be managed

	<b>Key risks</b>	<b>Mitigation plan</b>
<b>Capacity / capability</b>	WOW Acceleration Team Program Director is not onboarded in a timely manner	Appoint an interim Program Director – either second from organisation or leverage external support
	WOW initiative owners lack the specific expertise/skills required to deliver their initiative (e.g. QBR knowledge)	Train initiative owners and teams or leverage external partner to fill capability gaps
	WOW initiative owners do not have the capacity to deliver initiatives	Appropriately resource initiatives from the outset
	Activities are completed but outcomes are not achieved	Define specific outcomes/milestones for initiatives, rather than activities Use WOW governance to track progress against outcomes
<b>Buy-in / motivation</b>	Lack of alignment across CSIRO ET/ CLT to prioritise WoW	Craft clear narrative Role model at ET level
	WOW initiative owners do not prioritise over other BAU work	Share compelling communication on benefits of WOW Ensure priorities are clear and aligned with team/group leaders
<b>External risks</b>	External stakeholders (e.g, CPSU union) misinterpret objectives of WOW	Actively engage with union reps on WOW ambition and progress
	Noise in media about CSIRO driving change (low risk)	Develop compelling narrative and communicate across CSIRO and with external stakeholders

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With uncertainties in the long term, the ET and CLT will need to remain committed to WOW and exhibit leadership behaviours to stay the course

**CSIRO leadership will need to:**

- Show solidarity for decisions made and resist any relitigating past decisions (in ET or beyond)
- Role model a bias to action, challenging others to do things faster and with less resources
- Drive empowerment of your people (with accountability), pushing decisions down (and back down) to where they can be made
- Maintain an execution discipline but not blindly following the plan
- Stay focused on the long-term view and try not to get distracted by 'new shiny things'
- Be transparent and disciplined about feedback

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## There are 7 key success criteria for CSIRO to consider to drive effective implementation of WOW

Success criteria	How to achieve criteria
 <b>Leadership are committed to the implementation</b>	<ul style="list-style-type: none"> <li>• Lead by example to facilitate change, and challenge long-established conventions to enable change</li> <li>• Inspire the change effort through spending time communicating face-to-face with the people affected and listening to feedback</li> </ul>
 <b>Clear purpose and priorities are communicated and cascaded</b>	<ul style="list-style-type: none"> <li>• Develop a compelling communications plan for all stakeholders to communicate purpose and priorities</li> <li>• Leadership to role model, share and cascade priorities</li> </ul>
 <b>The delivery architecture is built early with the right capabilities to deliver the change</b>	<ul style="list-style-type: none"> <li>• Build execution muscle early in the program, ensuring an empowered and focused transformation team</li> <li>• Identify implementation capability gaps and develop a plan to address them</li> <li>• Identify organisation capability strengths and plan to leverage these during execution</li> </ul>
 <b>A robust governance structure is set up to drive execution and rapidly escalate decisions as required</b>	<ul style="list-style-type: none"> <li>• Set up a cadence for regular, decision-oriented meetings with the right people in the room to drive execution</li> <li>• Clarify decision authority for all process steps</li> <li>• Complete pre-mortem early in the planning process</li> </ul>
 <b>Sufficiently detailed and robust implementation planning</b>	<ul style="list-style-type: none"> <li>• Align on implementation time frame, cadence and coordination across interdependent activities</li> <li>• Show how implementation plans are built out in stages with high detail in the short term, less detail in the long term; highlight where assumptions are tested and validated</li> </ul>
 <b>Stakeholders are identified and engaged early and throughout process</b>	<ul style="list-style-type: none"> <li>• Map stakeholders and their potential impact on the initiatives</li> <li>• Engage stakeholders and take the time to align on their role in execution</li> </ul>
 <b>Metrics for success (KPIs) are clearly defined at the start to measure impact</b>	<ul style="list-style-type: none"> <li>• Keep objectives and corresponding targets few, specific, and outcome-based</li> <li>• Metrics should measure both operational delivery and impact KPIs (e.g., leading indicators of delivery of services, efficient use of resources)</li> </ul>

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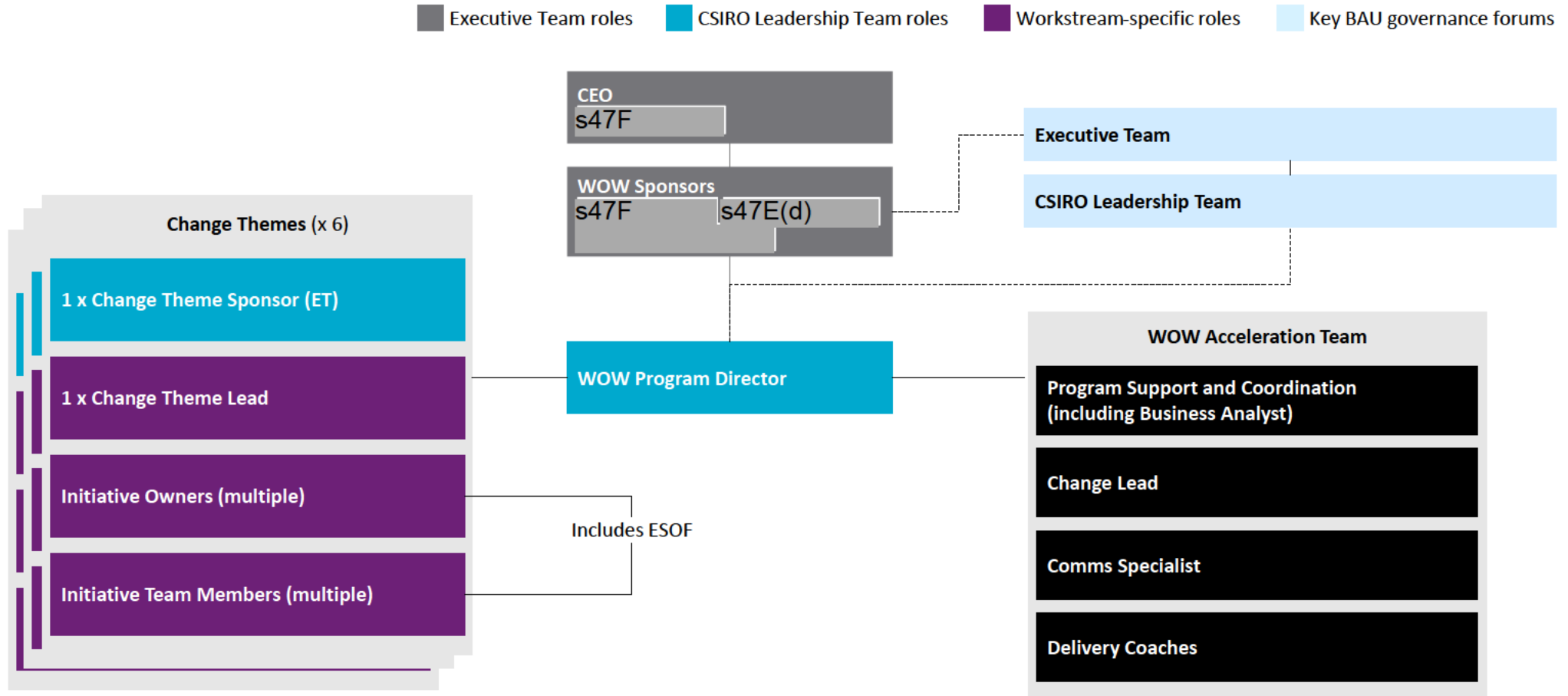
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# WOW will be delivered through workstreams organised by change themes, with central support from the WOW Acceleration team

PRELIMINARY









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# Each change theme will be supported by a Sponsor at ET level and a responsible Change Theme Lead

ILLUSTRATIVE – TO BE DISCUSSED










	 <b>Priority setting</b>	 <b>Decision making</b>	 <b>Culture shift</b>	 <b>Talent management</b>	 <b>Process improvement</b>	 <b>Digital and tech empowerment</b>
<b>Sponsor (ET)</b>	s47E(d) s47F	s47F s47F	s47F	s47F	s47E(d)	s47E(d)
<b>Change Theme Lead</b>	s47E(d)	s47F	s47F	s47E(d)	s47F	s47F
<b>Initiative Owners (examples)</b>	QBR – s47E(d)	Decision rights and delegations of authority – s47F Rationalise committees – s47F	CSIRO Way – s47F Top Team Effectiveness – s47F	Employee value proposition – s47E(d) Recruitment and onboarding – s47E(d) Individual performance – s47F	ESOF (People) – s47F ESOF (Finance) – s47F ESOF (BD, IMT, Corporate Affairs) – s47E(d)	Data quality and accessibility – s47F Update ERP – s47F

Supported by WOW Sponsors and WOW Program Director

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## Dedicated resources will be required to implement the WOW program

Category	Role	Number required	Est Time commitment	Reports to	Responsibilities	Current status at CSIRO
Change Theme Teams x 6	<b>Change Theme Sponsor</b>	1 per theme	10%	Executive Team	<ul style="list-style-type: none"> <li>Is accountable for change theme outcomes (typically ET level)</li> <li>Supports relevant Change Theme Lead</li> </ul>	
	<b>Change Theme Lead</b>	1 per theme	30%	Program Director and Change Theme Sponsor	<ul style="list-style-type: none"> <li>Owns change theme workstream</li> <li>Accelerates impact and ensures timely resolution of blockers, holds team accountable for realising objectives</li> </ul>	 In-house capability exists but lack capacity
	<b>Initiative Owners</b>	As agreed with CT Sponsor/Lead		Change Theme Lead	<ul style="list-style-type: none"> <li>Manages initiative through short interval control and escalates risks and issues in a timely manner to execute against initiative outcome</li> </ul>	 In-house capability exists but lack capacity
	<b>Initiative Team Members</b>	As agreed with CT Sponsor/Lead		Initiative Owner	<ul style="list-style-type: none"> <li>Delivers distinct initiative outcomes as per plan and escalates activity-level risks and issues in timely manner</li> </ul>	 In-house capability exists but lack capacity
WOW Acceleration Team	<b>Program Director</b>	1	100%	WOW Sponsors	<ul style="list-style-type: none"> <li>Owns overall WOW outcomes</li> <li>Oversees the WOW Acceleration Team</li> <li>Champions WOW processes, tools and systems</li> </ul>	 Recruitment in progress
	<b>Change Lead</b>	1	100% -> 50%	Program Director	<ul style="list-style-type: none"> <li>Manages WOW program change and communications</li> <li>Drives communications to the frontlines, and supports leaders through development of change narrative</li> </ul>	 Capability exists but already in other roles
	<b>Comms Specialist</b>	1	20%	Change Lead	<ul style="list-style-type: none"> <li>Supports creation and coordination of communications at the program and change theme level</li> <li>Supports development of change narrative at all levels of the organisation</li> </ul>	 Capability exists but already in other roles
	<b>Delivery Coach</b>	3	100%	Program Director	<ul style="list-style-type: none"> <li>Supports Change Theme Leads and Initiative Owners to analyse, prioritise, resolve problems and deliver initiatives</li> </ul>	 May require external recruitment
	<b>Program Support &amp; Coordination</b>	2	100%	Program Director	<ul style="list-style-type: none"> <li>Drives and schedules weekly cadence, including preparation and coordination of program updates/reports</li> <li>Conducts analysis and supports initiative owners</li> </ul>	 May require external recruitment or upskilling

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## A regular meeting cadence will need to be adopted to drive delivery (1/2)

PRELIMINARY

	Meeting	Purpose	Frequency	Duration	Attendees
Change Theme Teams x 6	<b>Cross-workstream update</b> (across change themes)	Provide visibility on progress against major milestones Align blockers to elevate to Sponsor Group and/or CLT Highlight interdependencies and stakeholders to engage	Fortnightly	1 hour	WOW Program Director, Change Theme Leads (from all themes), WOW Acceleration Team +/- WOW Sponsors
	<b>Change theme working sessions</b> (per stream)	Track progress towards outcomes and identify initiatives which are blocked or for which support is required	Fortnightly	1 hour	WOW Program Director, Change Theme Lead and relevant Initiative Owners
	<b>Change theme Sponsor review and planning</b> (per stream)	Problem solve key issues Provide overview of progress and key milestones ahead	Fortnightly	30 min	Change Theme Sponsor, Change Theme Lead +/- WOW Program Director
WOW Acceleration Team	<b>WOW Acceleration Team working sessions</b>	Problem solve priority issues and blockers	Weekly	1 hour	WOW Program Director, WOW Acceleration Team +/- Relevant Change Theme Leads
ET and CLT	<b>WOW Sponsor Group</b>	Share update on WOW progress, problem solve any blockers or initiatives which require further support, highlight dependencies with other CSIRO programs	Fortnightly	1 hour	WOW Sponsors, WOW Program Director
	<b>ET showcase</b>	Showcase progress and call out blockers which need support to unlock (Standing agenda item at existing ET meeting)	Monthly	20 min	ET Sponsors and WOW Program Director
	<b>CLT showcase</b>	Showcase progress and call out blockers which need support to unlock (Updates at CLT existing meetings)	Monthly	20 min	CLT (including WOW Program Director)

**Meeting cadence for each change theme to be established as per Change Theme Lead**  
**Additional meetings in BAU forums as required**  
**Cadence for initial implementation phase – to be reviewed and refined in 3-6 months**



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# A regular meeting cadence will need to be adopted to drive delivery (2/2)

PRELIMINARY

## 4-weekly cadence (initial set-up phase, to be calibrated)

	Mon	Tue	Wed	Thu	Fri	Mon	Tue	Wed	Thu	Fri	Mon	Tue	Wed	Thu	Fri	Mon	Tue	Wed	Thu	Fri	
<b>Cross-workstream update</b> 1 hour	▲																				
<b>Change Theme working sessions</b> 1 hour			▲▲▲ Change Theme 1 Change Theme 2 Change Theme 3			▲▲▲ Change Theme 4 Change Theme 5 Change Theme 6					▲▲▲ Change Theme 1 Change Theme 2 Change Theme 3					▲▲▲ Change Theme 4 Change Theme 5 Change Theme 6					
<b>Change Theme Sponsor review and planning</b> 30 min			▲▲▲ Change Theme 4 Change Theme 5 Change Theme 6			▲▲▲ Change Theme 1 Change Theme 2 Change Theme 3					▲▲▲ Change Theme 4 Change Theme 5 Change Theme 6					▲▲▲ Change Theme 1 Change Theme 2 Change Theme 3					
<b>WOW Acceleration Team working sessions</b> 1 hour		▲				▲					▲					▲					
<b>WOW Sponsor Group</b> 1 hour									▲												▲
<b>ET Showcase</b> 20 min																	▲				
<b>CLT Showcase</b> 20 min													▲								

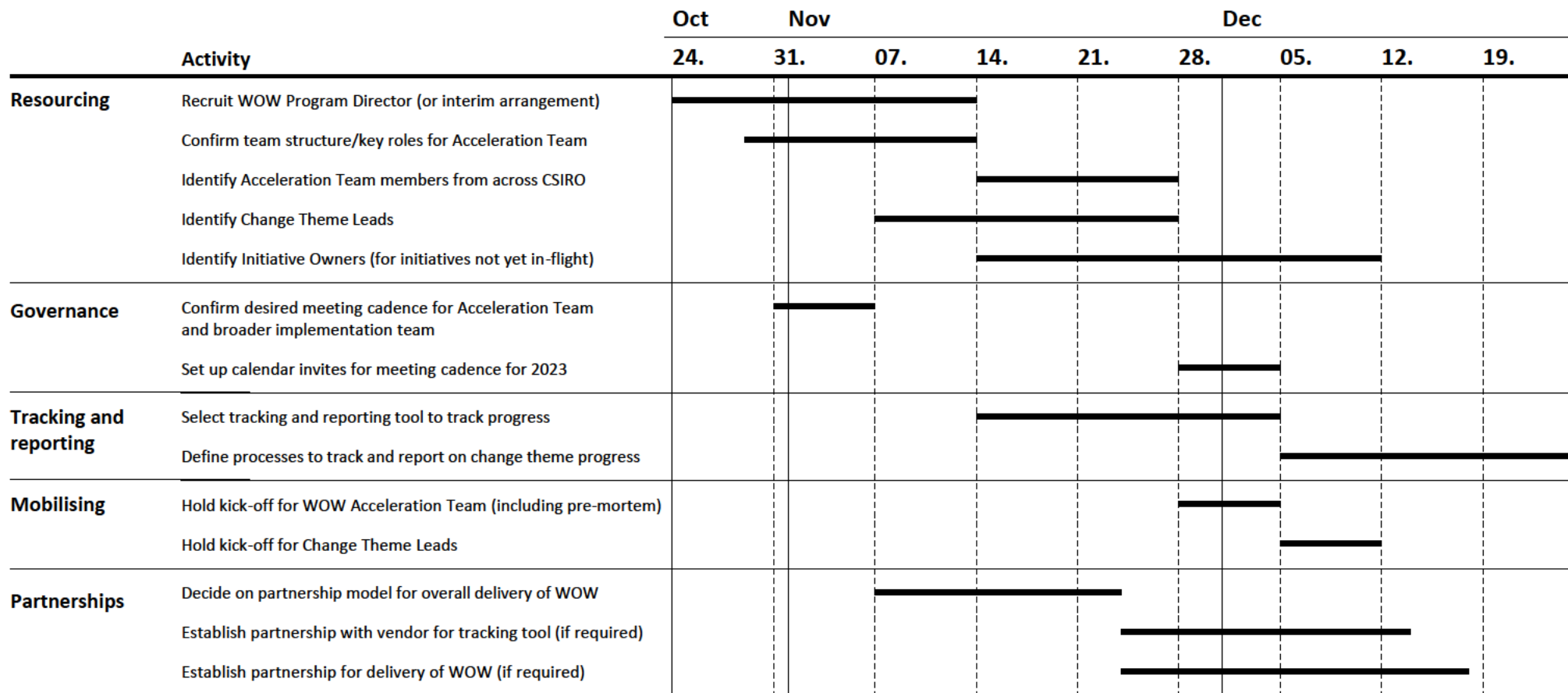
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# An immediate priority for the next two months is to establish a WOW Acceleration Team and Program Office

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## The WOW Acceleration Team will feel different from working in a traditional PMO

	<b>Traditional PMO</b>	<b>WOW Acceleration Team</b>
<b>Mandate of office</b>	Tracking	Driving action and problem-solving roadblocks
<b>What is asked</b>	What have you been working on?	What deliverables and outcomes are you achieving?
<b>Value add</b>	Process control	Rapid problem solving and transparency of interdependencies
<b>Directional focus</b>	Backwards	Backwards and forwards
<b>Critical question</b>	Are we on track?	Are we realising our potential?

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## There are several decisions for ET to make with respect to WOW implementation

	Design questions	Design choices			Considerations
<b>Resourcing</b>	How will we set up the WOW Acceleration team?	No central support team – leverage BAU roles		Small, dedicated, central team	ET needs to align on appetite for transformational change vs incremental change and timeframes for implementation of WOW
	How do we deliver the WOW program?	Implementation by CSIRO only		Partnership with delivery partner(s) to co-implement with CSIRO	Whichever path we choose, if we commit to WOW we need to ensure we properly resource the program with the right capabilities
	Who should fill the Program Director in the interim?	No interim Program Director – await appointed Program Director to commence	Appoint interim Program Director internally from existing CSIRO staff	Second an interim Program Director from implementation partner organisation	There is a big risk that we lose 3 -4 months of momentum waiting for a PD to start
	Where do we source expertise (e.g. for capability building)?	Upskill existing people from CSIRO	Recruit required expertise from external talent	Leverage delivery experts from partner organisation	Some priority initiatives (e.g. QBR, agile ways of working) require specific expertise that will need to be sourced or built
<b>Tools</b>	How do we build a 'single source of truth' for WOW?	Use existing platforms at CSIRO (e.g. Excel)	Acquire new tool (e.g. Jira)	Use proprietary tool from partner organisation	Tool needs to be simple, customisable for WOW and generate reports Identify if PMO or EPMO already have an effective tool
<b>Governance</b>	How do we govern in-flight initiatives which fall under the scope of WOW?	Minimal governance – ad-hoc touchpoints to ensure consistency of direction	High-level guidance provided by WOW program with regular cadence of interactions	Fully integrate initiative into WOW & establish lines of reporting within WOW workstreams	Where possible, WOW should integrate with existing governance or replace existing governance
	Who from ET should be represented as WOW Sponsors?	Only functionally-relevant ET members should be Change Theme Sponsors		Everyone on ET should have a role as a WOW Change Theme Sponsor	WOW is an enabler across all objectives of our strategy. Some mechanism (through sponsor roles or otherwise) will need to be in place to ensure entire ET is accountable for WOW
	How many Sponsors should we have per change theme?	One Sponsor overseeing a change theme		Two to three sponsors (co-sponsors) for each change theme	Co-sponsor arrangements can build collective leadership capability, but also require clarity of the ultimate decision maker and accountable ET member

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## Immediate next steps for WOW team

In the next 2-3 weeks we believe the below steps are critical to keep up the momentum on WOW:

- Make decisions/recommendations on design choices to take to ET on 29 Nov
- Draft ET cover paper and recommendations
- Progress recruitment of Program Director / appoint interim
- Identify initiative owners for all priority initiatives
- Onboard initiative owners, including handing over initiative charters and aligning on expectations
- Confirm WOW governance model and how it fits with Corporate Strategy Governance
- Resolve with Challenge Strategies team any further interface issues through a working session (including integrating QBR process/methodologies with Integrated Reporting Framework project)

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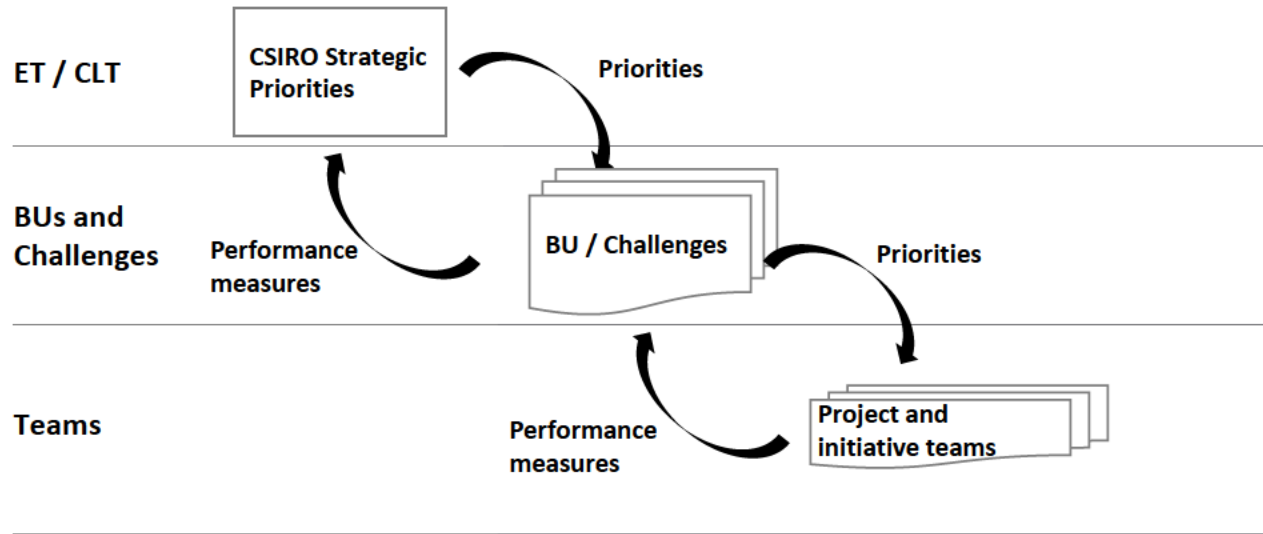
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- **Priority setting and resource allocation**

Appendix

Our prioritisation and resource reallocation process requires cascade of our strategic priorities



**What do we want our prioritisation and resource reallocation process to deliver for CSIRO:**

- Cascade of **clearly defined organisation-wide strategic priorities** to BUs / Challenges and their teams
- **Transparency of performance** with bottom-up reporting from BUs and Challenges aligned to CSIRO priorities
- Facilitated process to **reallocate resources more quickly** across the organisation to best suit our priorities

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## There is a design choice on whether we fully adopt the QBR approach as our prioritisation and resource reallocation process

	<b>Fully adopt a ‘traditional’ QBR framework</b> <i>(detail follows)</i>	<b>Build upon existing work on Integrated Reporting Framework with principles of QBR</b>
<b>Performance measures</b>	OKRs are defined as performance measures for BUs and Challenges	Existing KPIs and metrics are used as performance measures for BUs and Challenges
<b>Reporting tool</b>	BUs and Challenges report through standardised QBR memos, which are visible to other Challenges and BUs	Current reporting methods through Performance team continue, in line with organisation-wide strategic KPIs
<b>Resource reallocation process</b>	Resource reallocation process occurs as part of QBR cadence, including through QBR Marketplace	Process for resource reallocation is designed and implemented based on QBR principles
<b>Timeline</b>	Standard QBR cadence and quarterly timeline used	Current timeline for developing BU / Challenge metrics and cadence of reporting is preserved
<b>Priority review cadence</b>	Adjustment of organisation-wide strategic priorities occurs each quarter during pre-QBR phase of QBR cadence	Quarterly cadence for review of strategic priorities is adopted, per QBR principles

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## QBR aims to create greater clarity, transparency and flexibility in how we prioritise and allocate resources

### From...

Multiple, ambiguous priorities at a company level

Siloed, top-down planning with limited transparency between business units

Allocating budgets to projects with a fixed scope while allowing time and cost to be variable

Multiple prioritisation cadences with reactive course-correction

Overlapping activities with unclear accountabilities

Limited performance management practices

Business buying IT capability to achieve a specific target



### To...



Extreme **clarity** of company 'north star' and near-term priorities



Collaborative, **transparent** planning process (the 'QBR') across business units



Allocating capacity (fixed time and cost) to fulfil a stable purpose through delivering **incremental** value



Quarterly heartbeat for prioritisation allowing for resource **flexibility** and proactive response to feedback



Highly empowered and **accountable** teams achieving defined OKRs



Transparent, **fact-based** review of outcomes and constraints embedded in natural, rapid working cadence



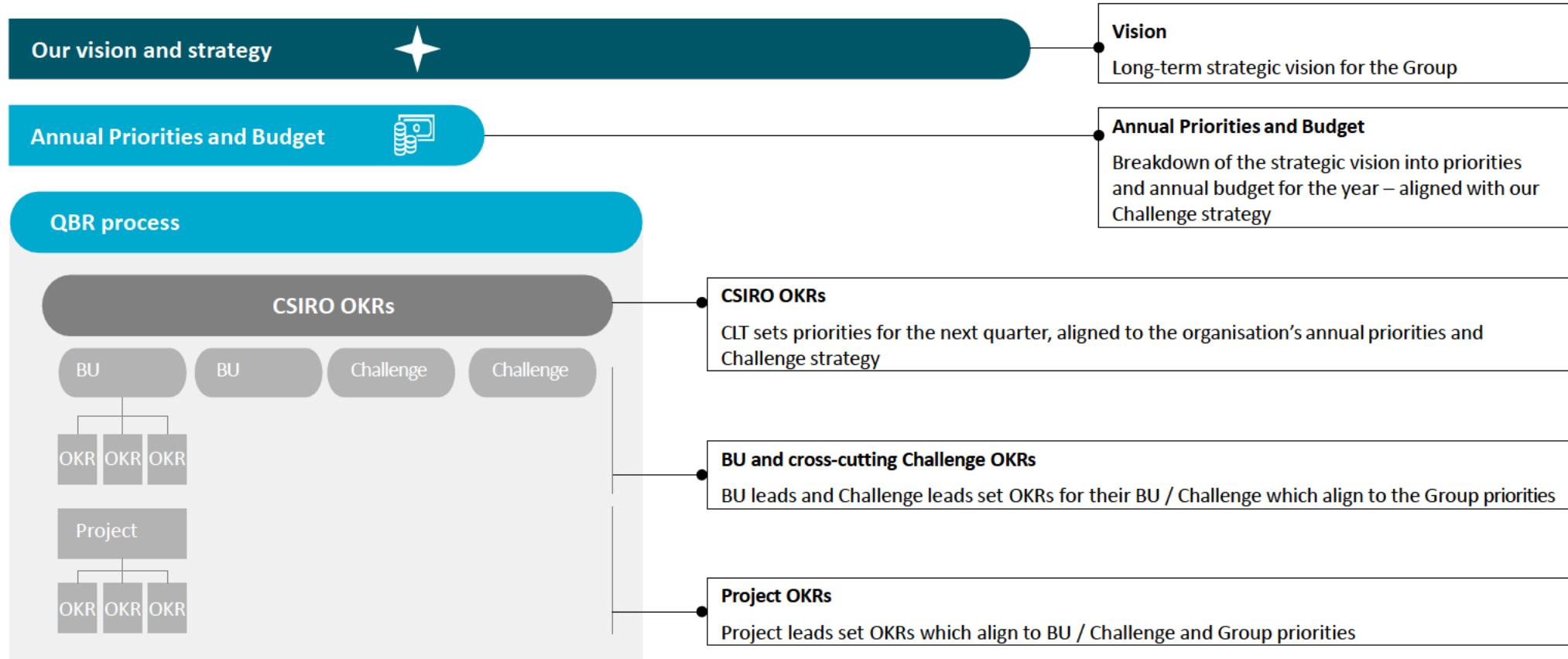
**Business and IT** working together to achieve common targets

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# Developing a QBR process for CSIRO will facilitate translation of our strategic vision into granular milestones at every level of the organisation




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# QBR runs every quarter for ~one month and includes 5 steps

 Deep dive to follow

ILLUSTRATIVE



**Description**

<p>CLT reviews quarterly performance</p> <p>CLT establishes strategy updates and OKRs for the Group for the next quarter</p>	<p>Business Units and teams:</p> <ul style="list-style-type: none"> <li>Review previous quarter's OKRs</li> <li>Draft their QBR memos, including OKRs, resource requirements and dependencies with both a backward and forward-looking view</li> <li>Check OKRs against strategic priorities and business impact</li> </ul>	<p>Memos are presented to other teams</p> <p>Intra-Business Unit resource conflicts and dependencies are resolved in BU meetings and via 1:1s</p> <p>Remaining conflicts are converted to prioritisation scenarios for the marketplace</p>	<p>QBR participants convene in a half-day Marketplace event</p> <p>Review quarterly results and status</p> <p>Outstanding conflicts are resolved</p>	<p>CLT resolve final outstanding conflicts and commits resource allocation to Business Units and Challenges for upcoming quarter</p> <p>Capacity management allocates resources to Business Units and Challenges based on decisions taken in marketplace</p>
--	---	--	--	--

**Key stakeholders**

<p>ET</p> <p>CLT</p> <p>Research Directors</p>	<p>Research Directors</p> <p>Group, Team and Project Leaders</p>	<p>Research Directors</p> <p>Group, Team and Project Leaders</p>	<p>ET</p> <p>CLT</p> <p>Research Directors</p>	<p>Resource pool leads</p> <p>Capacity Management</p>
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# Design questions to implement QBR for CSIRO

DRAFT – FOR DISCUSSION

## Design question

## Hypothesis

**Who at CSIRO will participate in QBR? Would QBR only apply for Science teams?**

QBR should be for the whole organisation – including both Science and Enterprise Services teams

**Should we retain a quarterly cycle for CSIRO? Will it be too short given many research projects are multi-year?**

We should keep a quarterly cycle – as it allows us to reassess priorities and reallocate resources at greater pace. OKRs can be interim expected outcomes during multi-year research initiatives

**Should strategic priorities be cascaded down by BU or by Challenge?**

Both – each Challenge should have a lead (similar to how each BU has a primary Director) – who ensures alignment of their OKRs to organisation-wide goals

**Which objectives take priority (e.g. BU or Challenge)?**

All objectives should be aligned with the Group OKRs defined by ET. Our strategy is driven by the six challenges we have prioritised to solve – to which our Group OKRs (and subsequently our BU/Challenge OKRs) should be aligned

**Should we launch QBR using a pilot? Which teams should be part of the pilot?**

Given the dependencies between cross-BU project teams, it might not be feasible to launch QBR as a pilot with selected teams only. However, we could run a QBRO – a test QBR where a walkthrough of the process is undertaken, without actually implementing changes

**Who should govern the QBR process?**

The owner of the QBR process will be determined in design, but the shortrun owner to be the ‘Priority setting and tracking’ Change Theme sponsor

**How do we reconcile teams that are cross-cutting across BUs?**

OKRs cascaded down to teams should remain within the structure of BUs / Challenges – we will need to clearly highlight any dependencies which cross BUs

**Would QBR replace resource allocation for both re-prioritisation (including our APAIR process) and operational re-allocation?**

Yes – ultimately QBR would strive to be the resource allocation process for both realignment with our priorities and operational resource reallocation. However, when designing the roadmap to stand-up QBR, we may determine that QBR initially replaces only either re-prioritisation or operational re-allocation

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## QBR Memos drive accountability for teams and their outcomes

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### Why is the QBR Memo relevant?



Well-structured, well-written QBR Memos are the **key source for information about what value the organisation is delivering**



The **QBR memo covers business results of the project and also intentions and expected impact** for the coming quarter, allows the organisation to **adjust and improve its plan moving forward**, and focuses on OKRs at the right ambition level

---

### What are the benefits of a QBR Memo?



**Clear links between the strategic priorities and OKRs**



**Standardised approach** to help understand different projects' objectives and initiatives



**Single source for evaluation and feedback** on objectives and on committed impact



**Direct links between delivery targets and business results**

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# QBR Memo – example template

## Mission statement

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...

## Review of previous quarter

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Objectives	Key results	Results achieved	Review / insights
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- ...

- ...

...

...

- ...

- ...

## Plan for upcoming quarter

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Objectives	Key results	Dependencies	Resources needed
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- ...

- ...

...

...

- ...

- ...

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## Agenda marketplace – example

### **Introduction**

15 minutes

**Opening:** Introduction to QBR marketplace

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### **QBR presentations**

3-3.5 hours

### **Business Unit / Challenge decisions and scenarios**

For each Business Unit / Challenge:

- BU / Challenge lead presents (5 mins)
- Q&A (10 mins)
- Recap and alignment of decisions (2 mins)

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### **Closing of scenarios**

15 minutes

### **Final review of total resource allocation**

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Delivering WOW

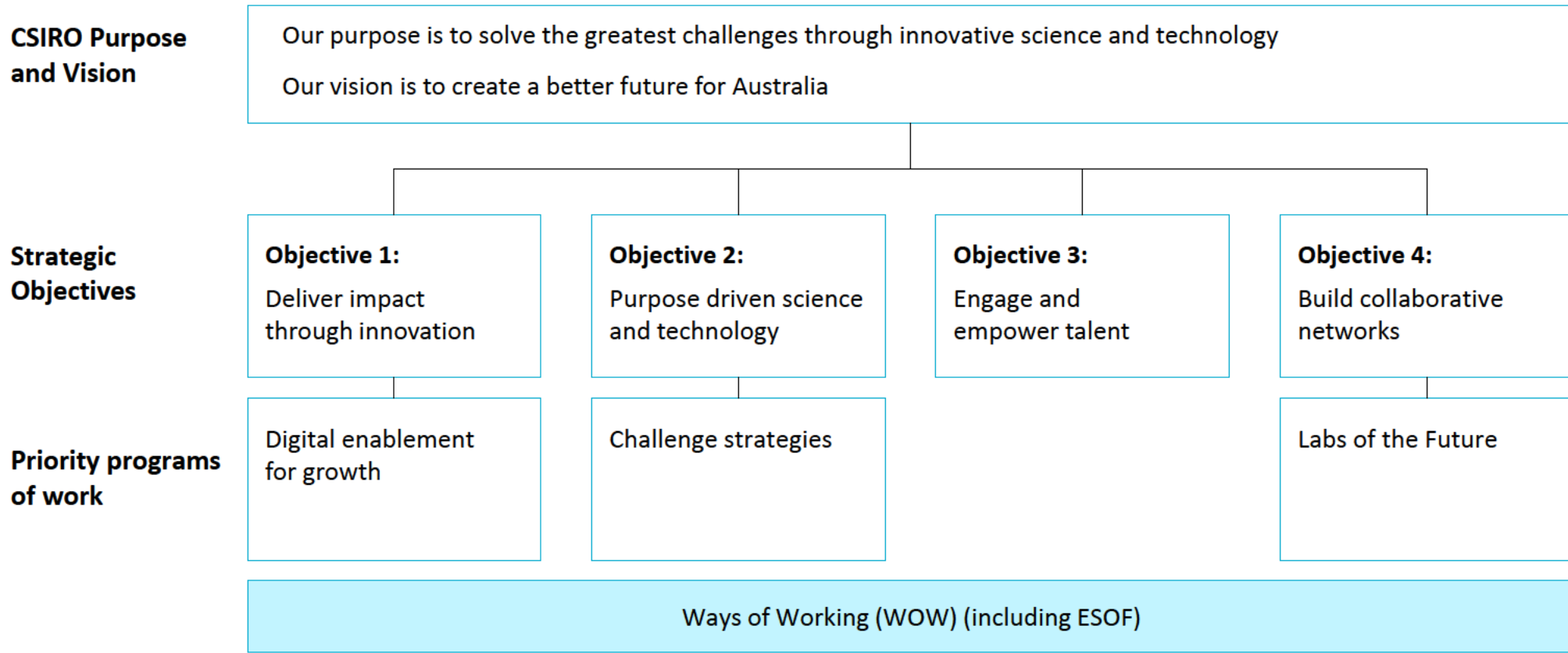
Design

**Appendix**

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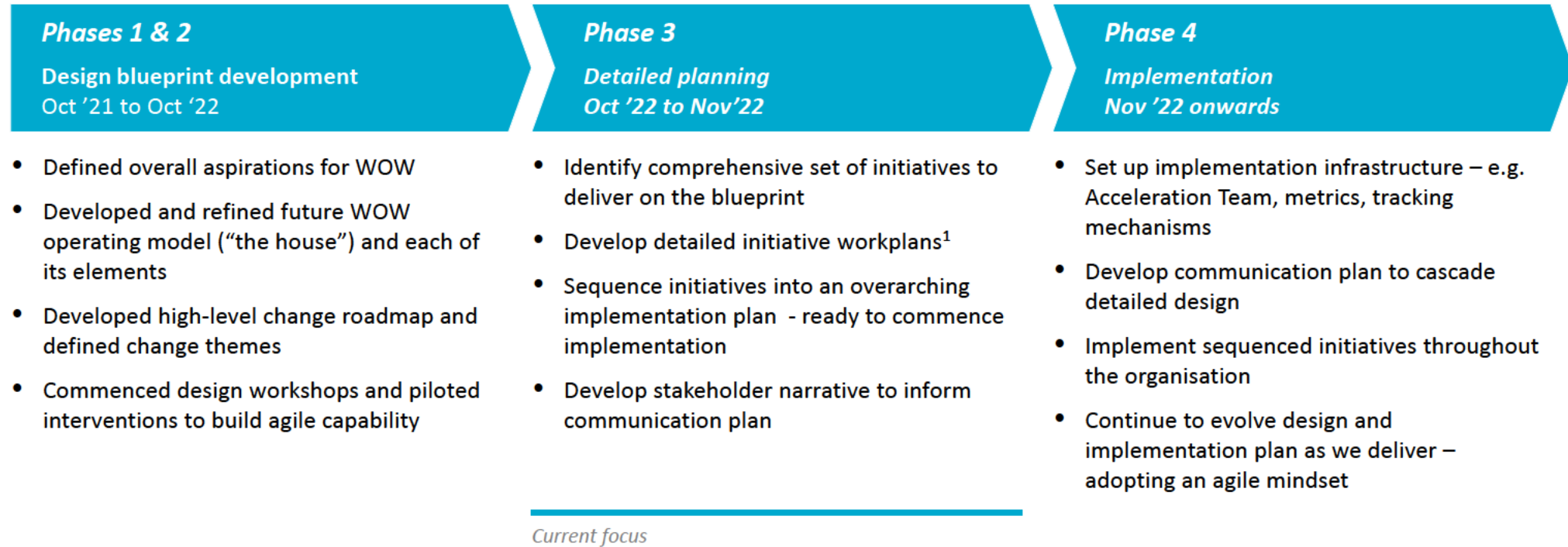


# WOW is a key enabler of our strategy



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Over the last 12 months we have developed a WOW design blueprint, and are now developing the Implementation Plan to drive these changes forward



1. For initiatives to be delivered in the next six months

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## An effective implementation plan is comprehensive, detailed and of high quality

	<b>Do we have the required components?</b>	<b>Is our plan of sufficient detail and quality?</b>
<b>Follows a logical structure</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Overall roadmap are split into clearly defined and logically structured themes (connected to 'Why')</li> <li><input type="checkbox"/> Streams are broken down into initiatives, and further into key activities</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Initiatives and activities directly build up to theme without important or non-obvious steps been missed</li> <li><input type="checkbox"/> Activities descriptive enough for someone to understand exactly what is meant</li> </ul>
<b>Drives accountability</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Leaders are allocated for each change theme</li> <li><input type="checkbox"/> Accountable owners are allocated for each initiative</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Accountable owners have capacity and sign-on to drive initiative completion</li> </ul>
<b>Allows for appropriate governance</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Measures of success are included (e.g. outcomes, KPIs, metrics, criteria for completion) – activities and outcomes</li> <li><input type="checkbox"/> Initiatives have defined start and end date</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Initiatives/ actions are described as achievable milestones which have clear indicators of completion and allow routine check-in (incl. blockers / barriers)</li> <li><input type="checkbox"/> Due dates are reasonable and accurately reflect estimated date of completion (e.g. not just end of quarter)</li> <li><input type="checkbox"/> Time frame link with other plans and resource constraints</li> </ul>
<b>Facilitates successful delivery of plan</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Dependencies are described</li> <li><input type="checkbox"/> Required resourcing (FTE &amp; capabilities) / costs are outlined</li> <li><input type="checkbox"/> Identify what can be simplified / stopped as a result</li> <li><input type="checkbox"/> Potential disruptions and mitigation plan are outlined</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Initiatives and activities are prioritised appropriately and sequenced in an order which accounts for dependencies</li> </ul>

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# Our implementation plan has multiple layers to break down change themes into actionable initiatives

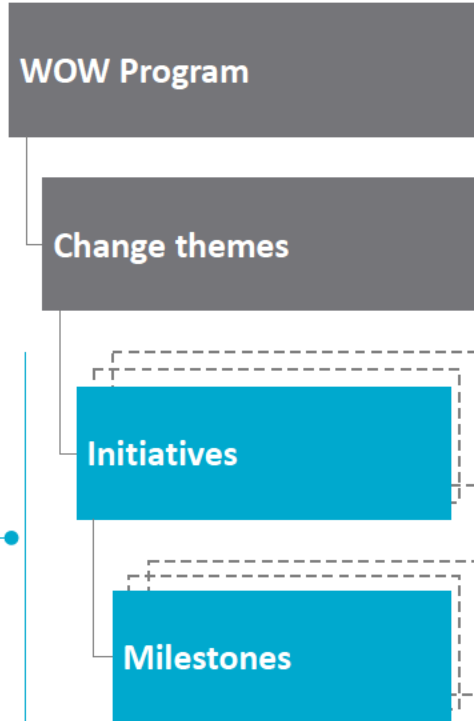
## Key layers to be defined:

### Initiative:

- A **set of activities** that **support the direct delivery** of strategic choices
- Should be **as actionable as possible**, however **without replacing** the development of **further strategic thinking**

### Milestone:

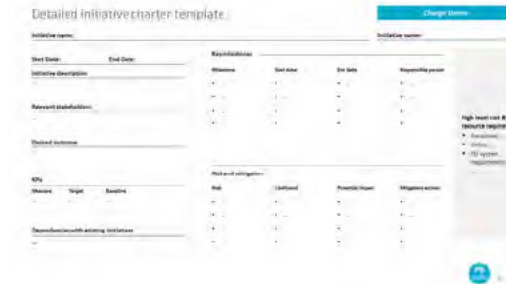
- Milestones result in **one major deliverables**
- Can have multiple contributors
- Typically take several weeks or months to complete



- Developed before implementation planning
- To be refined/ defined during the implementation planning

## Mandatory elements to be populated during detailed implementation planning:

- Key milestones / deliverables
- Key objective of each initiative
- Responsible position / name
- Planned start date / end date
- Key interdependencies
- Cost and resource requirements
- Potential risks and mitigation actions



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The implementation plan was developed in consultation with a broad range of CSIRO stakeholders



**4 Reference Group** workshops to identify, prioritise and plan initiatives

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**4 Sponsor Group** meetings to review progress, collect feedback and endorse key decisions

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**8 Executive Team** interviews to understand aspirations for WOW and potential barriers to success

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**18** interviews with **project leaders and team members (~30 people)** of in-flight projects to understand scope, timing and relevance to WOW

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# Current status of priority initiatives

● On track    
 ● Off track - mitigation in place    
 ● Off track - mitigation required

Change theme	Prioritized initiative	Overall status	Plan in place	Owner assigned	Resources mobilised	Work commenced	Milestones on track	Outcome achieved
WOW Program stand-up	1 Stand up WOW Acceleration Team and Program Office	●	●	●	●	●	●	●
	2 Design and deploy Quarterly Business Review (QBR)	●	●	●	●	●	●	●
Decision making	3 Update decision rights, refresh delegations of authority (DoAs) and align accountabilities	●	●	●	●	●	●	●
Culture shift	4 Launch CSIRO way intervention - Agile ways of working	●	●	●	●	●	●	●
	5 Launch CSIRO way intervention - Leadership development model	●	●	●	●	●	●	●
Process improvement	6 Identify top 10 processes to simplify and redesign and establish a feedback mechanism	●	●	●	●	●	●	●
	7 Improve project initiation process (part of top priority process redesign)	●	●	●	●	●	●	●
	8 Review contracting procedure and simplify to execute (part of top priority process redesign)	●	●	●	●	●	●	●
	9 Roll out ESOF initiative – People Transformation	●	●	●	●	●	●	●
	10 Roll out ESOF initiative – Finance Transformation	●	●	●	●	●	●	●

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## Objectives and scope of WoW, ESOF and ERP

	Objectives	Scope	Timing
<b>WoW</b>	Drive greater speed, consistency, transparency and simplicity in the way we work to achieve our CSIRO vision and deliver our strategic objectives	Initiatives spanning 6 change themes (priority setting, decision making, culture shift, talent management, process improvement, digital and tech empowerment)	Nov 22 – Dec 25
<b>ESOF</b>	To manage and provide visibility of the whole organisation through our enterprise platforms, enabling the effective delivery of enterprise services, with experience for our staff, affiliates and partners matching our reputation for innovation	<ul style="list-style-type: none"> <li>• People transformation               <ul style="list-style-type: none"> <li>– People Connect</li> <li>– Talent marketplace</li> <li>– Centralisation of people advisory</li> <li>– Centralisation of case management</li> </ul> </li> <li>• Finance transformation               <ul style="list-style-type: none"> <li>– Capital and asset management project</li> <li>– Robotic Process Automation</li> <li>– Finance business partnering</li> </ul> </li> </ul>	Current – mid 2024
<b>ERP</b>	Leapfrog to a modern cloud-based enterprise solution to provide significantly improved usability, compliance and digital features	<ul style="list-style-type: none"> <li>• Employee Central Hub</li> <li>• SAP 4/HANA</li> <li>• SAR Ariba</li> <li>• Success Factors</li> <li>• SAP Analytics Cloud</li> </ul>	Current - 2027

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**10 Launch CSIRO way intervention - Agile ways of working** Owner: **s47F**  
**Stream: Culture Shift** Stage gate: L1

Initiative Overview					
Initiative description	Desired initiative outcome (see KPIs for detailed outcome measures)		Relevant stakeholders	Timeline	
	From...	To...		Start date	End date
Define CSIRO agile ways of working for different groups and establish Agile ways of working across CSIRO, with intensity matched to need (e.g., experimentation with cross functional teams in selected areas, adoption of Agile ceremonies in other areas)	Agile ways of working piloted in selected groups but not scaled up	A widely implemented, team-based agile way of working across CSIRO Clarity on who gets what from agile ways of working	Group leaders Team leaders Project leaders Researchers	6/02/2023	31/01/2025

Key Milestones				
No.	Milestone	Start date	End date	Responsible person
1	Lessons from previous pilot program captured and synthesised, e.g., feedback from science trial teams	6/02/2023	17/02/2023	TBD
2	Boundaries and scope aligned for agile ways of working (i.e., which teams, how far do go, what is our ambition?)	13/02/2023	17/02/2023	TBD
3	'Value archetypes' of agile ways of working decided and mapped to groups (i.e., what are the different types of work teams perform and therefore which archetype suits? Archetypes include cross-functional team, self-managing teams and flow-to-work pools)	20/02/2023	3/03/2023	TBD
4	Good agile ways of working practices identified across organisation	6/03/2023	17/03/2023	TBD
5	Existing practices collated and reviewed and holistic agile ways of working playbook developed	19/03/2023	14/04/2023	TBD
6	Interventions to support different agile ways of working developed	17/04/2023	12/05/2023	TBD
7	Agile capability development rolled out (for selected audience)	15/05/2023	9/06/2023	TBD
8	Agile measurement approach designed (format to be decided)	28/05/2023	9/06/2023	TBD
9	A scale up plan developed within the aligned boundary	12/06/2023	23/06/2023	TBD
10	Scale up plan executed within the aligned boundary	2/07/2023	31/01/2025	TBD
11	Agile coaching academy rolled out (as required, could be achieved by buy/ build/ borrow/ block)	2/07/2023	31/01/2025	TBD

Key performance indicators (KPIs)			
No.	Outcome	Measure	Target
KPI1	Scale of agile ways of working roll out	% of groups fully transitioned to agile ways of working	40%

KPI2	Coverage of agile coach development	# of qualified agile coaches developed	50	
KPI3	Feedback on agile ways of working	Net promoted score	30	

**Risks and mitigation plans**

No.	Risk/ barriers	Likelihood	Potential impact	Mitigation actions	Owner
R1	Lack of agile coach candidates	Medium	Medium	Encourage team leaders/ project leaders to attend agile coach training and provide rewards	
R2	Lack of capacity of CSIRO members to attend trainings	Medium	Medium	Set up incentives Conduct effective communications across CSIRO	

**Dependencies with existing initiatives**

No.	Relies on...(what)	Relies on...(who)	Feeds into...(what)	Feeds into...(who)
	#31 - Integrated communication program on WoW		An integrated playbook of CSIRO way	
31				
2				

**Resources - Personnel**

No.	Role type	Total resources required (# of FTEs)	Duration
1	Project leader		1 18 months
2	Agile coach trainer		2 18 months
3	Working team member		2 first 6 months

**Resources - financial cost**

No.	Description	Rough cost (\$AUD)
1	Cost of learning materials, potentially from external vendors	TBD in design phase
2	Agile capability building expertise	TBD in design phase
2	Agile coach training expertise	TBD in design phase

**Systems requirements**

No.	Systems required	New requirement or already planned/underway?	Required delivery date
1			
2			

**11 Launch CSIRO way intervention - Leadership development model**      **Owner: s47F**  
**Stream: Culture Shift**      **Stage gate: L1**

Initiative Overview					
Initiative description	Desired initiative outcome (see KPIs for detailed outcome measures)		Relevant stakeholders	Timeline	
	From...	To...		Start date	End date
Capture how Leadership Development Model (LDM) comes to life, including what good leadership looks like at CSIRO, and identify opportunity to wire into WOW, increasing understanding and adoption	LDM designed but not integrated into CSIRO life cycle Mixed leadership behaviours without systemic development program	Well structured leadership development model wired into ways of working (e.g. recruitment, onboarding and performance processes), both in pilot location and more broadly Universal 'good leadership behaviours' activated across CSIRO	s47E(d) Group leaders Team leaders Project leaders	6/02/2023	31/01/2025

Key Milestones				
No.	Milestone	Start date	End date	Responsible person
1	Good leadership 'clearly defined in CSIRO, with reference to external best practices	6/02/2023	17/02/2023	TBD
2	Leadership capability measurement approach designed	20/02/2023	3/03/2023	TBD
3	Gap analysis conducted to understand where to focus efforts	6/03/2023	31/03/2023	TBD
4	Key workplace activities where good leadership can be implemented identified - where/ how to develop good leadership aligned, incl. wiring into op model/ WoW program	3/04/2023	14/04/2023	TBD
5	Targeted interventions designed to drive good leadership	17/04/2023	12/05/2023	TBD
6	Target groups identified to pilot LDM interventions	8/05/2023	19/05/2023	TBD
7	Interventions rolled out to activate good leadership behaviours in selected groups	22/05/2023	16/06/2023	TBD
8	Feedback collected on LDM interventions and interventions updated	22/05/2023	16/06/2023	TBD
9	Scale up plan developed	5/06/2023	30/06/2023	TBD
10	Scale up plan executed	2/07/2023	31/01/2025	TBD

Key performance indicators (KPIs)				
No.	Outcome	Measure	Target	Baseline
KPI1	Coverage of interventions	% of team leaders/ project leaders involved in LDM interventions	50%	
KPI2	User satisfaction	Net promoter score	30	

KPI3	Leadership capability	Uptick in the adoption of critical capabilities (pending design of measure approach)	TBD	
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Risks and mitigation plans					
No.	Risk/ barriers	Likelihood	Potential impact	Mitigation actions	Owner
R1	Low willingness to be involved into LDM interventions across CSIRO leaders	Medium	Medium	Develop effective advertising campaign and leverage key sponsors to involve group-wide leaders	S47F
R2	Poor experience of LDM interventions	Medium	Medium	Pilot interventions and refine before broader roll-out	S47F

Dependencies with existing initiatives				
No.	Relies on...(what)	Relies on...(who)	Feeds into...(what)	Feeds into...(who)
1	#31 - Integrated communication program on WoW		An integrated playbook of CSIRO way	

Resources - Personnel		
No.	Role type	Duration
1	Project leader	1 12 weeks
2	Working team	1 12 weeks

Resources - financial cost		
No.	Description	Rough cost (\$AUD)
1	Cost of material, potentially from external vendors	TBD in design phase
2	Sourcing and delivery expertise	TBD in design phase

Systems requirements			
No.	Systems required	New requirement or already planned/underway?	Required delivery date
1	N/A	N/A	N/A

**12 Launch CSIRO way intervention - Skills and capabilities** Owner: S47F  
**Stream: Culture Shift** Stage gate: L1

Initiative Overview					
Initiative description	Desired initiative outcome (see KPIs for detailed outcome measures)		Relevant stakeholders	Timeline	
	From...	To...		Start date	End date
Identify priority skills required for future success of CSIRO (e.g., feedback, coaching, effective meetings) and define and roll out targeted interventions to build those skills in pilot locations, while defining how the skills will be built (pull model) more broadly	Lack of common ways of working - e.g. project management approach, feedback approach - making collaboration across CSIRO difficult	Common ways of working for routine activities adopted, making teamwork across CSIRO simpler	Group leaders Team leaders Project leaders Researchers	1/08/2023	30/06/2025

Key Milestones				
No.	Milestone	Start date	End date	Responsible person
1	Priority skills, sequencing, front-running cohort and delivery method confirmed	1/08/2023	25/08/2023	TBD
2	Facilitation team onboarded and upskilled	28/08/2023	22/09/2023	TBD
3	Skills and capabilities playbook developed	28/08/2023	22/09/2023	TBD
3	Existing training material reviewed and new training material developed/ sourced	25/09/2023	3/11/2023	TBD
4	Interventions to reinforce the priority skills developed (e.g., build up an influence model)	16/10/2023	3/11/2023	TBD
5	Groups to pilot identified	30/10/2023	10/11/2023	TBD
6	Training rolled out in selected groups	13/11/2023	8/12/2023	TBD
7	Reinforcement interventions rolled out in selected groups	13/11/2023	8/12/2023	TBD
8	Feedback collected on skill training programs	13/11/2023	8/12/2023	TBD
9	Impact of skill development assessed and scale up plan defined	11/12/2023	22/12/2023	TBD
10	Skill development (learning material and reinforcement) and guideline for broad roll-out finalized	11/12/2023	22/12/2023	TBD
11	Scale up plan executed	15/01/2023	30/06/2025	TBD

Key performance indicators (KPIs)			
No.	Outcome	Measure	Target
KPI1	Coverage of interventions	% of team leaders/ project leaders involved in common skill interventions after broad roll out	50%

KPI2	User satisfaction	Net promoted score	30	
KPI3	Reach of skills in CSIRO	Self assessment on adoption rate (based on survey)	50%	

Risks and mitigation plans					
No.	Risk/ barriers	Likelihood	Potential impact	Mitigation actions	Owner
R1	Low willingness to be involved into common skill interventions	Medium	Medium	Develop effective advertising campaign and leverage key sponsors to get people actively enrolled	
R2	Lack of capable talents to facilitate interventions	Medium	Medium	Develop a "training for trainer" session to educate facilitation team candidates, potentially with support from consulting firm	
R3	Difficulty of actual execution in daily work	Medium	Medium	Develop embedding plan in skill development interventions	

Dependencies with existing initiatives				
No.	Relies on...(what)	Relies on...(who)	Feeds into...(what)	Feeds into...(who)
1	#31 - Integrated communication program on WoW		# 20 - Talent Capability: conduct role-based capability assessment and development plan	

Resources - Personnel			
No.	Role type	Total resources required (# of FTEs)	Duration
1	Project leader		1 18 months
2	Working team (facilitator of facilitation team)		1 18 months
3	Intervention facilitator		10 18 months

Resources - financial cost		
No.	Description	Rough cost (\$AUD)
1	Cost of material, potentially but from external vendor	TBD in design phase

Systems requirements			
No.	Systems required	New requirement or already planned/underway?	Required delivery date
1			
2			

#	Change theme	Change theme lead	Initiative name	Initiative description	Key objectives	Owner	Horizon (approx) 1 = <6 months 2 = 6-18 months 3 = 18-36 months	Start date	End date	Stage gate	Coverage by in-flight projects FC = fully covered PC = partially covered NS = not started	Relevant in-flight projects	What's left to do
1	Priority setting and tracking	§47E(d)	Develop Agency Strategy (and challenge strategies) that outlines priorities, goals and measures [out of scope for WOW]	Collectively set strategy, with rich input from BUs, our people and market, which includes Agency impact priorities	Align executive team on what problems / market / science we will focus on and define specific goals, so that resources can be aligned to these priorities and goals	§47E(d)	1	Ongoing	Oct-23	L4	FC	Corporate Plan Challenge strategies	N/A
2			Translate organisational strategic priorities into metrics for BUs, teams and individuals and set up automated tracking system	Link individual and team performance metrics to overall organisational performance metrics. Set and track fewer metrics that matter.	Cascade organisational metrics down to teams and individuals, so entire organisation can see a clear link between day to day work and the organisation's overall objectives	§47E(d)	1	Jan-23	Dec-23	L3	PC	Integrated performance framework	Cascade metrics down to teams/individuals. Set up a standard cadence and establish tracking system
3			Align organisational initiatives to strategic priorities and track progress	Translate group strategy/ challenge strategies into tangible initiatives and set up a mechanism for tracking the initiatives	Define the specific initiatives required to deliver on our challenge strategies	§47E(d)	1	Ongoing	Oct-23	L3	PC	Challenge strategies	
4			Design and deploy prioritisation and resource reallocation process (e.g. Quarterly Business Review)	Design and deploy prioritisation and resource allocation process (building on work underway on Integrated Reporting Framework), including supporting artefacts, processes and capability develop, to increase transparency of quarterly priorities and outcomes across all levels and to align / realign resources to priorities	Increase transparency of quarterly priorities. Enable more agile approach to reallocation of resources against priorities	§47E(d)	1	Jan-23	Dec-23	L1	NS		
5	Decision making	§47F	Update decision rights, refresh delegations of authority (DoAs) and align accountabilities	Map out and refresh decision processes and delegations of authority and align accountabilities for cross-cutting decisions	Drive decision-making down in the organisation (to lowest level)	§47F	1	Nov-22	Apr-23	L1	PC	Legal review of obligations under Acts Challenge decision making/ investment trials Mission – decision making	Complete comprehensive review of decision rights/delegations across the organisation
6			Rationalise number and membership of committees to enable faster decision making and align committee structure to deliver Strategy/ Corporate plan	Identify which of existing governance committees are essential vs optional and rationalise (number and membership)	Reduce time spent in committee meetings, enable faster decision making by reducing overly complex governance processes and reduce collective decision-making		2	May-23	Nov-23	L1	PC	Corporate Plan governance review	Complete review of 300+ committees, their purpose and membership
7			Launch behavioural interventions, including educating leaders on target behaviours (pushing decisions down), sharing failures and celebrating individual decision making	Design a set of interventions to push decisions down and roll out across organisation, e.g. leadership role modelling to test and push back down decisions, reward/recognition for decision making at the right level	Empower decision making at the lowest possible level Fully implement refreshed DoAs and accountabilities	§47F	2	May-23	Aug-23	L1	PC	Leadership capability framework	Roll out behavioural interventions to empower individual decision making
8	Culture shift	§47F	Launch CSIRO way intervention - Purpose, vision, strategy	Roll out interventions to build alignment of our people to common purpose, vision and strategy	Amplify and deepen understanding, personal connection and commitment to the established CSIRO purpose, vision and strategy, both broadly across CSIRO and in pilot locations	§47F	2	Nov-23	Jan-24	L1	FC	CSIRO way	N/A
9			Launch CSIRO way intervention - Values and culture	Support translation of values and culture into observable behaviours and develop interventions / program to embed culture and behaviours in CSIRO, leveraging existing culture insights / assessments	Build a stronger OneCSIRO culture	§47F	2	Jul-23	Jan-24	L1	FC	CSIRO way	N/A
10			Launch CSIRO way intervention - Agile ways of working	Define was Agile ways of working means for CSIRO (what to use where), with intensity matched to need - e.g., experimentation with cross functional teams in selected areas, adoption of Agile ceremonies in other areas.	Build agile capabilities across the organisation	§47F	2	Feb-23	Jun-23	L1	FC	CSIRO way	N/A
11			Launch CSIRO way intervention - Leadership development model	Capture how LDM comes to life, including what good leadership looks like at CSIRO, and identify opportunity to embed in all lifecycle activities, increasing understanding and adoption	Embed LDM in all lifecycle activities so expectations of leadership capabilities are transparent	§47F	1	Feb-23	Jan-25	L1	FC	CSIRO way	N/A
12			Launch CSIRO way intervention - Skills and capabilities	Identify priority skills required for future success of CSIRO - e.g., feedback, project management, meetings, communication - and design targeted interventions to build those skills in pilot locations, while defining how the skills will be built (pull model) more broadly	Develop common skills to make teamwork across CSIRO simpler	§47F	1	Feb-23	Jan-25	L1	FC	CSIRO way	N/A
13			Leverage Communities of Practice / Cross-cutting capabilities to enable knowledge sharing across CSIRO	Identify highest value cross-cutting capabilities and preferred approach to collaboration and bring them to current learning program/ communities	Build communities with a greater sense of belonging and increase sharing of knowledge and best practices to empower targeted culture shift		2	Sep-23	Jun-25	L3	PC	Cross-cutting capability Future science platform FUSE	Create a series of culture related topics in the existing communities; identify opportunities for new communities
14	Launch roles and responsibilities conversations between managers and team members	Clarify roles and responsibilities within teams in a light-touch way	Build clarity for individuals with respect to the scope of their role, accountabilities and decision making rights	§47E(d)	2	Jan-24	Dec-24	L1	NS				

15		Launch a Top Team Effectiveness (TTE) journey to build a more connected and effective role modelling ET/ ELT/ RDs	Identify the top team effectiveness and roll out a series of interventions across ET/ ELT/ RDs	Support the ET/ CLT/ RDs in understanding their collective strengths and opportunities for improvement, and actions they can take to become more effective	s47F	3	Aug-24	Jan-25	L1	NS			
16	Talent management	s47E(d)	Strategy: develop 5 year talent strategy, including capability / workforce needs	Define future capability needs, identify gaps, develop strategy to address gaps	Ensure we attract, develop and retain the right skills/capabilities to meet our overall goals and deliver on our priorities	s47E(d)	1	Ongoing	Jul-23	L2	PC	Strategic workforce planning Enterprise wide succession planning Team leader allocations	Identify how we access capability internally but also externally (buy, borrow, build) Set aspirational goals for attracting talent globally
17			Attraction: refresh employee value proposition (incl. remuneration and benefits)	Articulate CSIRO's unique value proposition, including benchmarking of remuneration and benefits	Enhance CSIRO's image as the place to come to do the best work and create impact	s47E(d)	1	Ongoing	Dec-23	L3	PC	EVP audit The possible program	Link EVP audit work to People Transformation work
18			Recruitment & onboarding: improve talent recruitment and onboarding experience	Streamline talent onboarding process (e.g. police checks, digital experience) and update induction activities	Attract and hire a diverse and capable workforce and help them integrate into the organisation	s47E(d)	1	Ongoing	Jul-23	L3	FC	The possible program (inc Project Dorothy) Onboarding process redesign	
19			Performance management: redesign individual performance processes	Streamline individual performance tracking and enable real-time performance capture by tool/ technology upgrade	Improve efficiency of individual performance tracking and review	s47F	2	Jun-23	Feb-24	L3	FC	Individual performance (3 year project)	
20			Capability development: conduct role-based capability assessment and define development plans	Identify key learning/development needs across the organisation and improve critical capabilities through deployment of targeted interventions	Develop fit-for-purpose capabilities	s47E(d)	3	Jun-24	Nov-24	L2	PC	Talent deployment decision clarity	Integrate with CSIRO Way LDM initiative
21			Mobility: review talent mobilisation mechanism and remove barriers to achieve objectives, incl. talent marketplace and update of business rules	Launch digital talent marketplace and update business rules to enable more flexible mobility options across BUs	Better mobilise capabilities and skills to fulfill cross-BU missions and projects	s47E(d)	2	Mar-23	Jul-23	L2	PC	Talent marketplace (re)ig	Update business rules to enable broader mobilisation
22	Process improvement	s47F	Roll out ESOF initiative – People Transformation (incl. People Connect, centralisation of People advisory)	Design and roll out people transformation - including initiatives to develop single 'front door' (People Connect) and to centralise People advisory services)	Make it easier for Science/BUs to interact with People function and self-serve	s47F	1	Ongoing	Mar-24	L1	FC	ESOF - People transformation	
23			Roll out ESOF initiative – Finance Transformation (incl. capital and asset management project, RPA, finance service catalogue, finance business partnering etc)	Systematically transform the way Finance function support CSIRO - define key finance services, simplify and automate key processes (RPA), improve capital and asset management etc	Make it easier for Science/BUs to interact with Finance function and improve value delivered by Finance to the BUs	s47F	1	Ongoing	Mar-24	L1	FC	ESOF - Finance transformation	
24			Roll out ESOF initiative - others (BD, IMT, corporate affairs etc.)	Review and streamline other enterprise services, and integrate with single front door	Make it easier for Science/BUs to interact with other Enterprise Services (BD, IM&T, CA etc)	s47E(d)	2	May-23	Oct-24	L1	FC	ESOF	
25			Identify top 10 processes to simplify and redesign (or remove - e.g., work from home approval process) and establish a feedback mechanism	Collect data/conduct interviews to identify top priority processes - e.g. high volume of transactions, most painful/inefficient from customer's perspective. Prioritise/select top 10, allocate initiative owners and redesign. Set up a mechanism to collect and evaluate feedback from across CSIRO on inefficient processes/pain points	Improve user experience and free up time. Empower people to contribute ideas to continuously improve the way we work	WOW Acceleration Team analyst	1	Nov-22	Apr-24	L1	PC	Robotics Process Automation (9 processes identified)	Conduct holistic review across organisation (not just Enterprise Services). Define the feedback mechanism.
26	Digital and tech empowerment	s47F	Baseline current state of technology capability	Systematically review digital infrastructure and technology to identify gaps to desired future state	Understand gaps to drive tangible digital transformation plans	s47F	1	Nov-22	Aug-23	L3	FC	Digital capability upgrade program	
27			Upgrade data quality and accessibility to support decision making	Strengthen data ecosystem and understand how we can leverage different data sources to inform decision making	Enable data-driven decision making	s47F	2	Jul-23	Jul-24	L1	PC	Science Digital Cyber uplift	
28			Update ERP system [out of scope for WOW - adjacent project]	Enrich the next gen ERP with advanced technologies in customer experience, data management, analytics, AI and automation	Leapfrog to a modern cloud-based enterprise solution to provide significantly improved usability, compliance and digital features	s47F	1	Ongoing	Dec-27	L1	FC	ERP	
29			Set up standard project management dashboard	Create universal dashboard for project management across CSIRO, incl. visualization of KPI, progress tracking etc.	Improve efficiency and ensure consistency of project management	s47F	2	Jul-23	Jul-24	L1	FC		
30			Roll out digital academy to improve digital maturity of individuals	Set up digital academy, build digital learning modules and roll out across organisation	Improve digital literacy across organisation	s47F	2	Jun-24	Dec-24	L1	PC	Digital capability upgrade program	Link with strategic workforce planning initiative
31	Communication		Develop an integrated communication plan for WoW	Develop a communication strategy and prepare materials to disseminate information on WOW program objectives, scope, initiatives, progress and changes to the whole organisation.	Build awareness and understanding of and buy-in to WOW	s47F	1	Ongoing	Continuous support	L1	PC		
32	WOW Program stand up		Stand up WOW acceleration team and program office	Establish people and tools required for the core program team (WOW Acceleration Team) and broader program implementation team	Oversee successful delivery of WOW program initiatives	s47F	1	Nov-22	Feb-23	L1	NS		

**25 Identify top 10 processes to simplify and redesign and establish a feedback mechanism** Owner: [TBD]  
**Stream: Process improvement** Stage gate: L1

Initiative Overview					
Initiative description	Desired initiative outcome (see KPIs for detailed outcome measures)		Relevant stakeholders	Timeline	
	From...	To...		Start date	End date
Shortlist selected processes for re-design to make them simpler, more streamlined and more efficient Implement feedback mechanism to collect suggestions on additional improvements for CSIRO Re-design of specific processes to be undertaken as separate new initiatives	Ad-hoc design work on processes as concerns are raised, lack of clear prioritisation or path to receive improvement suggestions	Processes selected for re-design are prioritised based on potential improvement for CSIRO Clearly defined pathway to receive and triage new suggestions, which is known across the organisation	WOW Acceleration Team and Process Change Theme	14/11/2022	15/02/2023 for implementation of feedback mechanism, process improvement ongoing

Key Milestones				
No.	Milestone	Start date	End date	Responsible person
1	Catalogue of processes across CSIRO identified and compiled	14/11/2022	16/12/2022	
2	Criteria for prioritisation of processes aligned (e.g. how many people the process affects, ease of simplification, etc.)	14/12/2022	21/12/2022	
3	Processes ranked according to defined criteria and priority processes selected	21/12/2022	23/12/2022	
4	Team Member assigned to each priority process to drive simplification	9/01/2023	16/01/2023	
5	Process re-designed to be simpler/more efficient/more automated and trial undertaken of updated process (for each process identified, separate initiative)	16/01/2023	Ongoing, depends on process	
6	Updated process implemented and communicated (for each process identified, separate initiative)	16/01/2023	Ongoing, depends on process	
7	Path to receive suggestions communicated to organisation (initial hypothesis on path: suggestions are received by WOW Change Lead, initial triage by WOW Change Lead, business case built for suggestion, suggestion built into WOW program if appropriate)	1/02/2023	15/02/2023	
8	Review of suggested processes integrated into WOW Acceleration team cadence	1/02/2023	Ongoing	

Key performance indicators (KPIs)				
No.	Outcome	Measure	Target	Baseline
KPI1	% of suggested processes which are suitable for WOW program	Proportion of suggestions received on processes which result in new initiatives added under the WOW program		
KPI2	Time taken for received suggestion to be added as initiative and assigned owner	Time taken from suggestion being submitted, review of suitability for suggestion to be included under WOW and initiative to improve		
KPI3	Time saved after simplification of process	Difference in time to complete between old and new process		

Risks and mitigation plans					
No.	Risk	Likelihood	Potential impact	Mitigation actions	Owner
R1	Suggestions which do not fall under WOW umbrella are lost to follow-up	Medium	Low	As part of suggestion path design, include next steps for follow-up for suggestions are not assessed to be suitable as WOW initiatives	
R2					

Dependencies with existing initiatives				
No.	Relies on...(what)	Relies on...(who)	Feeds into...(what)	Feeds into...(who)
4,5,6	Identification of processes and assigned owners			

Resources - Personnel			
No.	Role type	Total resources required (# of FTEs)	Duration
1	BAU - Covered by WOW Acceleration team		
2			
3			
4			
5			

Resources - financial cost		
No.	Description	Rough cost (\$AUD)
1		
2		

Systems requirements			
No.	Systems required	New requirement or already planned/underway?	Required delivery date
1			
2			

**25 Improve project initiation process** **Owner: Pending**  
**Stream: Process improvement** **Stage gate: L1**

Initiative Overview					
Initiative description	Desired initiative outcome (see KPIs for detailed outcome measures)		Relevant stakeholders	Timeline	
	From...	To...		Start date	End date
Streamline the process for launching a project	Projects are hard to initiate with complicated/unclear processes and many stakeholders involved. Onus is on project leader to coordinate.	A streamlined project initiation process and effective support provided to Project Leaders	ePMO team Project leaders (to provide input)	5/12/2022	8/05/2023

Key Milestones				
No.	Milestone	Start date	End date	Responsible person
1	Project leaders (from range of BUs) interviewed to map out the current project initiation process and key pain points (e.g., overly complex steps, lack of clear 'go-to' people in different supporting functions)	5/12/2022	23/12/2022	TBD
2	Ideal picture of project initiation process built up adopting zero-base mindset, e.g., a centralised "concierge" to connect with supporting functions	23/01/2023	10/03/2023	TBD
3	An MVP version of improved project initiation process identified focusing on immediate impacts (may need to vary by BU)	27/02/2023	10/03/2023	TBD
4	New initiation process trialled in select BUs and feedback collected	12/03/2023	21/04/2023	TBD
5	Scale up plan developed for new project initiation process	24/04/2023	5/05/2023	TBD
6	Scale up plan executed	8/05/2023	ongoing	TBD
7	Long-term tech requirements developed and business case built up (e.g., single front door for digitalised project initiation, if required)	20/03/2023	5/5/2023	TBD

Key performance indicators (KPIs)				
No.	Outcome	Measure	Target	Baseline
KPI1	Efficiency uplift	# of days to launch the project	50% shorter than baseline	
KPI2	User satisfaction	Level of satisfaction collected from project leaders	90%	

Risks and mitigation plans					
No.	Risk/ barriers	Likelihood	Potential impact	Mitigation actions	Owner
R1	Supporting functions (HR, Finance etc) resist the change	Medium	High	Clearly demonstrate how the new process can help the supporting functions themselves	
R2	We 'gold-plate' the solution, e.g., taking 2 years to build a digital platform/single front door, when a quick work-around would deliver value immediately	Medium	Medium	Adopt the Zero Base design approach to focus on tangible and short-term impact	

Dependencies with existing initiatives				
No.	Relies on...(what)	Relies on...(who)	Feeds into...(what)	Feeds into...(who)
25			#25 Identify top 10 processes to simplify and redesign and establish a feedback mechanism	

Resources - Personnel			
No.	Role type	Total resources required (# of FTEs)	Duration

Resources - financial cost		
No.	Description	Rough cost (\$AUD)
1	Potential system build/ update cost	TBD in design

Systems requirements			
No.	Systems required	New requirement or already planned/underway?	Required delivery date
1	Potential system build (e.g., single front door)	New requirement	
2			

**4 Design and deploy prioritisation and resource reallocation process (e.g. Quarterly Bus Owner: TBD -S47E(d))**  
**Stream: Priority setting** **Stage gate: L1**

Initiative Overview					
Initiative description	Desired initiative outcome (see KPIs for detailed outcome measures)		Relevant stakeholders	Timeline	
	From...	To...		Start date	End date
Design and deploy prioritisation and resource reallocation process (building on work underway on Integrated Reporting Framework), including supporting artefacts, processes and capability development, with the outcomes of: - Organisation-wide strategic priorities cascaded into performance measures for BUs and teams - Activities planned in team memos aligned with strategic priorities - Quarterly cadence for review if progress against priorities and re-allocation of resources	Conflict between organisation-priorities and BU-priorities Inconsistent reporting of team/BU performance Rigid resource allocation limiting adjustment to meet priorities	Direct cascade of organisation-wide strategic priorities to BUs and teams Transparency and alignment of bottom-up reporting of BU and Challenge performance to CSIRO priorities Mindful reallocation of resources across the organisation to best suit our priorities	ET and CLT Research Directors Group / Team / Project Leaders	1/11/2022	10/4/23 for first QBR launch - QBR process will be ongoing

Key Milestones				
No.	Milestone	Start date	End date	Responsible person
1	Owner of prioritisation and resource allocation process selected	1/11/2022	8/11/2022	
2	Aspiration and scope of prioritisation and reallocation process decided and aligned with ET (e.g. which teams will be included, what current processes will be replaced) - Includes aligned methodology for prioritisation and reallocation (i.e. building upon integrated reporting framework or deploying typical QBR terminology and practices)	1/11/2022	18/11/2023	
3	Prioritisation and resource allocation support team selected and onboarded (including QBR coaches and content experts if required)	18/11/2023	23/12/2022	
4	Hear from other organisations on 'best practices' of prioritisation and resource allocation processes (e.g. QBR)	16/01/2023	30/01/2023	
5	Maturity roadmap defined (e.g. how we will roll out across CSIRO, will we use pilot teams, how do we leverage our existing prioritisation processes)	16/01/2023	17/02/2023	
6	Structure of cascade of priorities and performance measures across levels designed (e.g. how organisation-wide priorities are broken down into performance measures for BUs and/or Challenges, then into smaller sub-units)	16/01/2023	17/02/2023	
7	Tooling to track metrics aligned and implemented	23/01/2023	10/02/2023	
8	Memo template created and aligned, including 'best practice' guidelines and examples of performance measures	3/02/2023	17/02/2023	
9	Capability development launched (including Simulation held for relevant BU / Challenge Leads if required)	3/02/2023	3/03/2023	
10	Organisation-wide communications delivered	3/02/2023	17/02/2023	
11	Priority outcomes for upcoming quarter(s) established and locked in by CLT	10/02/2023	17/02/2023	
12	QBR0 run (walkthrough of process without resources actually being reallocated) and learnings used to tweak design	17/02/2023	28/02/2023	
13	QBR1 delivered, including: - Memos completed by BU/Challenge sub-units - QBR Marketplace held - Resource commitments for Q1 FY24 locked-in	1/03/2023	31/03/2023	

14	Reflections captured from QBR1 and edits made to process for next quarterly process based on learnings	3/04/2023	10/04/2023	
15	Cadence for QBR2 planned	3/04/2023	10/04/2023	

Key performance indicators (KPIs)				
No.	Outcome	Measure	Target	Baseline
KPI1	% of human resources allocated towards our challenges	Proportion of people in Science working directly on projects which align with our Challenge Strategy	90%	[Baseline]
KPI2	% of Organisation-wide Goals accomplished	Proportion of CSIRO-wide goals identified by CLT for current quarter which were accomplished by end of quarter	[TBD]	[Baseline]

Risks and mitigation plans					
No.	Risk	Likelihood	Potential impact	Mitigation actions	Owner
R1	Incompatibility of QBR process with current structure of CSIRO (e.g. project teams are cross-BU, challenges also run across BUs)	High	Medium	Need careful design work on what constitutes a 'team' and the scope / owner of team memos Clear comms on rationale for QBR	[Risk owner]
R2	Confusion and mixed messaging between new processes and current work underway on cascade of organisation KPIs to Challenges and BUs	High	High	Design needs to occur with input from owners of existing performance processes and roadmap must consider current work already underway	[Risk owner]
R3	Cadence of QBR is too quick for longer-term research mindset	Low	Low	Design of appropriate performance measures can represent interim progress, even if a project is not completed	[Risk owner]

Dependencies with existing initiatives				
No.	Relies on... (what)	Relies on... (who)	Feeds into... (what)	Feeds into... (who)
11	Clear alignment on priorities and goals which arise out of Agency Strategy			

Resources - Personnel			
No.	Role type	Total resources required (# of FTEs)	Duration
1	Coach / experts	Up to 3 x 100%	Initial 9-12 months - can then consider ramping down once capability built
2	Prioritisation and allocation process (e.g. QBR) support team - will be part of BAU		

Resources - financial cost		
No.	Description	Rough cost (\$AUD)

Systems requirements			
No.	Systems required	New requirement or already planned/underway?	Required delivery date
1	[ICT milestone]	New requirement or already planned/underway?	[Required delivery date]
2	[ICT milestone]	New requirement or already planned/underway?	[Required delivery date]

**25 Review contracting procedure and simplify to execute** **Owner: Pending**  
**Stream: Process improvement** **Stage gate: L1**

Initiative Overview					
Initiative description	Desired initiative outcome (see KPIs for detailed outcome measures)		Relevant stakeholders	Timeline	
	From...	To...		Start date	End date
Streamline end-to-end revenue contracting process to improve both compliance and user experience	Lack of standard T&Cs for revenue contracts, leading to bespoke contracts and drawing out timeframes	More streamlined and standard contracting procedures (e.g. standardised T&Cs) to reduce time taken to execute a new contract	Growth team Legal team BD&G Finance team	5/12/2022	21/04/2023

Key Milestones				
No.	Milestone	Start date	End date	Responsible person
1	Current state and key pain points of revenue contracting procedure identified through interviews	5/12/2022	23/12/2022	
2	Future state ideal contracting procedure mapped out	16/01/2023	10/02/2023	
3	MVP of new contracting procedure developed	30/01/2023	17/02/2023	
4	New contracting procedure trialled in 1-2 BUs	20/02/2023	31/03/2023	
5	Scale up plan developed based on feedback from pilot	3/04/2023	21/04/2023	
6	Scale up plan executed	24/04/2023	ongoing	

Key performance indicators (KPIs)				
No.	Outcome	Measure	Target	Baseline
KPI1	Efficiency uplift	# of days to complete contracting procedure	50% shorter than baseline	
KPI2	User satisfaction	Level of satisfaction collected from pilot projects	90%	

Risks and mitigation plans					
No.	Risk/barriers	Likelihood	Potential impact	Mitigation actions	Owner
R1	Higher risks ensued after the streamlining of procedure	Medium	High	Work closely with legal to ensure changes align with legal obligations	

R2	Overcomplicate the change, e.g., massive effort in standardisation of different procedures that takes 1+ years	Medium	Medium	Adopt the Zero Base design approach and develop MVP scope to focus on tangible and short-term impact	
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Dependencies with existing initiatives				
No.	Relies on...(what)	Relies on...(who)	Feeds into...(what)	Feeds into...(who)
25			#25 Identify top 10 processes to simplify and redesign and establish a feedback mechanism	

Resources - Personnel			
No.	Role type	Total resources required (# of FTEs)	Duration

Resources - financial cost		
No.	Description	Rough cost (SAUD)
1		
2		

Systems requirements			
No.	Systems required	New requirement or already planned/underway?	Required delivery date
1			
2			

**32 Stand up WOW Acceleration Team and Program Office** **S47F** **[Program Director] once appointed**  
**Stream: Program Standup** **Stage gate: L1**

Initiative Overview					
Initiative description	Desired initiative outcome (see KPIs for detailed outcome measures)		Relevant stakeholders	Timeline	
	From...	To...		Start date	End date
Establish people, tools and cadence required for the core program team (WOW Acceleration Team) and broader program implementation team	No defined owner for WOW program No dedicated team for WOW program Lack of consistent tooling used across CSIRO for project management Variable progress on WOW depending on capacity	One defined owner for WOW (Program Director) with dedicated resourcing (dedicated WOW Acceleration Team) Consistent tool as 'single source of truth' to monitor progress Rigorous cadence to drive implementation A bias on action (rather than discussion or planning)	WOW Program Sponsors ET and CLT Challenge Strategy team	31/10/2022	31/01/2023

Key Milestones				
No.	Milestone	Start date	End date	Responsible person
1	WOW Program Director recruited (or interim arrangements in place)	24/10/2022	14/11/2022	S47F
2	Change Theme Leads Identified	7/11/2022	28/11/2022	S47F
3	WOW Acceleration Team selected/recruited	14/11/2022	28/11/2022	S47F
4	Initiative Owners identified	14/11/2022	12/12/2022	Change Theme Leads
5	If required - contract with delivery partner for program established	24/11/2022	16/12/2022	S47F
6	If required - contract with vendor established for tracking tool	24/11/2022	13/12/2022	S47F
7	Kick-off held for WOW Acceleration Team (including pre-mortem)	28/11/2022	5/12/2022	S47F
8	Meeting cadence for 2023 established and calendar invites sent	28/11/2022	5/12/2022	[TBD]

9	Kick-off held for Change Theme Leads	5/12/2022	12/12/2022	s47F
10	Tracking and reporting tool selected and processes to track progress defined	5/12/2022	23/12/2022	[TBD]
11	Initiative Team Members identified	23/12/2022	30/01/2023	Initiative owners
12	Upskilling undertaken to learn how to use tracking and reporting tool	16/01/2023	30/01/2022	[TBD]
13	Feedback captured on current delivery set-up and cadence with amendments for next month	24/01/2022	30/01/2022	s47F

Key performance indicators (KPIs)				
No.	Outcome	Measure	Target	Baseline
KPI1	% of initiatives with Initiative Owners assigned	Proportion of initiatives with allocated Initiative Owners	100%	20%
KPI2	% of WOW implementation team with competency in using the tracking/reporting tool	Proportion of WOW Acceleration Team members, Change Theme Leads and Initiative Owners who have completed training for	100%	[Baseline]

Risks and mitigation plans					
No.	Risk	Likelihood	Potential impact	Mitigation actions	Owner
R1	Progress will stall until a WOW Program Director is appointed	High	Medium	Sense check and commit to the timing of these initiatives, regardless of when new Program Director commences Ensure there is a plan for an interim director	s47F
R2	[Risk description]	[Likelihood]	[Potential impact]	[Mitigation approach]	[Risk owner]

Dependencies with existing initiatives				
No.	Relies on...(what)	Relies on...(who)	Feeds into...(what)	Feeds into...(who)

1,2,3	[Other work this relies on]	[Other parties this relies on]	Feeds into successful delivery of other WOW initiatives as team is required to drive them	[Stakeholders relying on this work]
8	Dependent on human resourcing for WOW implementation team - to ensure the right calendars are being aligned	[Other parties this relies on]	[Work this milestone feeds into]	[Stakeholders relying on this work]

Resources - Personnel			
No.	Role type	Total resources required (# of FTEs)	Duration
1	Program Director	1 x 100%	Ongoing
2	Change Lead and Comms Specialist	> then 50%) and 1 x Comms Specialist (20%)	Ongoing
3	Analyst	1 x 100%	Ongoing
4	Program Support	1 x 100%	Ongoing
5	Delivery coaches	3 x 100%	Ongoing
6	HR / Talent recruitment	1 x 20%	Until 31/1/23

Resources - financial cost		
No.	Description	Rough cost (\$AUD)
1	Acquisition of planning and tracking tool	TBD - depends on selected tool
2	Partnership with delivery partner	TBD - depends on if delivery partner selected, could replace personnel resources

Systems requirements			
No.	Systems required	New requirement or already planned/underway?	Required delivery date
1	Planning and tracking tool (if required)	New requirement	31/01/2022
2	[ICT milestone]	New requirement or already planned/underway?	[Required delivery date]

**5 Update decision rights, refresh delegations of authority (DoAs) and align Stream: Decision making** **Owner: S47F** **Stage gate: L1**

Initiative Overview					
Initiative description	Desired initiative outcome (see KPIs for detailed outcome measures)		Relevant stakeholders	Timeline	
	From...	To...		Start date	End date
Map out and refresh decision processes and delegations of authority and align accountabilities for cross-cutting decisions	Decisions unnecessarily escalated, causing inefficiency and consuming efforts of leadership Delegations not aligned with jobs framework and inconsistencies in delegations across positions	Decision-making driven down to the lowest level, enabled by clear DoAs and accountabilities	Governance team	Ongoing	30/06/2023

Key Milestones				
No.	Milestone	Start date	End date	Responsible person
1	Root cause of decision escalation identified (e.g., delegation/ accountability not clear, people not empowered, fear of making the wrong decision)	14/11/2022	9/12/2022	TBD
2	Legal review completed to identify obligations under PGPA and Public Service Acts	Ongoing	10/02/2023	TBD
3	DoAs compared based on positions across CSIRO (horizontal assessment) and updated where necessary (e.g., compare delegation across group)	13/02/2023	10/03/2023	TBD
4	DoA within BUs reviewed to ensure right heirarchy (vertical assessment)	13/03/2023	21/04/2023	TBD
5	Forums for making major decisions (vs. advisory) identified and decision rights aligned with individual accountabilities	24/04/2023	19/05/2023	TBD
6	Systems and controls refreshed to ensure compliance with new DoAs	22/05/2023	30/06/2023	TBD

Key performance indicators (KPIs)				
No.	Outcome	Measure	Target	Baseline
KPI1	Efficiency uplift	% of decisions pushed to the lower level	50%	
KPI2	User satisfaction	Level of satisfaction collected from new process roll out	90%	

Risks and mitigation plans					
No.	Risk/ barriers	Likelihood	Potential impact	Mitigation actions	Owner
R1	New processes are hard to implement even with clear DoAs as individual behaviours are hard to change (e.g., afraid of making decisions)	High	Medium	Develop behavioral interventions to empower individuals in decision making	[Risk owner]
R2	Stakeholders are not willing to change to new processes	Medium	High	Clearly demonstrate the benefit of new processes and actively communicate with key sponsor/ stakeholders	[Risk owner]

Dependencies with existing initiatives			
No.	Relies on... (what)	Relies on... (who)	Feeds into... (who)

7,14	#7 - Launch behavioural interventions, including educating leaders on target behaviours (pushing decisions down), sharing failures and celebrating individual decision making		#14 - Launch roles and responsibilities conversations between managers and team members	
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Resources - Personnel		
No.	Role type	Duration
<i>Total resources required (# of FTEs)</i>		
1	Project leader (BAU)	1 6 months
2	Working team (BAU)	1 6 months

Resources - financial cost		
No.	Description	Rough cost (\$AUD)
1		
2		

Systems requirements			
No.	Systems required	New requirement or already planned/underway?	Required delivery date
1			
2			

**Economics References Committee**  
Inquiry into Funding and Resourcing for the CSIRO  
ANSWERS TO QUESTIONS ON NOTICE  
Commonwealth Scientific and Industrial Research Organisation  
13 March 2026

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**Question**

**Prof. Huntington:** We entered into consultation with our Data61 and manufacturing research units last week, as well as with the agriculture and food unit. As Dr Hilton said, we opened consultation with the environment research unit yesterday, and we will be opening consultation with our health and biosecurity unit and the Australian Animal Health Laboratory next week.

**Dr Hilton:** We've staggered it because we want to give those staff the best support we possibly can, and we can't do that if we do things in parallel.

**Senator BARBARA POCOCK:** How long do you expect those processes of consultation to be, before you make your decision?

**Dr Hilton:** The process takes a long time. It's part of our enterprise agreement, and we stick to that timeline very carefully. Prior to going into consultation, we have a period called 'early engagement', where we discuss with staff the challenges that are confronting the organisation and get their ideas about how to tackle those. We then form those into a proposal that goes into consultation. Professor Huntington can walk you through the timelines, but we stick to our enterprise agreement and we take our responsibility to consult properly with staff very seriously.

**Senator BARBARA POCOCK:** If you could provide those timelines on notice, that would be helpful.

**Prof. Huntington:** They're on page 53 of our submission.

**Answer**

As identified on page 52 of CSIRO's submission to this inquiry, CSIRO has adopted a Major change Consultation process for each Research Unit undertaking significant change.

This process has been developed to ensure that CSIRO's consultation process is consistent with clause 54 of the *CSIRO Enterprise Agreement 2023-2026 and the expectations in Circular 2022/08: Genuine and effective employee and union consultation in Commonwealth agencies*.

The timeline for the Research Unit changes are as follows:

- 18 November 2025: The Chief Executive communicated with all staff about changes to CSIRO's research portfolio, advising that some Research Units would soon commence an early engagement process, as set out in the CSIRO Enterprise Agreement 2023-2026.
- 19 November 2025: Seven Research Units held Unit town halls and entered early engagement. These Units were Health and Biosecurity, the Australian Animal Health Laboratory (AAHL), Agriculture and Food, Data 61, Manufacturing, Environment and Mineral Resources.

- 21 November 2025: The Chief Executive communicated with all staff, confirming that these Research Units had commenced early engagement.

The timeline for the Major Change Consultation Process in each Research Unit is set out below:

<b>Research Unit</b>	<b>Town hall meeting to commence early engagement</b>	<b>Townhall meeting to share early engagement feedback</b>	<b>Townhall meeting to share proposal and commence consultation period, where staff can review and provide feedback</b>	<b>Consultation period concludes</b>
Data61	19/11/2025	18/12/2025	3/3/2026	25/3/2026
Manufacturing	19/11/2025	10/12/2025	3/3/2026	25/3/2026
Agriculture and Food	19/11/2025	16/12/2026	4/3/2026	26/3/2026
Environment	19/11/2025	15/12/2025	12/3/2026	2/4/2026
Minerals	19/11/2025	11/12/2025	19/3/2026	14/4/2026
Health and Biosecurity	19/11/2025	11/12/2025	19/3/2026	14/4/2026
Australian Animal Health Laboratory	19/11/2025	11/12/2025	19/3/2026	14/4/2026

CSIRO has made detailed information about the proposed changes available to all staff, including publication of all proposals on CSIRO's intranet, MyCSIRO.

The timing of each Research Unit change decision will depend on the volume of feedback received through the proposal consultation period and the complexity of changes. Final decisions are expected between mid-April to May 2026, with implementation for each Research Unit to commence immediately following confirmed decisions.

**Economics References Committee**  
Inquiry into Funding and Resourcing for the CSIRO  
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**Question**

**Senator BARBARA POCOCK:** I know my time is short, so I want to go to some questions about expenditure. Could you provide on notice the salary ranges, in bands, for the executives in CSIRO—anonymised, of course—and could you also tell me now about your salary package.

**Dr Hilton:** My salary package is set by the Remuneration Tribunal. It was offered to me as part of my contract two and a half years ago with the board. I did not negotiate that salary; I accepted the salary as it was. Again, it's up to parliament and the Remuneration Tribunal to set that.

**Senator BARBARA POCOCK:** So your salary is on the public record?

**Dr Hilton:** It's absolutely on the public record.

**Senator BARBARA POCOCK:** Can you tell us what it is.

**Dr Hilton:** I can't, to the dollar. I'm happy to take it on notice.

**Senator BARBARA POCOCK:** Thank you. And does your salary include a bonus?

**Dr Hilton:** Yes, and I think I am the only employee of the organisation that has an at-risk component. That's not something that I feel particularly comfortable about, and it's certainly something that I've discussed with the board about addressing.

**Senator BARBARA POCOCK:** Does the board set the criteria for your bonus?

**Dr Hilton:** Yes, absolutely.

**Senator BARBARA POCOCK:** What is that?

**Dr Hilton:** There are a whole range of criteria. Again, I'd be happy to share those with you on notice.

**Answer**

The Chief Executive remuneration is published in the CSIRO Annual Report 2024-2025 in note 3.2 of the financial statements on page 115, available at:

<https://www.csiro.au/en/about/corporate-governance/annual-reports/24-25-annual-report> .

**Chief Executive Remuneration & Performance Pay**

***Remuneration:***

The CSIRO Chief Executive is a position within the Commonwealth Principal Executive Officer structure and is assigned to the Band “E” classification. The Remuneration Tribunal sets the Total Remuneration Reference Rate (TRRR) and the maximum achievable Performance Payment for the position.

***Performance:***

At the end of each financial year, the performance of the Chief Executive is assessed by the CSIRO Board, based on two components.

The first component is performance against Enterprise Key Performance Indicators (KPIs) which measure progress toward the organisation’s strategic objectives, research impact, and

key operational metrics, including staff engagement and safety performance. These KPIs are published on pages 16 –17 of CSIRO’s 2025-26 Corporate Plan, available at: <https://www.csiro.au/en/about/Corporate-governance/Corporate-Plan/25-26-corporate-plan> .

The second component is performance against the Chief Executive’s personal Key Result Areas (KRAs). These are set annually by the CSIRO Board, in consultation with the Chief Executive.

Combined, the Enterprise KPIs and the Chief Executive KRAs form the basis for the Chief Executive’s annual performance assessment.

In 2025-26 the Chief Executive’s Key Result Areas are:

- Internal and external profile and leadership
- Risk management
- Financial sustainability and change management
- Research portfolio
- Sites and infrastructure

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**Question**

**Senator WHISH-WILSON:** Okay. In terms of the at-risk, you said you're the only senior executive. Previously, I understand, other senior executives have taken at-risk bonus, including Dr Mayfield. Is this just now available only to a CEO?

**Mr Munyard:** I can probably take that question. Three or four years ago, we started to remove from the executive and CSIRO leadership team employment arrangements, bonuses or at-risk payments that were there, so they were steadily phased out from, I think, 2022, but I'd have to take the exact timeframe on notice.

**Senator WHISH-WILSON:** What was the finding and the reasoning behind that?

**Mr Munyard:** That was a decision of the board at the time. I'd have to go back and look at papers that were put to the board, but I think, again, it was a decision of the board on the basis of whether at-risk payments were appropriate in a publicly funded agency.

**Answer**

At risk payments for CSIRO's Key Management Personnel were agreed to be removed by the CSIRO Board at meeting #227 on 31 August 2021. Changes were implemented in the financial year 2021-22.

The rationale for the removal was to simplify the structure of executive remuneration so that CSIRO could provide a package that was competitive, easy to understand and provided a level of security for executives. The change was intended to improve CSIRO's ability to attract and retain executive talent and ensure consistency of remuneration arrangements with other public sector agencies.

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**Question**

**Senator BARBARA POCOCK:** Thank you; that'd be great. Are any of your senior executive service likely to receive redundancy offers or be part of redundancy restructures?

**Dr Hilton:** I have to be careful about identifying anybody.

**Senator BARBARA POCOCK:** I'm not asking you to identify.

**Dr Hilton:** It would depend on your definition of where senior executives begin and end.

**Senator BARBARA POCOCK:** Perhaps you could take that on notice and use a reasonable definition, one that the average person in CSIRO would understand 'executive' to mean. But I would be curious to know that.

**Dr Hilton:** Sure..

**Answer**

Key management personnel is a defined term under the consolidated financial statements as reported in note 3.2(a), see pages 115-116 of CSIRO's Annual Report 2024-25. There were 6 positions listed as key management personnel.

None of these positions are identified as potentially impacted under the current redundancy program.