

OEP survey – summary of results

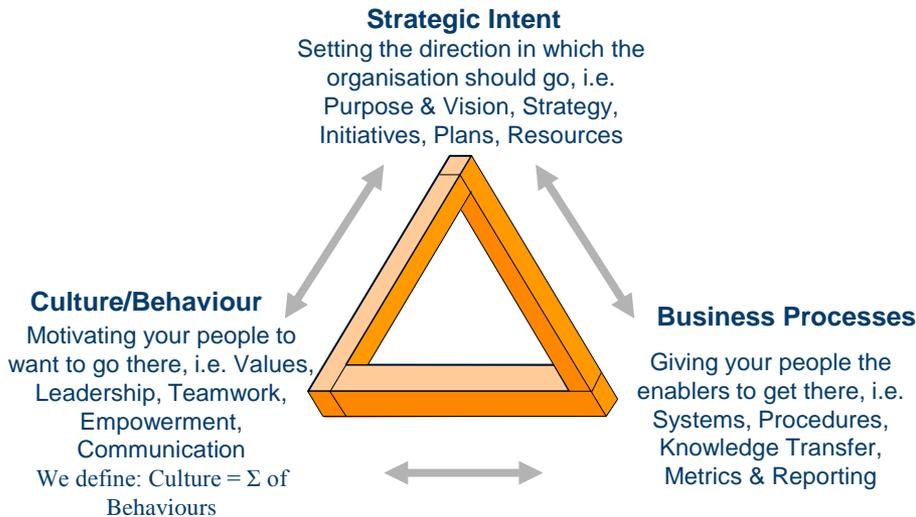
NOUS

A refresher... What is the Organisational effectiveness profile - cost effective, insightful and objective measure of business effectiveness

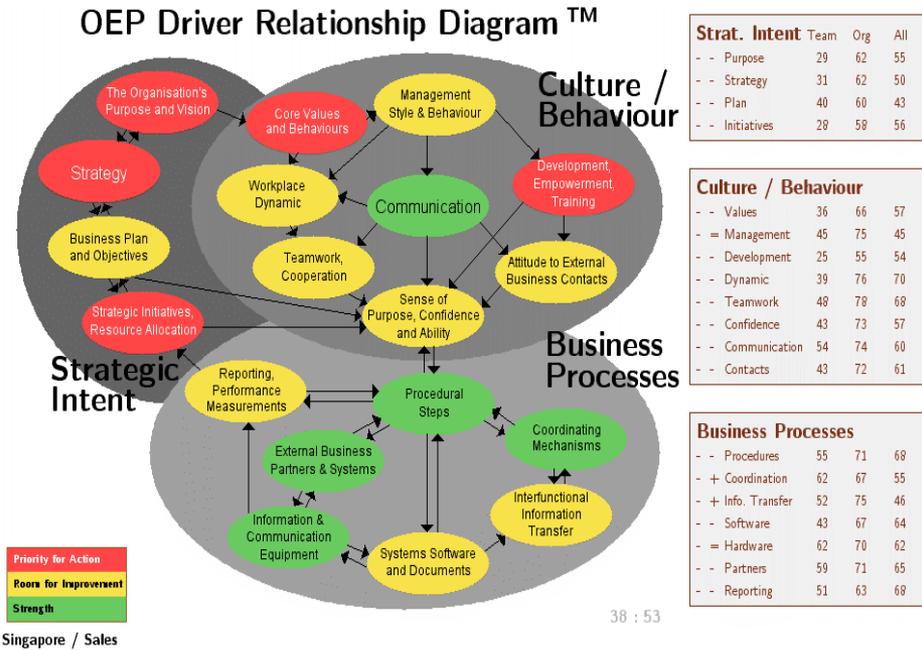
- OEP provides a cost effective, insightful and objective measure of business effectiveness in 19 key 'effectiveness' areas. Weaknesses or deterioration in any of these areas highlights the need for further action before it begins to impact financially.

- The OEP tool highlights and diagnoses inconsistently applied organisational values, poor leadership, inadequate training, ad hoc resource allocation decisions, time wasting, poor communication, inefficient supporting systems and processes, unsupported strategy, organisational misalignment etc. This diagnoses can then be used to help drive where effort needs to be put to improve performance.

- The OEP approach is highlighted in the diagram below.

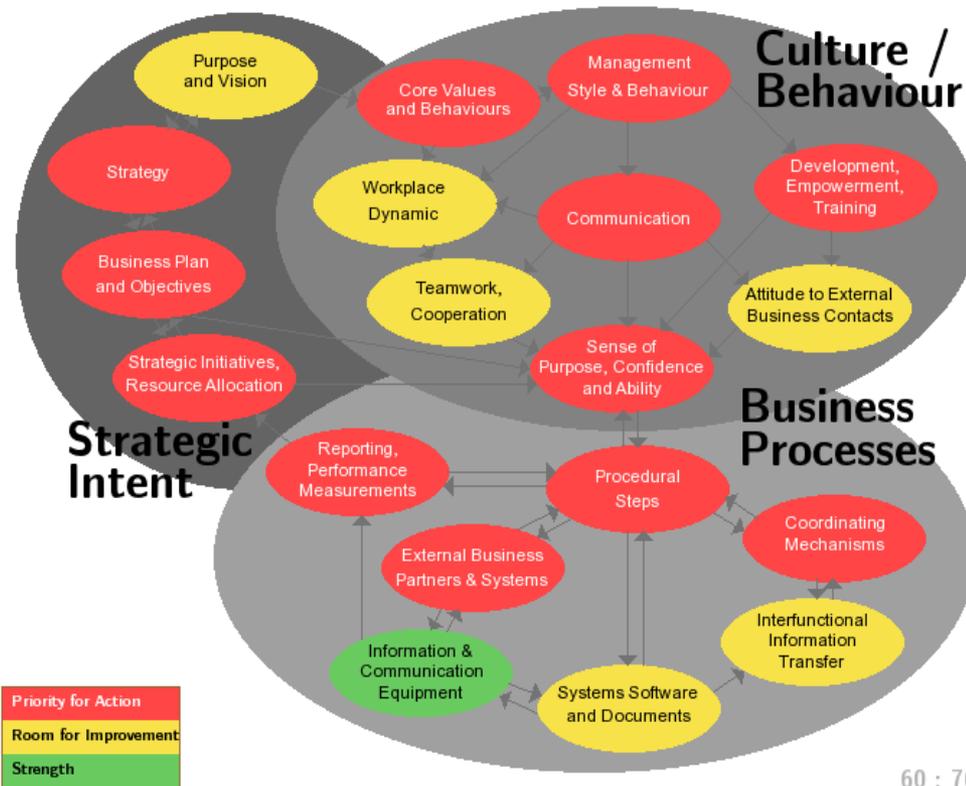


- The following diagram is an example of how the OEP tool is used to highlight factors which may require attention in the areas of strategy, culture and processes.



Overall ACARA results – 12 of 19 drivers of effectiveness have been highlighted as a priority for action. 6 of 19 drivers indicate there is room for improvement and 1 is listed as a strength.

OEP Driver Relationship Diagram TM



Strategic Int.	Team	Org	All
= + Purpose	60	60	54
= - Strategy	47	47	49
= + Plan	52	52	44
= + Initiatives	58	58	55

Culture / Behaviour	Team	Org	All
= - Values	50	50	60
= + Management	56	56	55
= - Development	51	51	59
= + Dynamic	66	66	64
= - Teamwork	61	61	65
= - Confidence	55	55	58
= - Communication	50	50	58
= - Contacts	60	60	64

Business Processes	Team	Org	All
= - Procedures	53	53	54
= - Coordination	53	53	57
= + Info. Transfer	63	63	55
= + Software	68	68	58
= + Equipment	73	73	60
= - Partners	50	50	62
= - Reporting	40	40	59

Engagement Score: 55

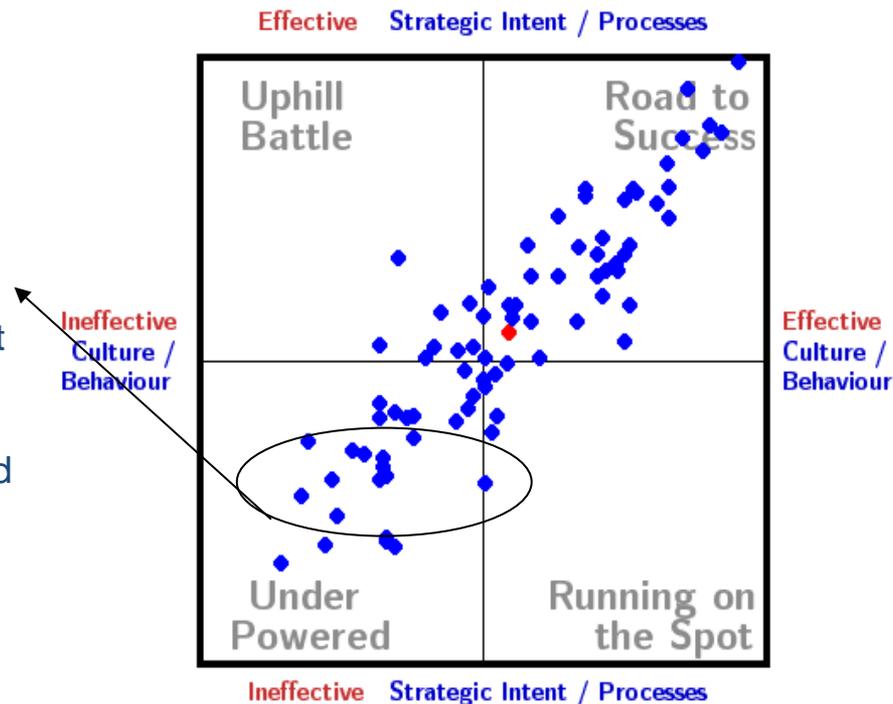
The results are consistent across ACARA business groups. All business groups report a more positive result for 'Workplace Dynamics' and the **business processes** relating to 'Information', 'Software' and 'Equipment'.

Business Groups	Number completed	Overall engagement score	Strategic Intent				Culture/Behaviour								Business Processes					
			Purpose and Vision	Strategy	Business Plan & Objectives	Strategic Initiatives	Core Values & Behaviours	Management Style & Behaviour	Workplace Dynamic	Communication	Development, Empowerment, Training	Teamwork, Cooperation	Sense of purpose, confidence & ability	Attitude to external business contacts	Reporting performance measurements	Procedural steps	Coordinating mechanisms	External business partners and systems	Information & communication equipment	Systems software & documents
Assessment	11	56																		
Corporate Services	11	56																		
Curriculum	25	52																		
Reporting	17	56																		
SCG	17	57																		

Approximately half of the surveyed staff feel that both the formal organisational elements (direction and process) and the informal elements (behaviours and culture) are reasonably effective. However the spread of scores suggests that different groups within ACARA have contrasting views of the group's effectiveness.

Preparedness Quadrant Diagram

Approximately 25 staff members believe the organisation is not coping well and are not confident it can move ahead positively. This group will need convincing that this change initiative will make a difference. It is likely that staff in admin roles, project and management make up the majority of this group.



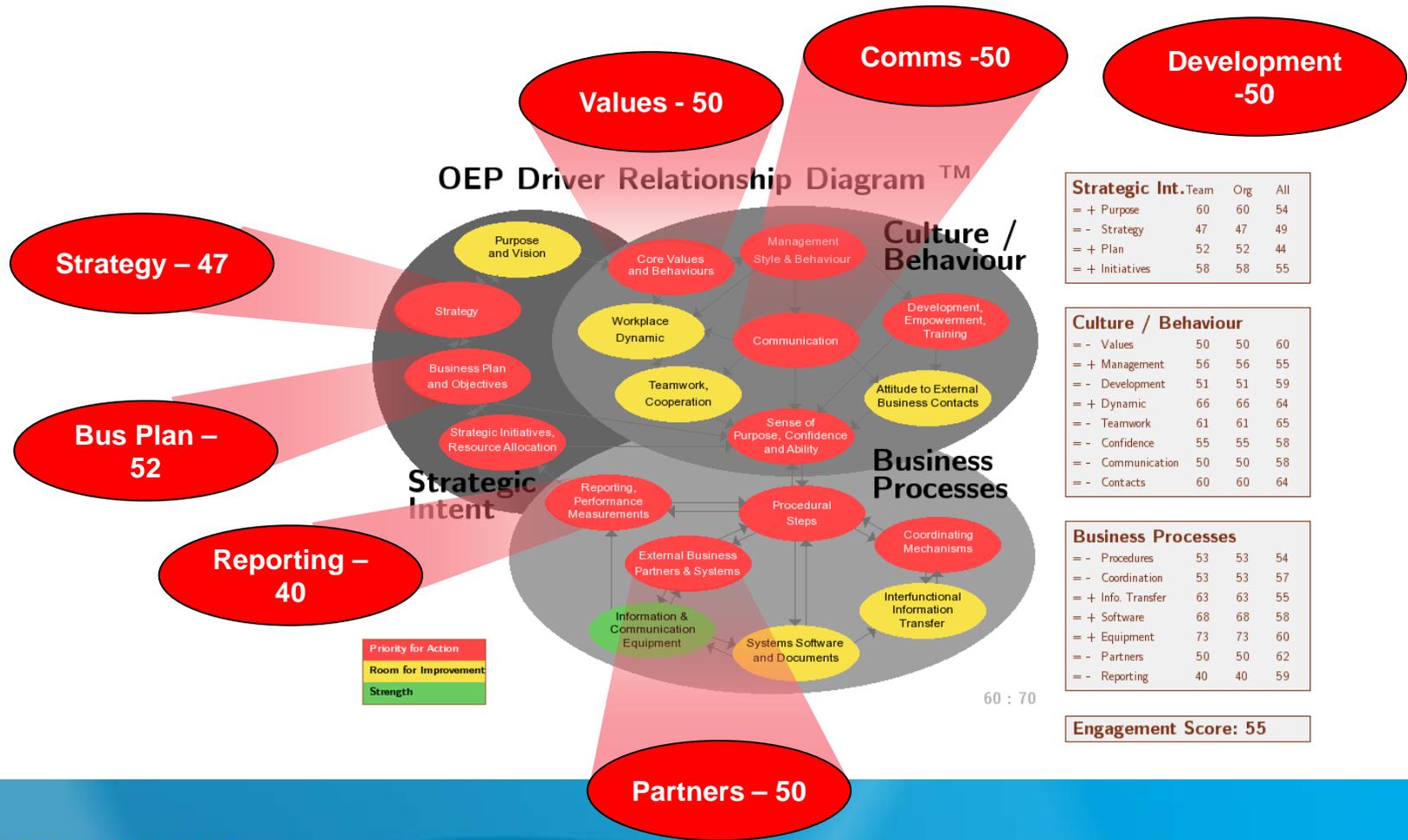


Staff were asked to contribute comments on a number of open ended questions. The five key qualitative themes are listed below:

1. Respondents identified their colleagues in ACARA as the predominant strength – in skills, commitment, and support to each other at the team level.
2. Communication is seen as a significant inhibitor of effectiveness particularly across Business Groups. Respondents reported significant rework and contradiction in work direction and planning
3. There is a strong perception that the employment practices and leadership around people management in ACARA is inequitable and inadequate
4. A lack of middle management competency is significantly impacting on organisational performance
5. There is a perception that senior staff “pass the buck” and encourage blame behaviours. This is creating an environment of undesirable behaviours (such as bullying and excessive work demands).

An in-depth look at the areas of priority action

Of the 12 priorities for action, 7 have been identified as critical for immediate action with average engagement score between 40 and 52 out of a possible 100. The following slides break down each of the six priority areas at the item (question) level for further insights.



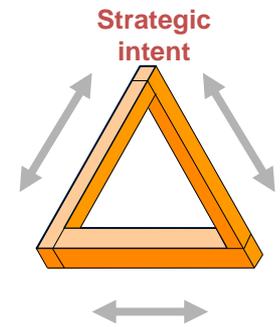
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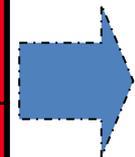
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Engagement Score: 55

Strategic Intent – Priorities for action (Strategy)



#	QUESTION	SCORE
1	A strategic plan for ACARA has been developed	60
2	I have sufficient knowledge of ACARA's strategic plan and objectives	50
3	The performance targets/objectives of ACARA's strategic plan seem to make a lot of sense to me	50
4	Our business group's strategy is consistent with our organisational direction	53
5	Our business group's strategy is realistically achievable	44
6	Our business group's strategic plan is a living document used constantly as a reference for all our business decisions in our team	27

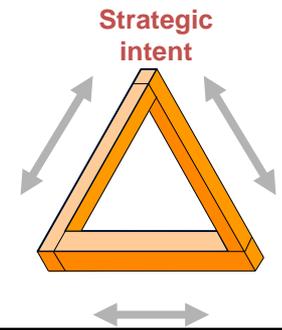


Nous insights

Largely ACARA staff know there is a strategic plan however it is not communicated well, it is not measured well and it does not translate to the business group level.

Most concerning for ACARA staff is that the strategic plan is not referred to on an ongoing basis for decision making.

Strategic Intent – Priorities for action (Business planning)



#	QUESTION	SCORE
1	I am sufficiently involved in the development of our business group's business plans and objectives	46
2	Our business group's business plan and objectives have been effectively communicated to me	49
3	Our business group is working well together to achieve our business plans and objectives	57
4	If business conditions change, we promptly revise our business group's business plan and objectives accordingly	44
5	It is clear to me how our business group's objectives help contribute to the achievement of our area plans and objectives	51
6	I am confident that the organisation/team will achieve the strategic goals	66
7	I know where to go to find out more about the strategic goals	59
8	I see how my job description matches the organisations strategic intent	60
9	I have the opportunity to share my views about ACARAs strategic intent	34

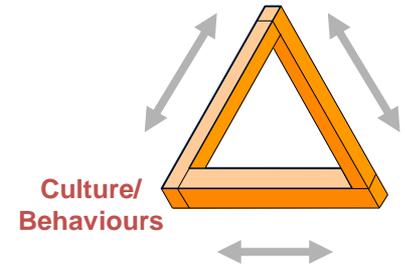


Nous insights

ACARA staff are confident that the organisation can achieve its strategic goals and they can see where their job fits into the bigger picture however they feel their voice is not being heard

Staff also feel that Business Groups are working well as a team but they are slow to react to change

Culture/Behaviours – Priorities for action (Values)



#	QUESTION	SCORE
1	ACARA has a set of core values and behaviours	52
2	I understand our core values and behaviours	54
3	I believe that our team's values and behaviours are practised by our team	60
4	Our values and behaviours are in step with our business needs	48
5	I believe that the values and behaviours are recognised and rewarded	37
6	Negative behaviours within the organisation are not challenged	47

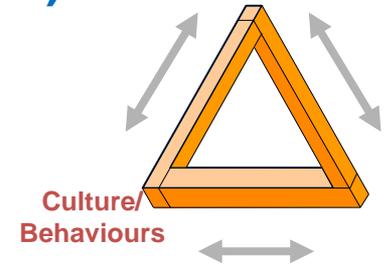
Nous insights

Some ACARA staff think ACARA has a set of core values articulated and at the team level they are somewhat practiced by staff

Staff are largely concerned with positive demonstration of values going unrecognised and rewarded

Culture/Behaviours– Priorities for action (Communication)

#	QUESTION	SCORE
1	I am kept well-informed about the progress of our team	50
2	Rumours are not common in ACARA	40
3	I experience free and open two way communication between people at all levels	49
4	Employees from different areas communicate well about issues that require cross team cooperation	41
5	ACARA uses an effective system to keep me informed on organisational matters (e.g.by intranet, newsletters, briefings etc.)	53
6	Things that I should know about are passed on to me in an open and positive manner	58
7	I know what other parts of the organisation are working towards	42
8	I know what our team is working towards	74
9	I receive clear communications about organisational objectives/goals targets (eg. ACARA, B my own team, C others)	47
10	I know where to go to find out about organisational team goals	41

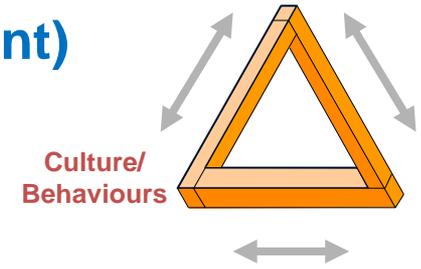


Nous insights

ACARA staff are very confident that they are across what their own team is doing but that cross business group communication is lacking somewhat.

Staff feel that rumours are an issue that needs to be address and that they are not sure where to go for information.

Culture/Behaviours– Priorities for action (Development)



#	QUESTION	SCORE
1	People are able to achieve strong professional growth in ACARA	39
2	I am encouraged to question the status quo, and to introduce improvements wherever possible	44
3	I actively and productively participate in the setting of my job objectives	56
4	I have the authority I need to do my job effectively	60
5	I receive the training and skill development I need to perform my job well	42
6	My manager makes sure that I get the training I need	46
7	My manager encourages me to make my own decisions as much as possible	65
8	I understand the organisations approach to professional development	25
9	I feel supported in my work by my line manager	71
10	I get regular feedback from my line manager about my performance	57

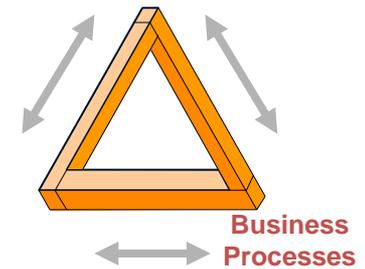


Nous insights

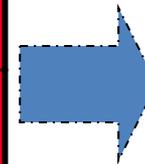
A very high proportion of ACARA staff feel supported in the work by line management and they feel that they have the authority to do their job effectively

On the other end of the spectrum, staff do not understand the organisations approach to professional development and as a result professional growth is seen to be lacking.

Business processes– Priorities for action (Reporting)



#	QUESTION	SCORE
1	We use the right set of measures to track our team's performance	32
2	As far as I am aware, the reports that our business group generates appear to be useful and productive	55
3	I receive the reports and measurements I need to do my job effectively	46
4	The measurements I receive of how well our business group is performing are useful and relevant	38
5	The reports/performance measures that I use in my job are very useful	36
6	The measures I receive tell me how well I am progressing towards achieving my key job objectives	31



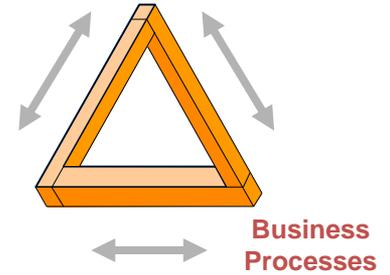
Nous insights

Most ACARA staff feel that the organisational team and individual reporting and measurement tools are inadequate

Staff strongly believe that the measures they receive do not tell them how well they are progressing towards key job objectives. They also largely believe that the reports they receive are inadequate to do their job effectively.

Business processes– Priorities for action (Partners)

#	QUESTION	SCORE
1	It appears to me to be a priority of our team to have in place highly effective systems to exchange information with customers and suppliers - internal and external	53
2	In our team we are highly effective in anticipating and meeting changing internal/external customer demands	54
3	The capture and processing of internal/external customer complaints in our business group is efficient	47
4	The systems and procedures that we use in ACARA interact efficiently with those of our internal suppliers or providers of services (For Example: ESA, Insync, SEMA, ACER, EAA)	49
5	The systems and procedures that we use in our business group interact efficiently with those of our internal/external stakeholders	48
6	Our systems and processes enable us to effectively handle stakeholder feedback on the work we are undertaking	48



Nous insights

Most ACARA staff believe that the systems and procedures in place to work effectively with customers and suppliers need to be address across the board.

The capture and processing of complaints will need to become more efficient.