

Economics Legislation Committee
ANSWERS TO QUESTIONS ON NOTICE
Industry, Innovation and Science Portfolio
2016-17 Supplementary Budget Estimates
20 October 2016

AGENCY: CSIRO

TOPIC: Cultural Alignment Program

REFERENCE: Written Question – Senator Carr

QUESTION No.: SI-103

1. In reference to the CSIRO's Initial Response to the Review of CSIRO's Science Prioritisation and Implementation Process. CSIRO commits to reviewing and updating CSIRO's Cultural Alignment Program (item 6). Please elaborate on what this Cultural Alignment Program entails?
2. Who will be consulted with to guide the review of the Cultural Alignment Program?
3. Will CSIRO staff have a chance to contribute to this review?
4. When will CSIRO complete the update on the Cultural Alignment Program?
5. Could you please supply a copy of the Cultural Alignment Program as it currently stands?

ANSWER

- 1) *Strategy 2020* was formally launched at a Strategy Start-up event for 270 leaders in September 2015. Amongst this leadership cohort and the CSIRO Board there was a widely held view that a considerable shift in CSIRO's culture was needed to realise the strategy. In November 2015 the Executive Team (ET) endorsed a program of work [the *Culture Alignment Program* (CAP)] to develop a plan to help make the cultural shift needed to realise the strategy and support CSIRO's ability to respond and adapt to future challenges. The Program takes a high engagement, conversational, non-hierarchical approach involving CSIRO people and leaders. Culture is a social phenomenon, shaped by shared experiences, and in the process of developing the plan for cultural change, the activities themselves were seen as supporting the change desired.
- 2) All staff and the Board. The CAP update is based on feedback from staff (including staff who have attended roundtable or other meetings with the Chief Executive or other Executive Directors since 1 September, and results from the recent staff survey), the Executive Team and the Board
- 3) See answer 2.
- 4) December 2016.
- 5) The current version of the Program is attached.