



Introduction and Overview...

First off, let me say a special thank you to all of you who contributed to our Poll this year. With a 66% return (up on last year) you have provided us with a wealth of meaningful information on how you are feeling about your work environment and the areas in which we need to improve.

The baseline for this year is a comparison with last year's results: you may recall that last year we made statistically significant improvements over 2001 in 10 of the 21 categories (green bars in first data set below), with no declines in the other 11.

Overall the 2003 results for CSIRO as a whole are really quite positive, and certainly encouraging, considering the changes occurring across the organisation as we seek to focus our research activities and streamline our operations in line with our strategic direction.

You will see below that, of the 20 categories assessed in this year's Poll for which we have direct comparisons with last year, we have made significant improvements in six. This is particularly pleasing since these improvements were achieved in the areas where we have put considerable efforts over the last 12 months, following on from your feedback in previous surveys and the goals of our Strategic Action Plan. In 13 of the remaining 14 categories we saw only very slight changes (some negative, some positive), but not statistically significant, from last year's results.

Although these results overall are quite pleasing, there are still some areas of staff concern that need to be addressed, including continuing to work hard to communicate our strategic direction and performance to all staff, as quite a few people are still not sure as to where we are headed, and how we are performing as an organisation. Over the coming months your Division/Business Unit managers will be analysing the results with you and planning how to address these concerns.

Finally, let me again thank you all for your continuing commitment and hard work as together we take on the important challenges and opportunities of the future.

Warm Regards

Chief Executive

Results at a Glance

The first chart shows 2002 results versus 2001. The centre line represents the percentage of staff in the 2001 survey who responded favourably to each topic, while the bars show how much we changed in 2002. Statistically significant differences are coloured green or red.

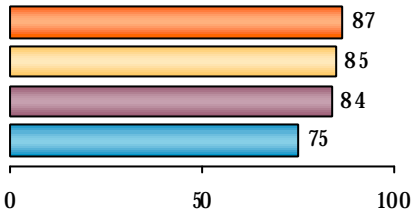
The second chart shows how our views have changed since the last survey. The centre line represents the percentage of staff in the 2002 survey who responded favourably to each topic, while the bars show how much our opinions have changed in 2003. The third chart shows our views compared with staff from companies in ISR's Research and Development Norm.

	CSIRO 2002 vs 2001 Centre Line: 2001	CSIRO 2003 vs 2002 Centre Line: 2002	CSIRO 2003 vs ISR's Global R&D Norm 2003 Centre Line: R&D Norm
REMUNERATION	2	6	21
PERFORMANCE MANAGEMENT	2	4	6
WORKING ENVIRONMENT & SAFETY	1	3	10
IMMEDIATE MANAGER	0	3	3
CUSTOMER FOCUS	2	2	6
WORKING RELATIONSHIPS	4	2	3
QUALITY	1	2	N/A
LEARNING & DEVELOPMENT	2	1	10
SURVEY FOLLOW-UP	14	1	16
DIVISION/BUSINESS UNIT LEADERSHIP	1	1	4
ENGAGEMENT		0	N/A
WORK ORGANISATION & EFFICIENCY	1	0	0
INFORMATION DISSEMINATION	5	0	5
ORG. LEADERSHIP & DIRECTION	10	-1	-8
SATISFACTION WITH THE WORK	0	-1	4
CSIRO REPUTATION	0	-1	14
CONSULTATION	0	-1	4
INNOVATION	4	-1	1
STAFF COMMITMENT	2	-2	4
JOB SECURITY/ORG. SUSTAINABILITY	3	-6	-9
ORGANISATIONAL CHANGE	3	N/A	-3

THE CHARTS SHOW THE PERCENTAGE OF STAFF WHO RESPONDED FAVOURABLY TO EACH CATEGORY ASSESSED IN THE SURVEY COMPARED WITH 2002, 2001 AND ISR'S GLOBAL RESEARCH & DEVELOPMENT NORM. THE CHART FIGURES REPRESENT THE AVERAGE FAVOURABLE SCORE ACROSS THE QUESTIONS WITHIN THE CATEGORIES.

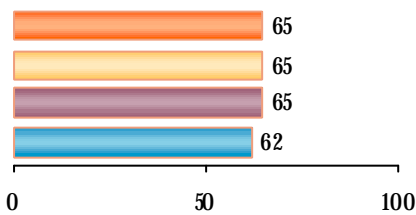


Working Environment & Safety



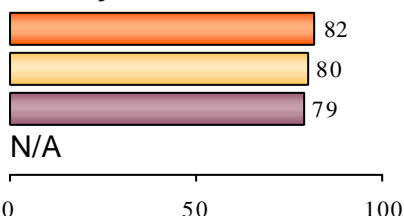
Compared with 2002 and other R&D organisations, significantly more of us are favourable about our physical working conditions and believe that our project/work area is safe. Most of us are consulted when resolving safety issues, feel that safety procedures are carefully observed, and that corrective action is usually taken when unsafe conditions are identified.

Work Organisation & Efficiency



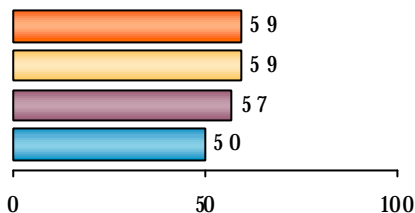
Compared with previous surveys and the norm, significantly more of us are positive about the support we receive (particularly computer systems support) and our workloads. Similar to staff in other R&D organisations most of us have sufficient flexibility in our work schedules to meet personal needs. Some of us still have concerns about role clarity, the amount of unnecessary paper work, and the number of approvals needed for routine decisions.

Quality



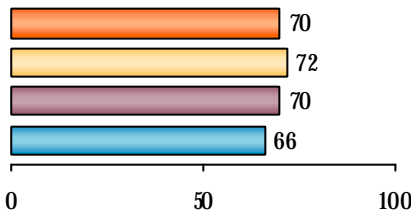
The quality of work in projects continues as a strength with the majority of us feeling that it is both excellent and world class. Compared with 2002, significantly more of us report delivering quality work on brief, on time and on budget.

Learning & Development



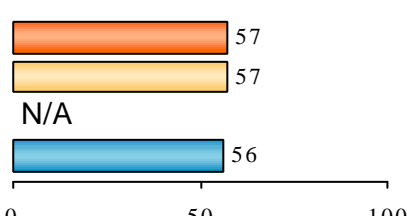
Compared with the norm, significantly more of us report opportunities to develop our capabilities for our current job and new roles. Compared with last year, more of us also believe we have the information and resources needed to manage our own careers. We compare favourably to the norm regarding recruiting the right people for our future and promoting the most competent people.

Staff Commitment



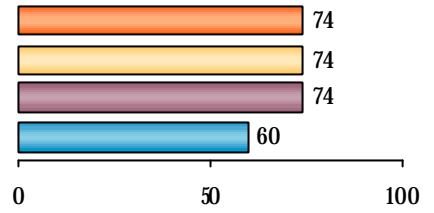
Overall levels of pride remain very high (90%) and the majority of staff continue to be satisfied with CSIRO as a place to work, with 57% of us reporting high morale and relatively few seriously considering leaving. Overall levels of staff commitment have remained steady over the last three years and are significantly better than the norm.

Innovation



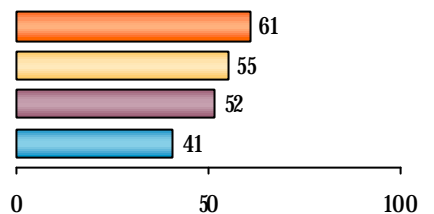
Compared with the norm, more of us feel encouraged to come up with innovative solutions. Versus the norm, less of us feel sure that we can challenge traditional ways of doing things or about whether innovative ideas can fail without penalty. While most of us (63%) believe we are encouraged to develop our ideas, this is down slightly from 2002.

CSIRO Reputation



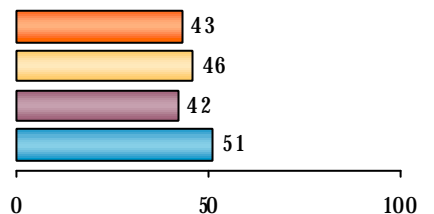
There continues to be a strong view that CSIRO is highly regarded by the general public (92%), our customers (78%) and the international scientific community (77%). While most of us believe that CSIRO operates with integrity both internally and externally there has been a drop from previous surveys.

Remuneration



Versus the norm, significantly more of us feel we are paid fairly. Looking at our total remuneration package, most of us feel we are paid adequately or well. Compared with 2002 and the norm, significantly more of us believe our salaries are as good as, or better than, those in comparable organisations.

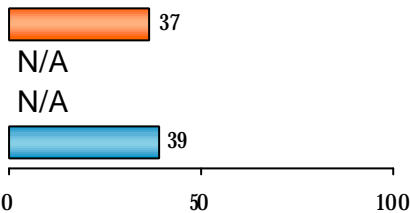
Organisation Leadership & Direction



Compared with previous years our understanding of the six key messages from our Strategic Plan has improved and senior managers continue to be seen as helping us to understand how it will be implemented. Compared with 2002, there is more uncertainty regarding the Strategic Plan, with a greater proportion of us feeling unsure about whether we support it and whether we are making good progress in achieving it. With this uncertainty, views about how well CSIRO overall is managed have declined slightly, with more of us wanting the EMC to provide a clearer sense of direction.

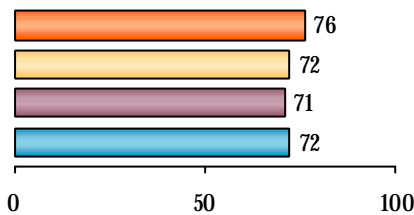
NB: Category %'s may differ slightly between the charts on the front and inside pages. This is because only questions shared by all 4 data sets (i.e., CSIRO 2003, 2002, 2001 & ISR's Global R & D Norm) can be used to calculate category averages on pages 2 to 4.

Organisational Change



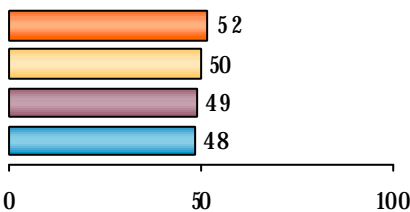
Compared with the norm, most of us believe recent reorganisations have been well communicated and that senior managers are doing a good job in managing change. Compared with last year our views about the pace of change are similar and looking ahead, although we are less optimistic, the majority of us still feel that over the next year CSIRO will either stay the same or change for the better.

Customer Focus



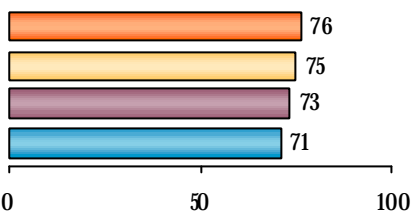
Compared with 2002, significantly more of us feel CSIRO is very customer-oriented (up by 4%). More of us feel well trained and supported to deal effectively with customers, and in our project/work areas more of us report actively seeking to understand customers, being responsive, and easy to do business with.

Division/Business Unit Leadership



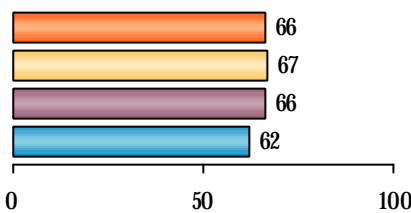
Our views about leadership in Divisions/Business Units have improved since 2002. Senior managers are generally respected and, compared with 2002, more of us feel they support diversity and understand the problems we face in our jobs. Compared with 2002 and the norm, more of us think senior managers are doing a good job of establishing priorities and stating objectives clearly. Most of us feel there is sufficient contact with senior managers and their decisions are usually fair. Similar to previous years, compared to the norm, there is still some concern around senior managers' trusting of staff's judgement.

Immediate Manager



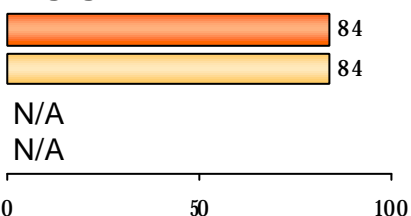
A high proportion of us continue to feel that our immediate manager is technically competent (86%) and available (81%). Significantly more of us are favourable in 2003 about our immediate manager being decisive, helping us develop our abilities, openly discussing their mistakes, being results focused, and inspiring enthusiasm about the future. Compared with the R&D norm, immediate managers are also doing a good job of giving recognition, building teamwork, communicating effectively, and being responsive to suggestions for change.

Consultation



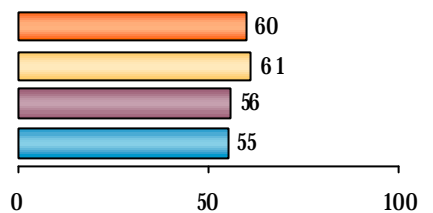
Similar to last year, the vast majority of us believe that immediate managers are doing a good job of involving us in planning and making decisions that affect our work. Compared with the norm, significantly more of us feel an effort is made to get our opinions and thinking. A number of us continue to be unsure about whether it is safe to speak up in CSIRO.

Engagement



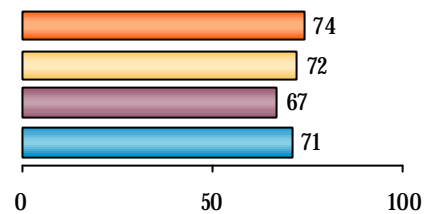
Engagement is high, with the vast majority of us taking the opportunity to share our knowledge with others (90%) and working beyond what is required to help our project/work area (91%) and CSIRO (75%) succeed. The majority of us also help each other out, even if it is outside our usual activities and take the opportunity to promote CSIRO to others.

Information Dissemination



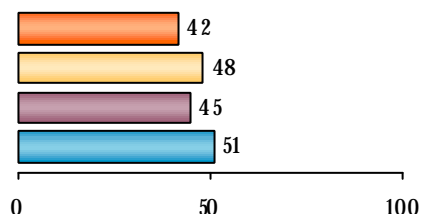
Compared with ISR's R&D Norm, significantly more of us feel the organisation does an excellent job of keeping us informed about important matters. Versus the norm, more of us also feel well informed about CSIRO and Division/Business Unit plans. However, more of us feel sufficiently informed about Division/Business unit performance than CSIRO performance.

Working Relationships



Collaboration has continued to improve between work groups, particularly across Divisions/Business Units. However, there is still some way to go in comparison to the norm. Despite this, versus the norm we are doing a better job of transferring "best practices" internally. Substantially more of us report teamwork is both encouraged and recognised, surpassing the norm. Importantly, more of us feel people are treated with respect, regardless of their job.

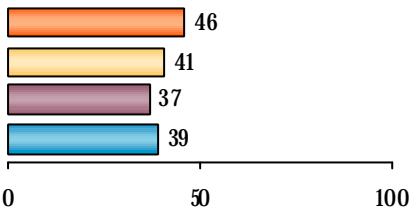
Job Security/Organisational Sustainability



With many of us experiencing change over the past year through the reorganisation of activities (e.g., re-prioritisation of science direction, internal restructures), less of us in 2003 feel secure in our jobs, or the future of our Division/Business Unit and CSIRO as a whole. This was predominantly experienced in the six Divisions/Business Units undergoing the most change.

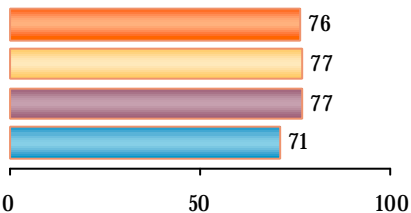
Where do we go from here?

Performance Management



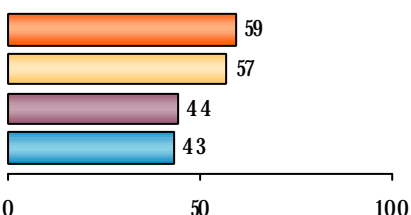
All aspects of performance management have improved. Most noteworthy was good performance being encouraged through recognition and rewards other than money. More of us have clear performance goals and receive regular performance feedback. Compared with 2002 and the norm, more of us feel our performance is evaluated fairly and found our last review helpful for identifying development needs and improving job performance. While we are slightly more favourable about how poor performance is managed, versus the norm there is still considerable room for further improvement.

Satisfaction with the Work



We continue to have high levels of job satisfaction compared with other R&D organisations, with 87% of us getting a sense of personal accomplishment from our work. Similar to last year the majority of us (67%) feel their job is considered important and compared to the norm more of us (75%) feel that their job offers them the ability to use their abilities.

Survey Follow-up



In 2003 significantly more of us believe significant actions occurred as a result of Insight:01 and 02. This is significantly more than in other R&D organisations. There is also a strong belief that the results of Insight will continue to be considered, communicated and acted upon.

During November/December your Divisional and work program results will be shared with you, and you will have the opportunity to contribute to action planning in your Division/Business Unit.

The survey results are being examined now by CSIRO's senior management, by Divisional management, People Development staff and within work groups to identify issues of concern and ways to address them.

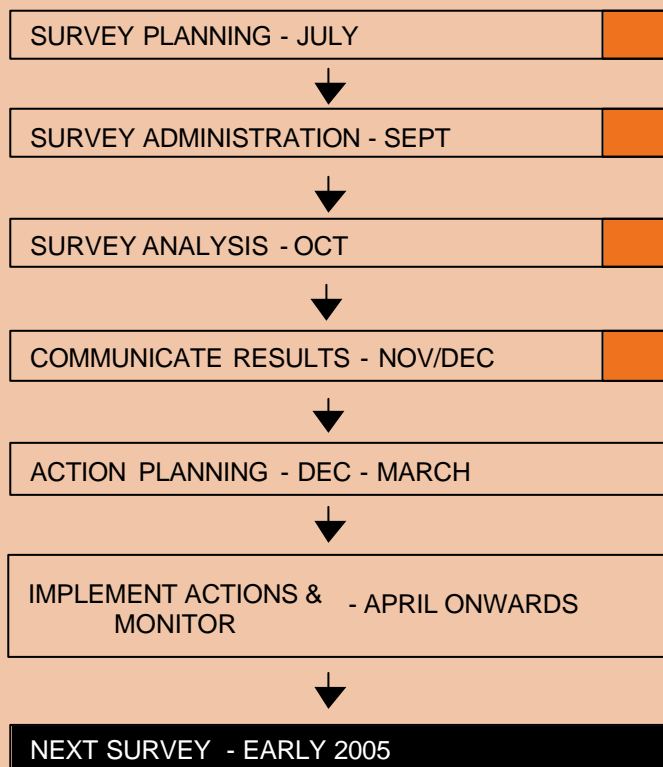
You can participate in action planning to address issues raised by the survey, by speaking up in work group discussions, volunteering to join a focus group, and by raising issues with your local Consultative Committee and with your Divisional PD staff.

CSIRO's People Development staff across CSIRO are working on projects to build our performance culture, talent management, safety culture, leadership skills and learning and development activities, and will again be using Insight results to focus their efforts. As new performance rewards and the Career Management Portfolio are being utilised, further impact from these initiatives can be expected. The PD Network will be actively working with Chiefs and General Managers to support changes leading to further improvements in Insight:05.

For further information please talk to your local PD/HR Manager.

Timeline

Goals Achieved



To access more detailed results visit:

<http://www.csiro.au/services/humanres/projects/insight/index.htm>