



Australian Government

Department of Finance
Service Delivery Office

SDO Staff Census Action Plan

A case for change

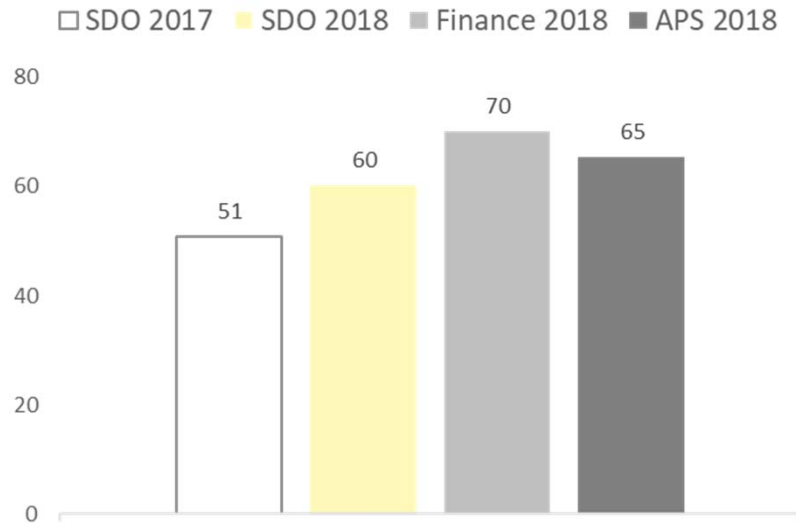
September 2018

Overall Results

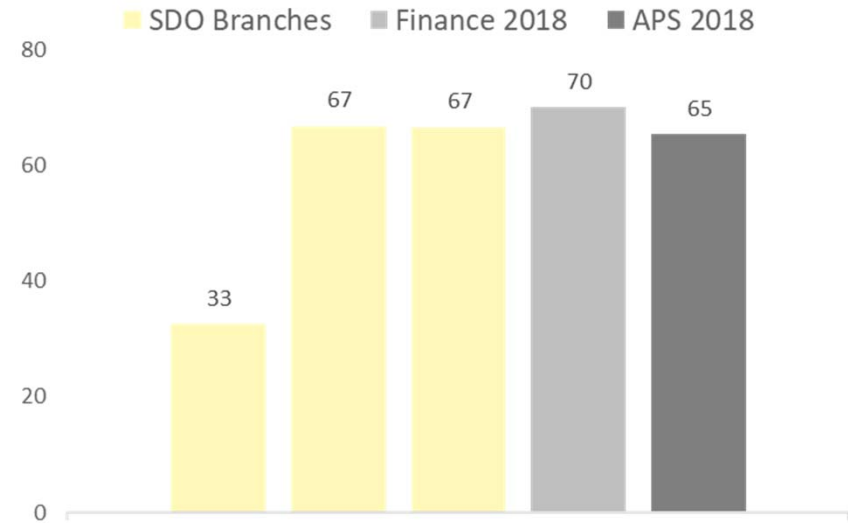
Our responses to the APS Employee Survey show a strong shift in the organisation. In one year, we went from 14 points the APS average to only 5 points.

Two of our three branches are in fact above the APS average!

Overall, the SDO's 2017-18 census results were below Finance and the wider APS

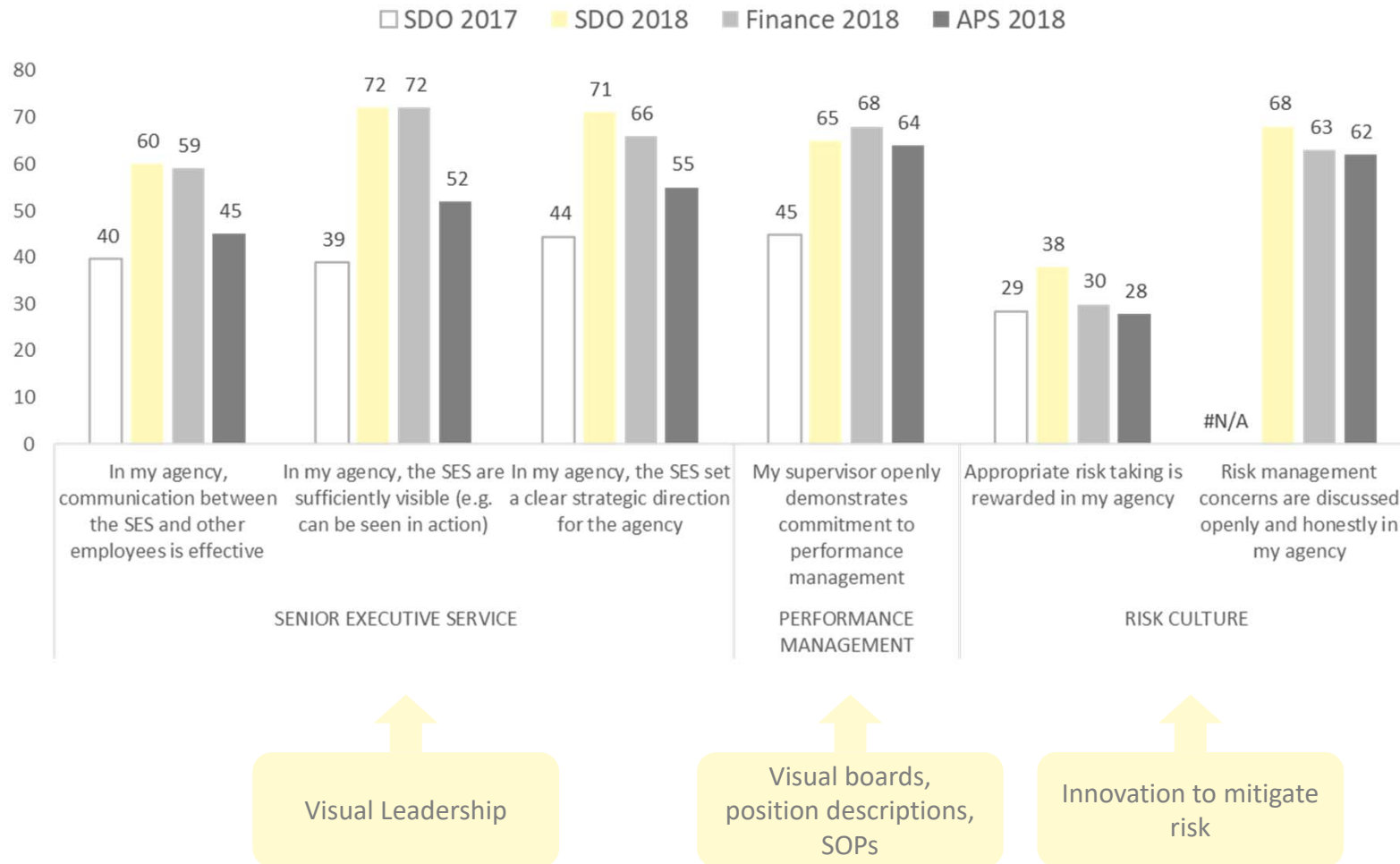


However, two branches were in line with Finance and the wider APS



Highlights

The responses by the SDO highlight some exceptional improvements we have made over the past year. As well as being a cause for celebration, we should focus on how we can use these strengths to drive change in other areas of our organisation.



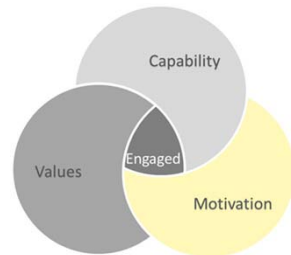
Visioning a new Action Plan

This year's census results highlight that the SDO has opportunities to improve in three key areas. Each opportunity relates to individual engagement: with your agency, with your team and with yourself. We'll be doing a short activity for each of the points below.

Individual Engagement:



with your agency



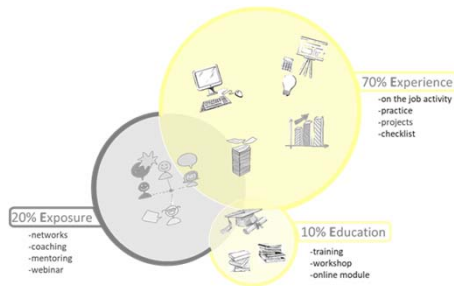
We remain disengaged with our agency, with responses well below the APS average

with your team



Our responses indicate that we all see ourselves as performing to a higher standard than our teams – this cannot be true for everyone and may indicate a level of disengagement at the team level

with yourself

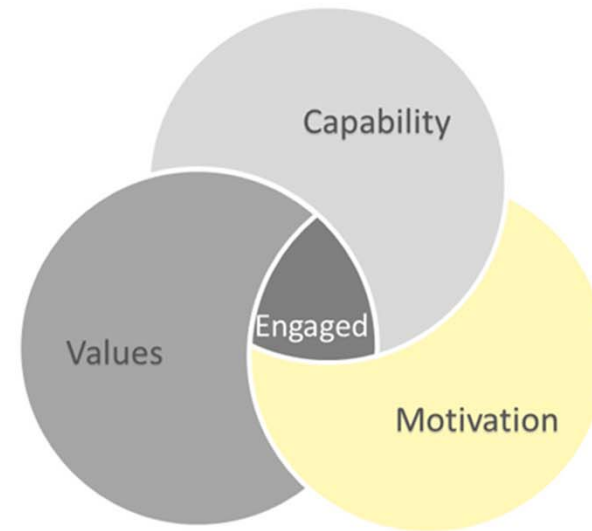
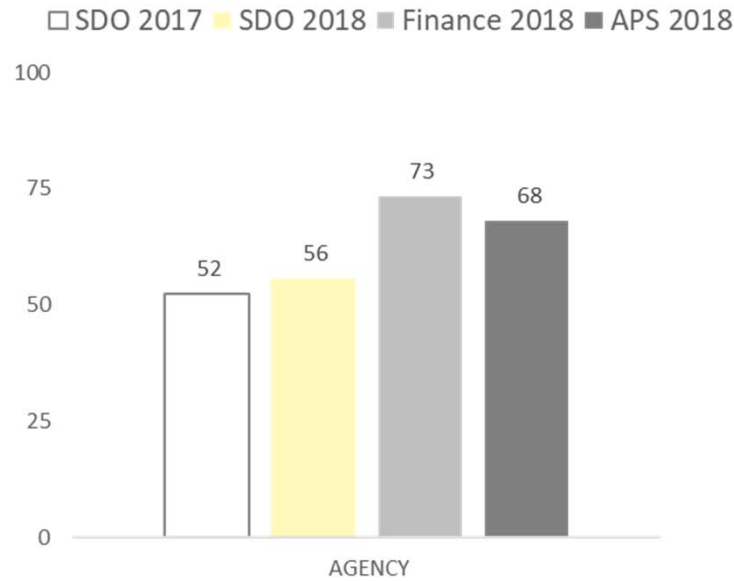


Each of us needs to come to terms with the changing nature of the workforce, the speed of change and transformation of workplaces to digital forms of work

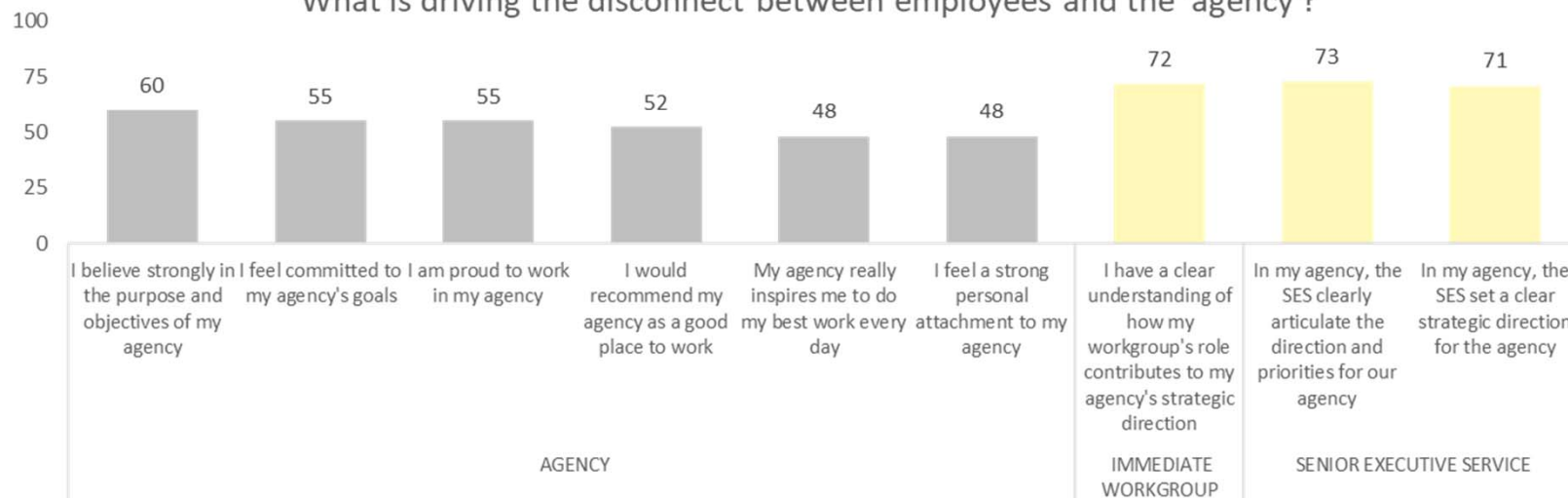
It's 'my' agency!... Finance or SDO?

Overall, we perceived a low level of engagement with the 'agency'. We need to explore what we mean by 'agency' – is it Finance or the SDO?

Engagement with agency remains low



What is driving the disconnect between employees and the 'agency'?



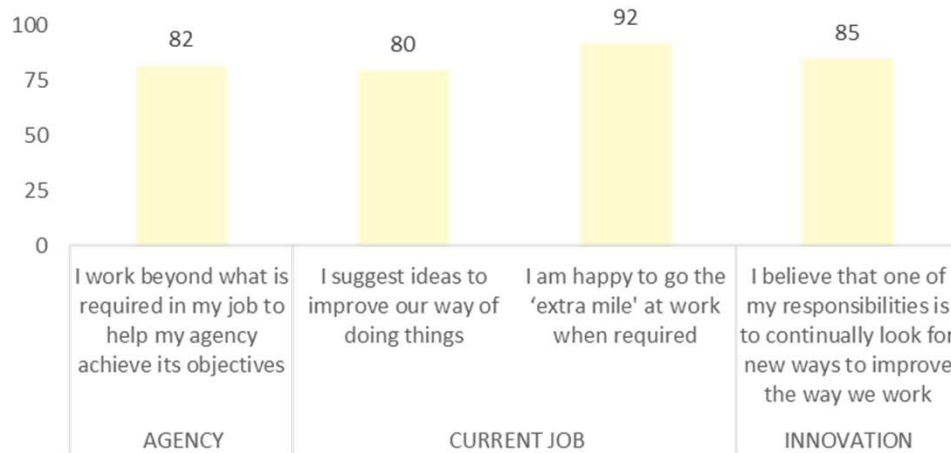
Perception of self and team

The census results show that we perceive ourselves as performing to a high standard and above requirements. Our perception of our teams, however, indicates an opportunity to build and sustain productive working relationships.

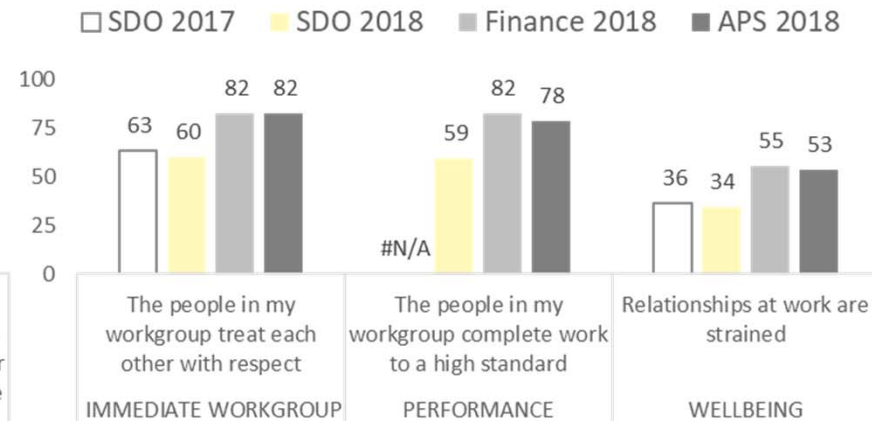
The English football team is filled with high-performers; England hasn't won the World Cup since 1966.



We excel as individuals,...



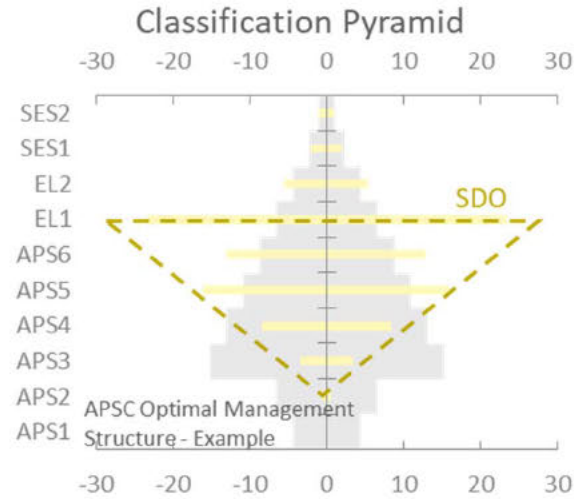
but our teams are less than ideal



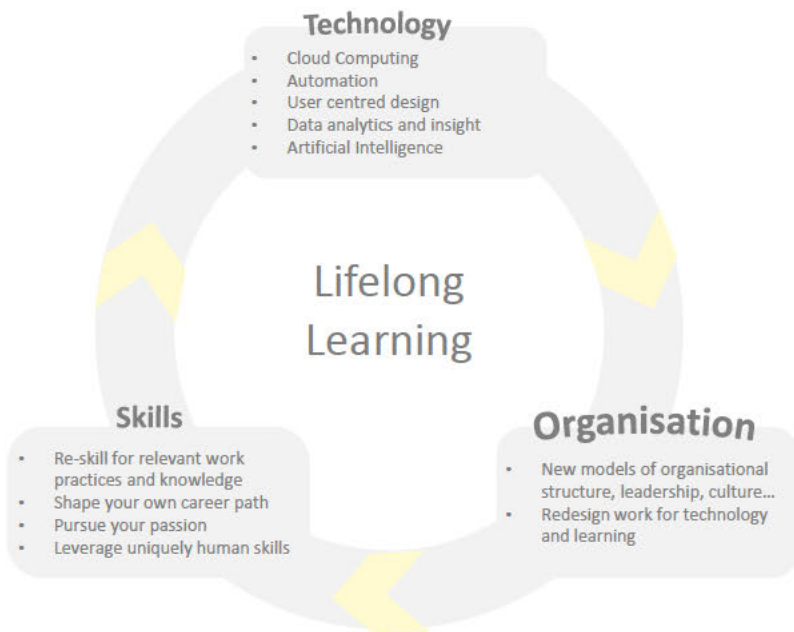
Life-long Learning and the Future of Work

Each of us needs to come to terms with the changing nature of the workforce, the speed of change and transformation of workplaces to digital forms of work

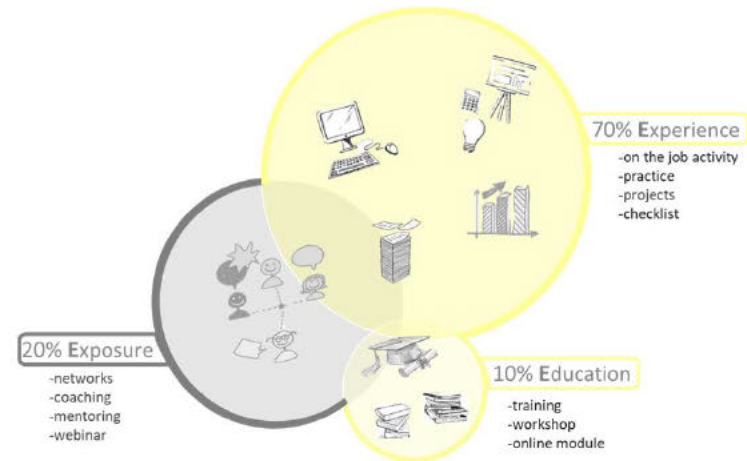
The SDO's future is one of employment growth; however, that growth will be at lower classifications



The SDO's future capability mix will be different, implying that current and new staff will need different skill-sets



Finance's approach to capability development





Australian Government
Department of Finance
Service Delivery Office

2017-18 APS Employee Census Branch Analysis

December 2018

Three Response Types:

Released by the Department of Finance under the Freedom of Information Act 1982

The responses in the APS Employee Census can be grouped in three different types: negative responses, responses that can be classified as quick wins, and positive responses in your branch.

Negatives

'Strongly disagree'

I am not happy.



Quick Wins

'Neither agree nor disagree'

I don't have enough information.

I can see the positives and negatives.

This is not relevant to me.



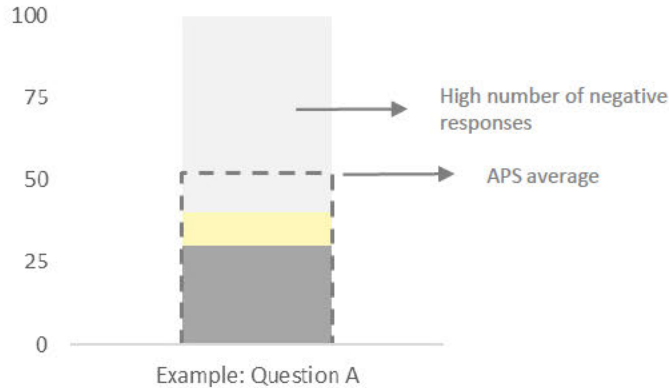
Positives

'Strongly agree'

I am happy.



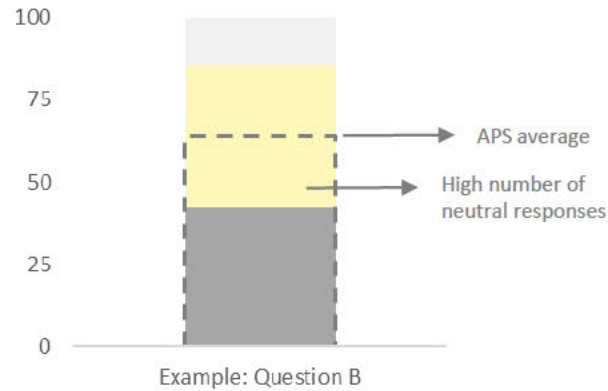
■ Positive ■ Neutral ■ Negative ■ APS Average



The feedback presents an opportunity to have discussions with staff and collaborate on action plans to improve performance and culture.



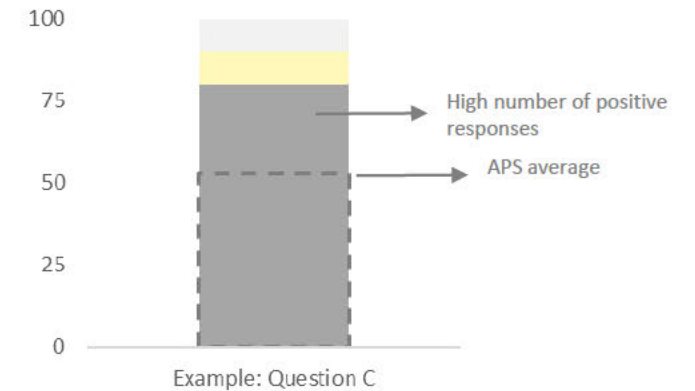
■ Positive ■ Neutral ■ Negative ■ APS Average



Discussions around what is causing the neutral responses, increased communication and involvement may shift staff to a positive frame of mind.



■ Positive ■ Neutral ■ Negative ■ APS Average



Celebrating small wins along the way builds a sense of progress and momentum. These strengths may indicate an opportunity to drive change in other areas of the organisation.



Encourage staff to communicate their concerns.

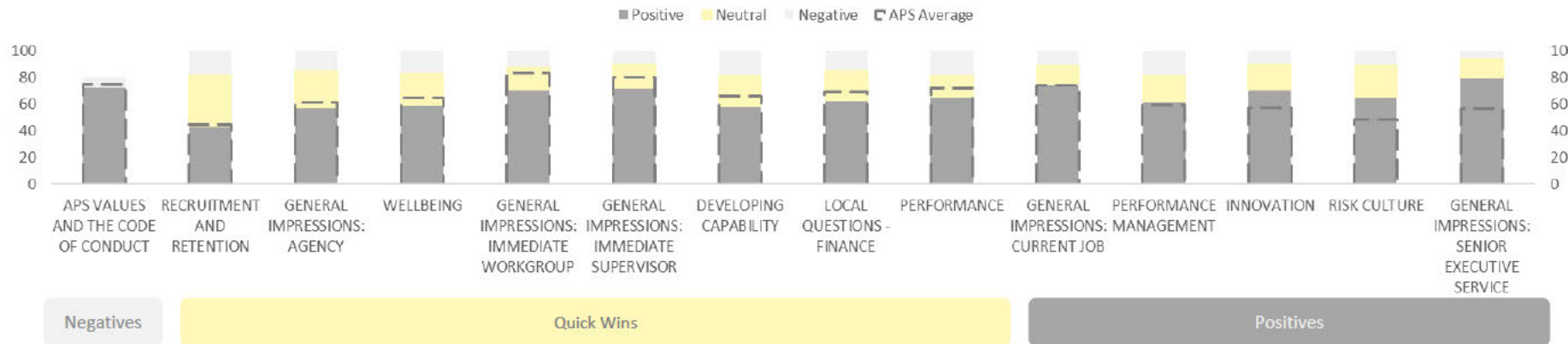
Shift staff to a positive frame of mind.

Collaborate with staff to stimulate organizational improvements.

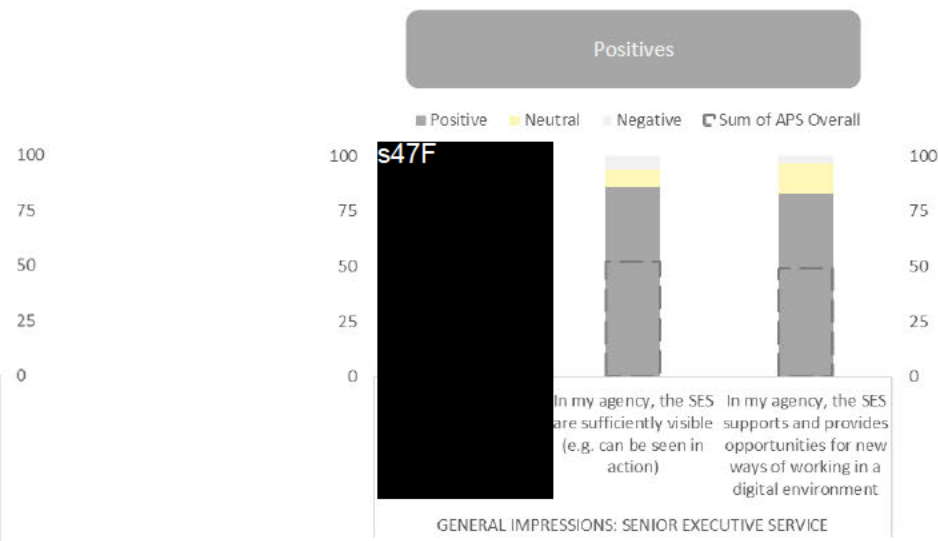
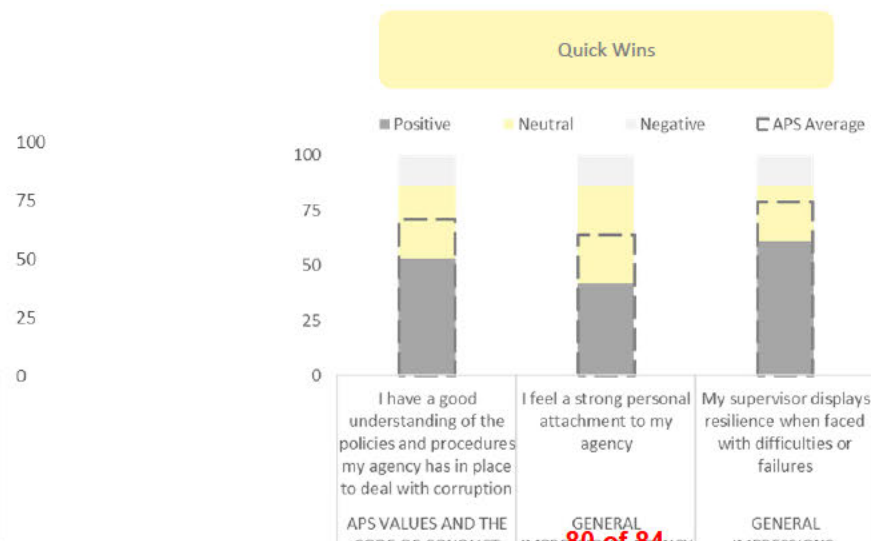
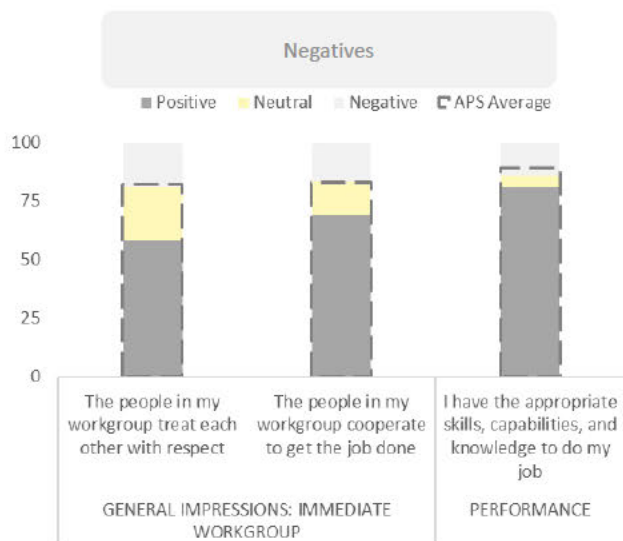
Transactional Operations



Responses by themes

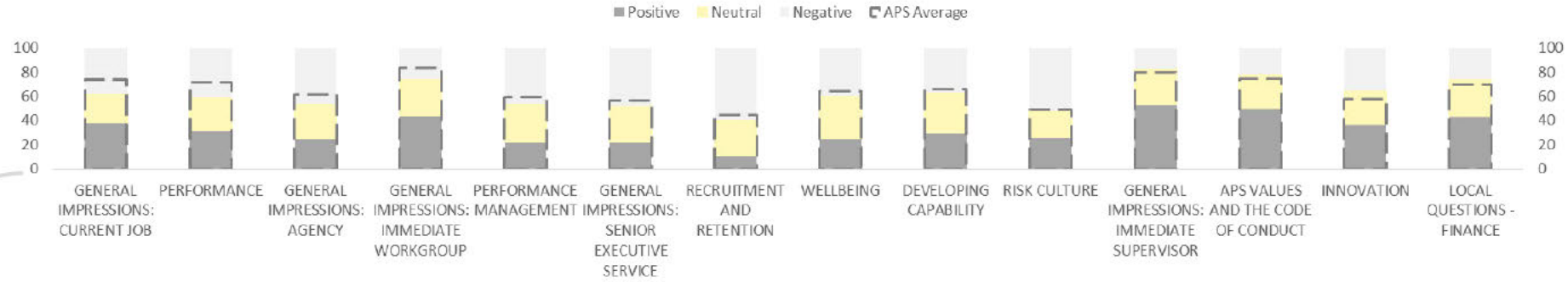


Themes v individual questions





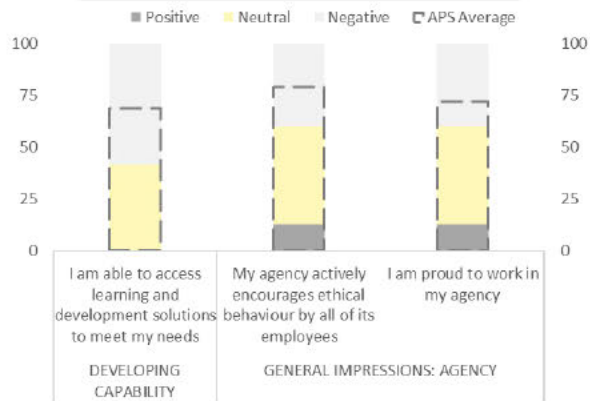
Responses by theme



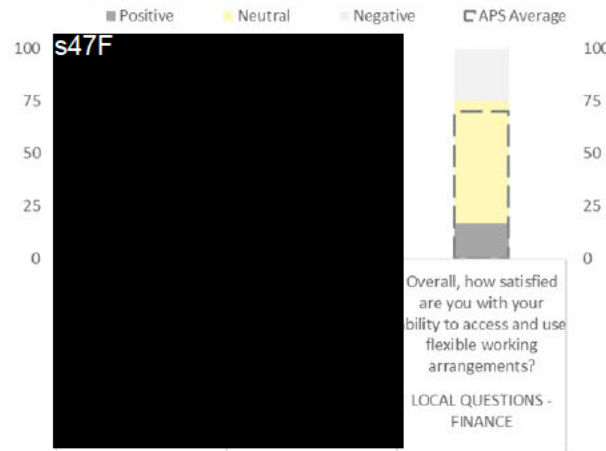
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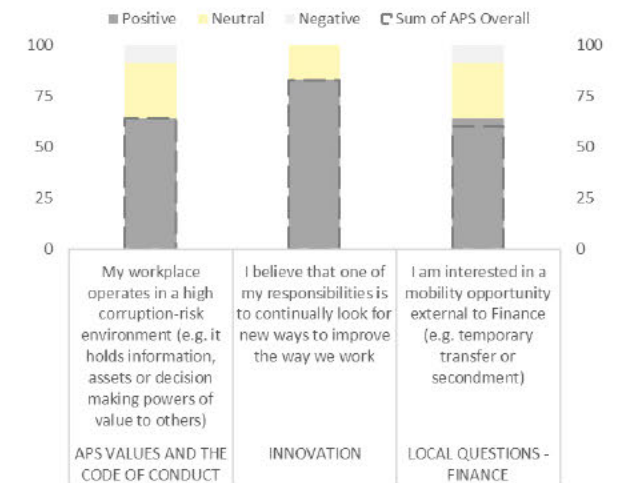
Negatives



Quick Wins



Positives



Service Design and Optimisation

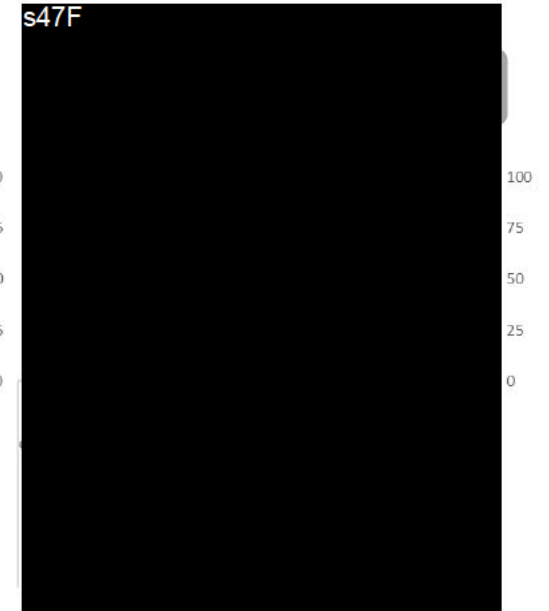


Responses by themes

■ Positive ■ Neutral ■ Negative ■ APS Average



Themes v individual questions



Census Action Plan 2018-19

Released by the Department of Finance under the Freedom of Information Act 1982

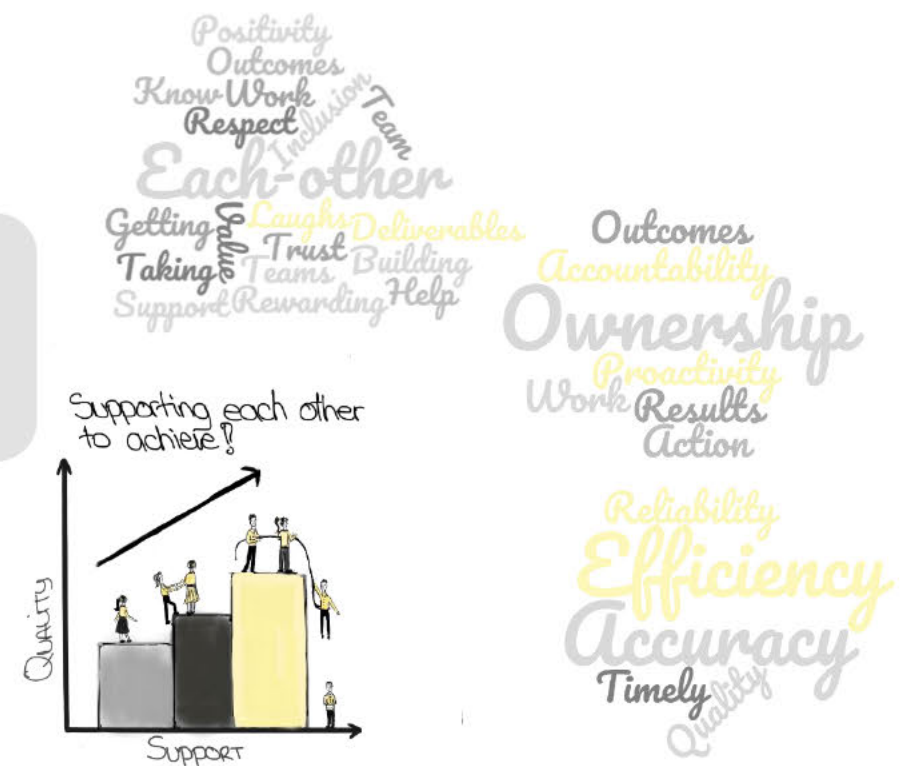
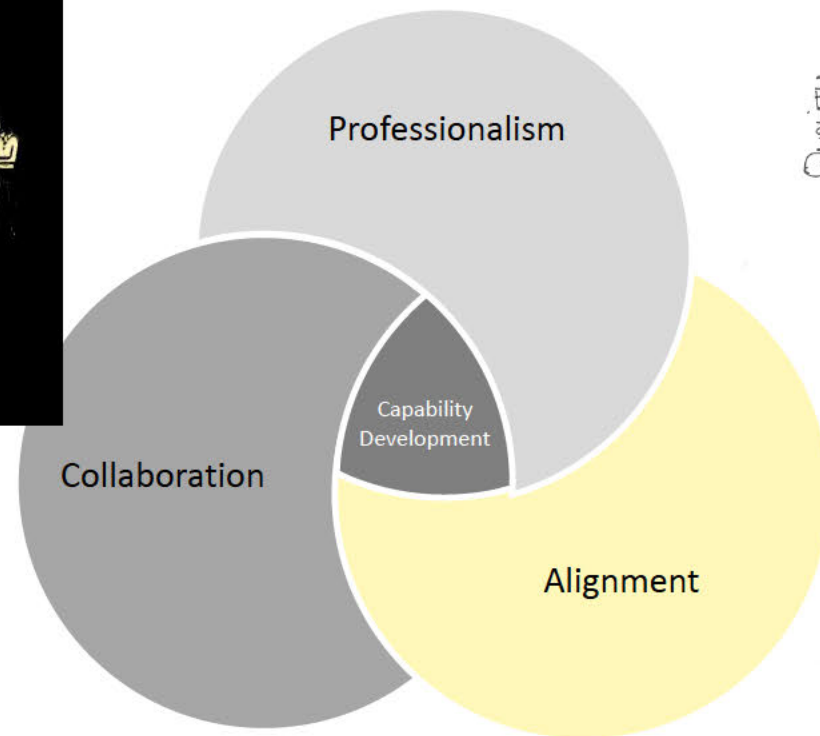
The APS Employee census for 2017-18 highlighted an opportunity for us to build engagement at three levels: agency, team and self. To achieve this greater engagement, we made commitments together that are summarised here. Our commitments centred on three themes:

- Building trust in our teams to support staff to take ownership and improve quality,
- Aligning our work to the SDO's vision through proactive prioritisation in RARs and daily stand-ups, and
- Collaborating with clients and each other by making better use of technology.

These commitments are underpinned by our agreement to prioritise both self and team development.



Building professionalism through trust:
Building a culture based on trust, where we support each other, creates an environment where teams proactively own the delivery of higher quality outcomes for our clients.

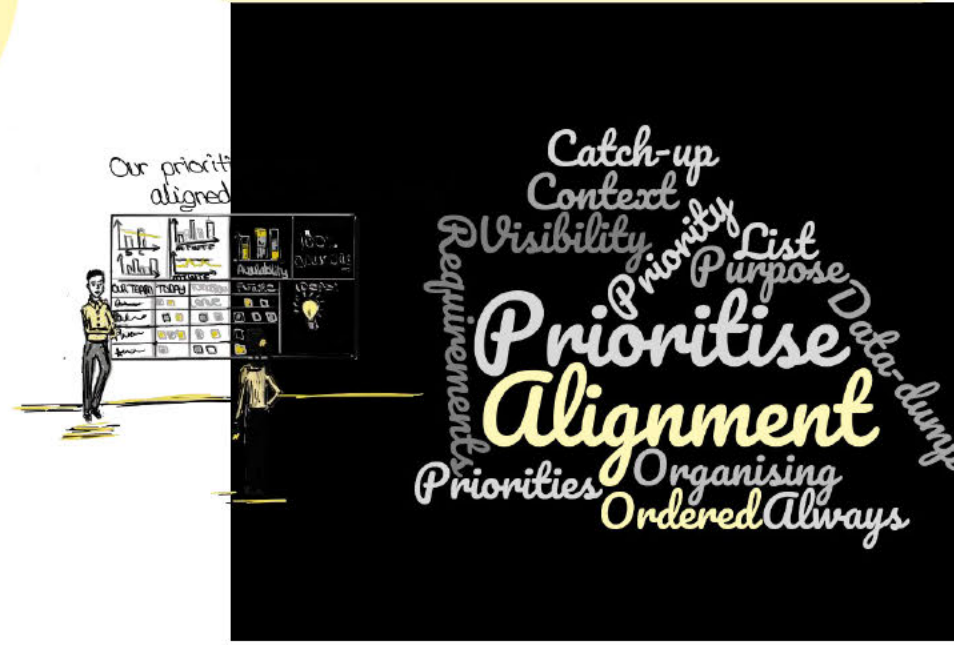


Collaborating with and through technology:
Technologies will enable us to refocus effort towards greater collaboration between teams and with clients on business improvement ideas.

Aligning our work:
Leadership at the EL level will build on weekly RARs and daily stand ups to enable staff to prioritise and align their work to the SDO's vision.



We prioritise self and team development



Census Action Plan 2018-19

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Commitment

Theme

Measurement

Building professionalism through trust:

Building a culture based on trust, where we support each other, creates an environment where teams proactively own the delivery of higher quality outcomes for our clients.

Trust

Ownership

Quality

Internal staff survey (quarterly)

Assurance over internal controls (% passed)

Aligning our work:

Leadership at the EL level will build on weekly RARs and daily stand-ups to enable staff to prioritise and align their work to the SDO's vision.

RAR

Visual Boards

Meaningful work

The framework for managing weekly RARs and includes scoring that is monitored. These will measurement of performance over time.

Internal staff survey (quarterly)

Collaborating with and through technology:

Technologies will enable us to refocus effort towards greater collaboration between teams and with clients on business improvement ideas.

Automation

Collaboration

Business improvement

Number of automations in production

External members on GovTeams sites (quarterly); internal staff survey (quarterly)

Benefits produced through business improvement ideas (captured in current measurement of ideas)

We prioritise self and team development

Capability Development

Variance from budget for training expenditure indicates active management of training in line with WoG expectations

