



Australian Government

Department of Finance
Service Delivery Office

SDO Staff Census Action Plan

A case for change

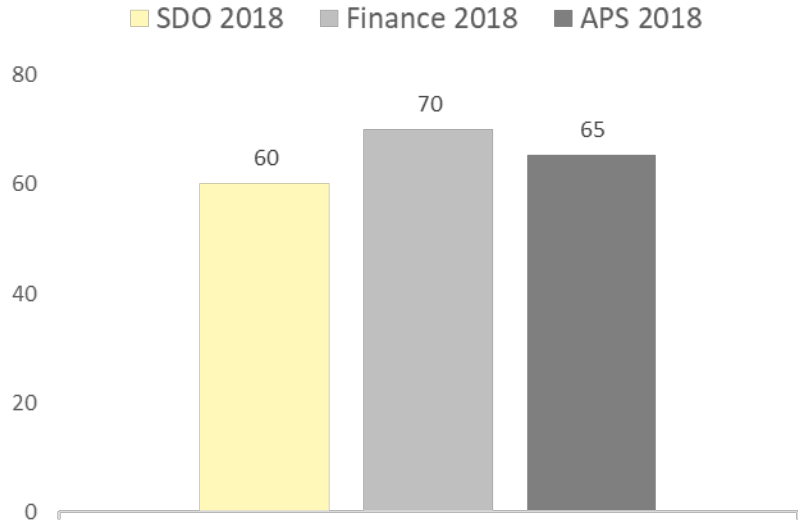
November 2017

Overall Results

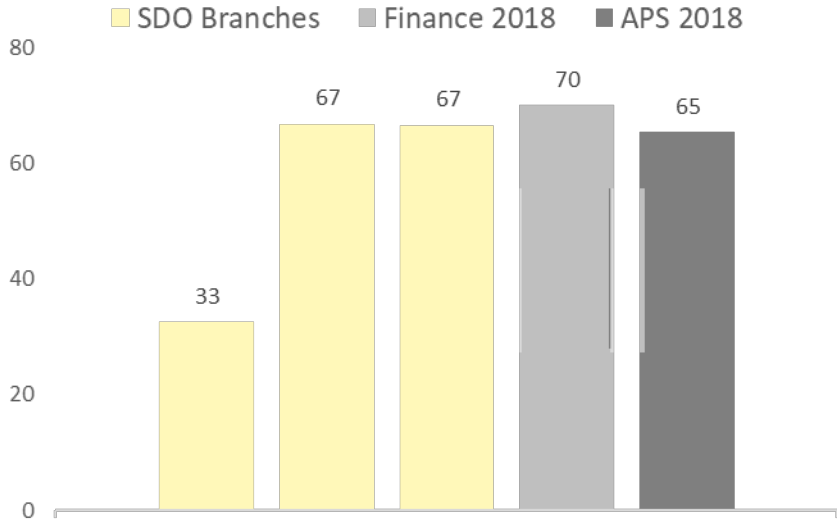
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Short commentary on progress in Culture over 2017-18.

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



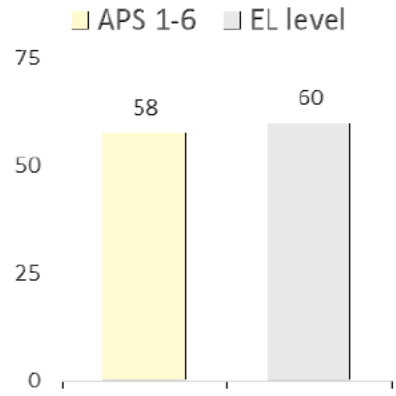
However, two branches were in line with Finance and the wider APS



Results by Classification

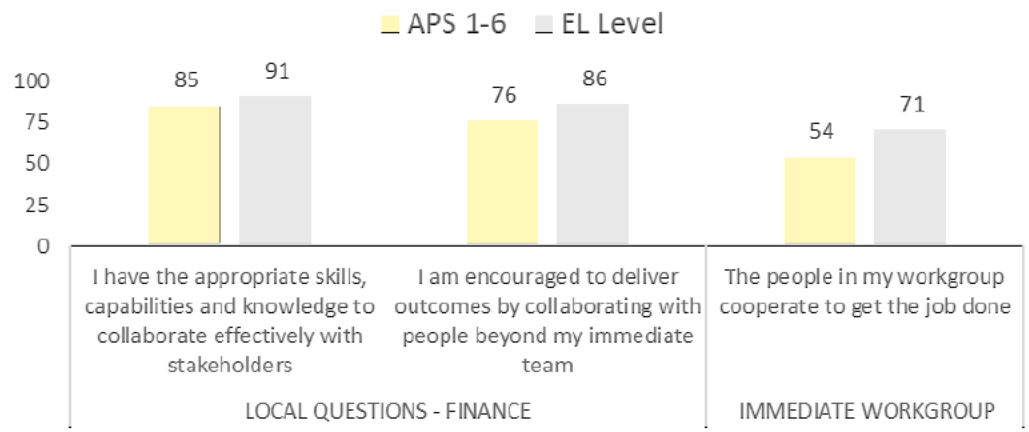
Overall results were similar between employee classifications. However, there were some fundamental differences, including in areas upon which the SDO has focused during the past year.

Overall, responses were similar

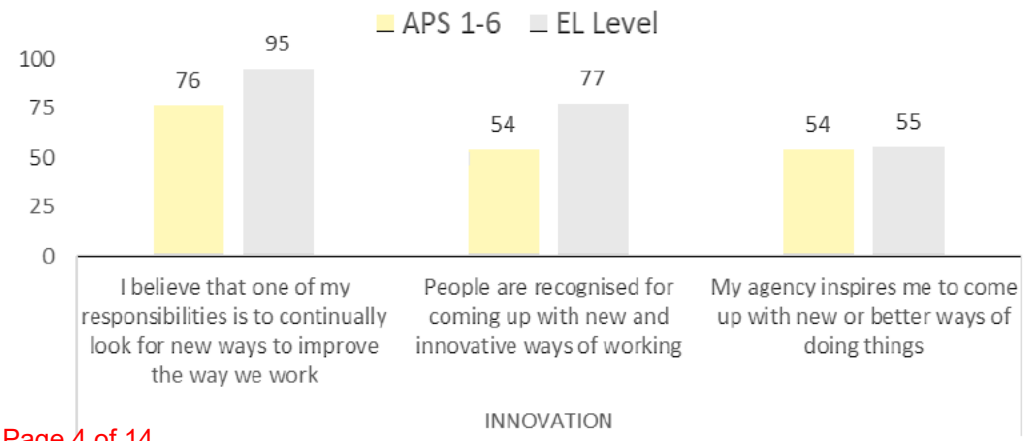


However, responses for many areas differed between classifications

Collaboration: capable, encouraged, disconnected ...



Innovation: accountable, (un)recognised, uninspired ...



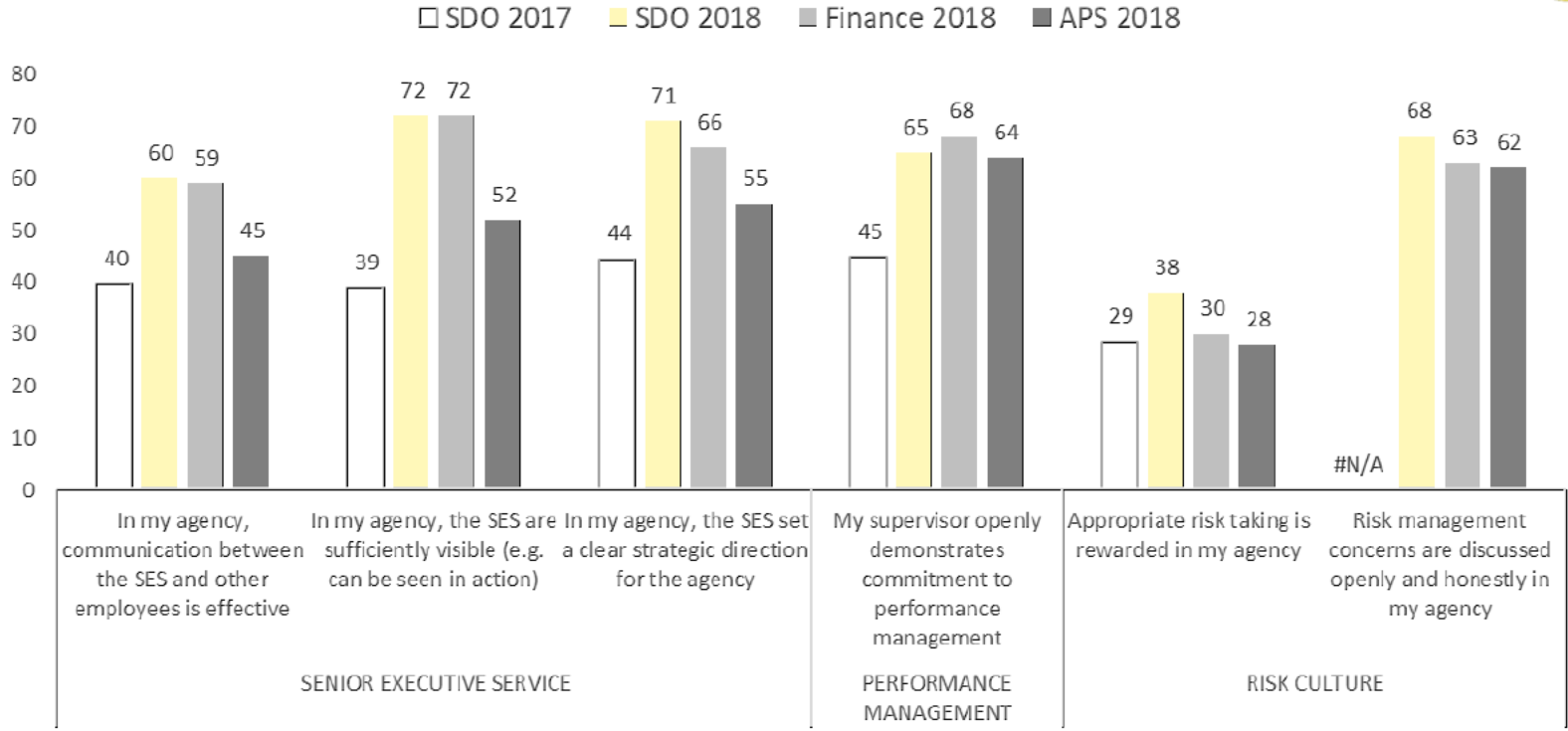
Highlights

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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.



Visual Leadership

Visual boards, position descriptions, SOPs

Innovation to mitigate risk

Lowlights

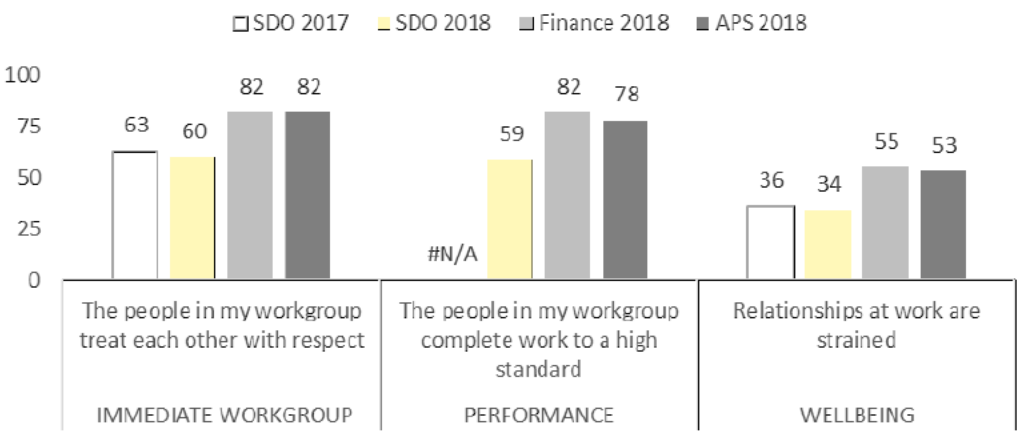
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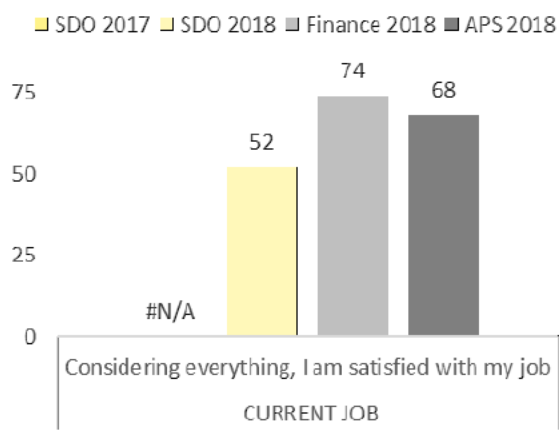
Short commentary on progress in Culture over 2017-18.



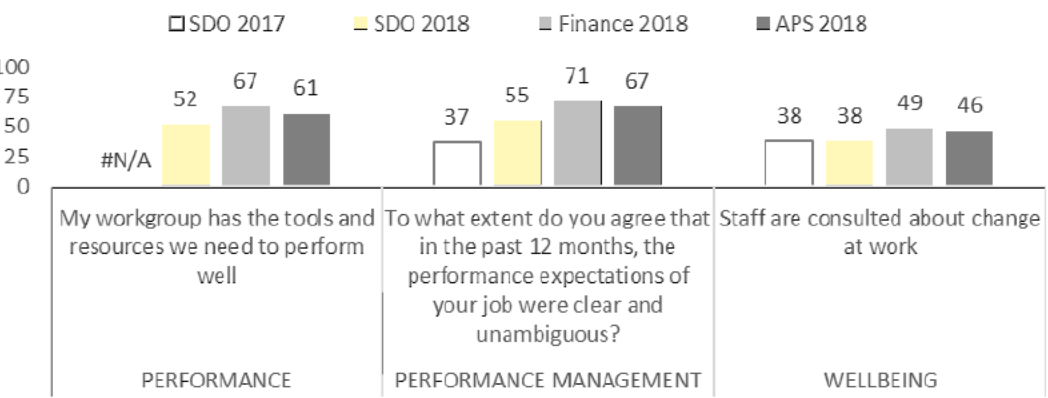
Culture of visual accountability through standups..?



Job satisfaction: culture, pace of change, ..?



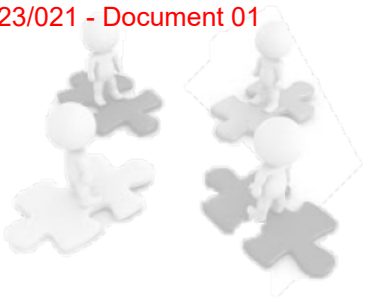
Change at the SDO has delivered technological tools changing roles and their required capability..?



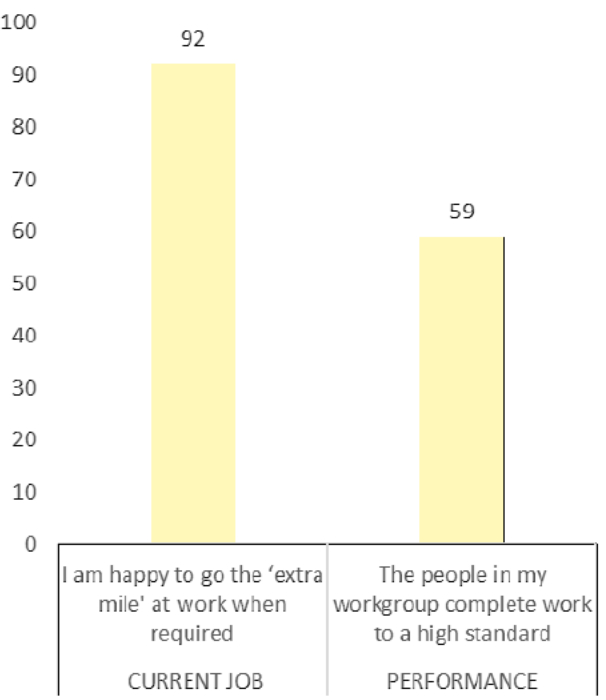
Interesting contrasts

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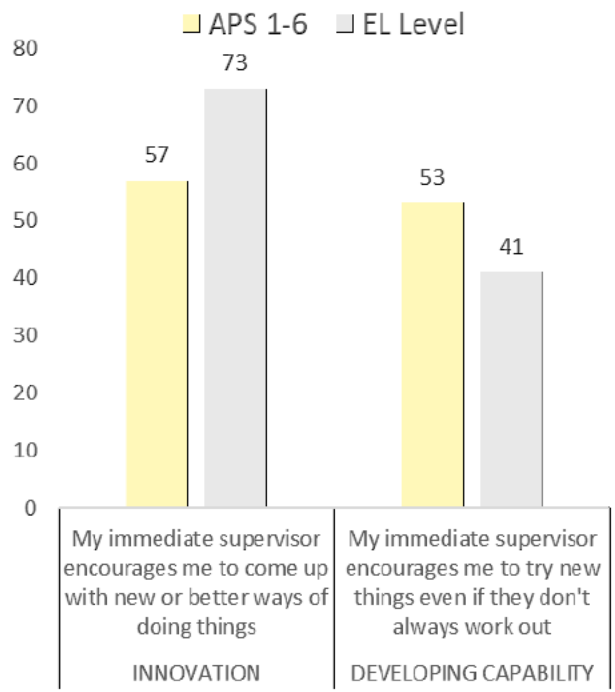
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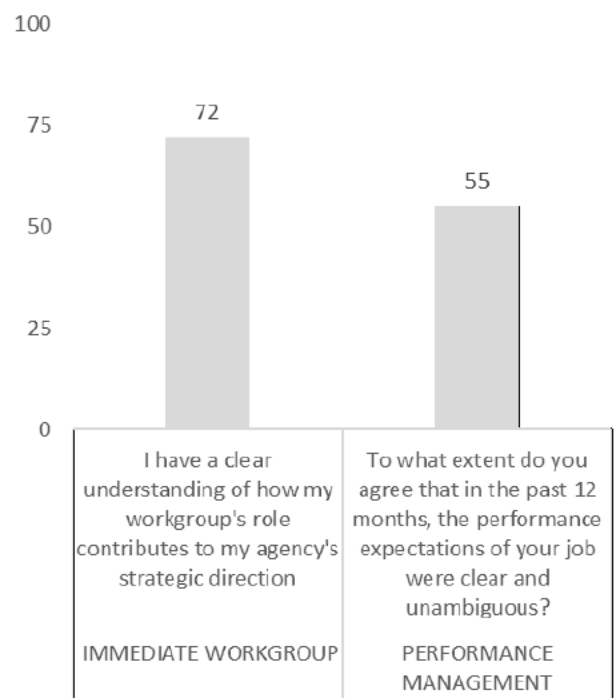
Contrasting self and workgroup:
job performance



Failing to fail fast:
EL Disengagement with risk



Contrasting self and workgroup:
role expectations



Taking Action

Areas for Action	Timeline	Who	Measure of Success
<p>Engagement and Leadership</p> <ul style="list-style-type: none"> • s47F • Clarity of roles and responsibilities • SDO's future – job security • Translate the strategic direction <p>Know the business Get to know one another Walk around</p>	<ul style="list-style-type: none"> • Jan 2018 • Dec 2017 • Ongoing 	<ul style="list-style-type: none"> • SES/EL • SES/EL • SES/EL 	<ul style="list-style-type: none"> • Clear scope and accountabilities • SDO future direction shared • Staff are up to date on Shared Services Program
<p>Capability and Expertise</p> <ul style="list-style-type: none"> • Access to effective learning and development • Supervisory support to develop • Opportunities for career progression & mobility • Process improvement, ICT Infrastructure uplift <p>Engage on opportunities No "I" in team Understand growth path</p>	<ul style="list-style-type: none"> • From Oct 2017 • Ongoing • From Aug 2017 • From Oct 2017 	<ul style="list-style-type: none"> • SES/EL • SES/EL • SES/EL • All 	<ul style="list-style-type: none"> • Staff identify available learning options • Staff share knowledge x-teams • Leaders create the time and space to foster learning culture
<p>Culture</p> <ul style="list-style-type: none"> • Internal communication to improve awareness • Opportunities for greater engagement • Provide for transparency • Commit to client service <p>Praise good work Remove the silos Challenge negativity</p>	<ul style="list-style-type: none"> • From Sep 2017 • From Aug 2017 • From Aug 2017 • Nov 2017 	<ul style="list-style-type: none"> • SES/EL • All • All • All 	<ul style="list-style-type: none"> • Staff are aware of client goals (PBS) • All staff have access to the same information at the same time • Opportunities are made available for proactive staff

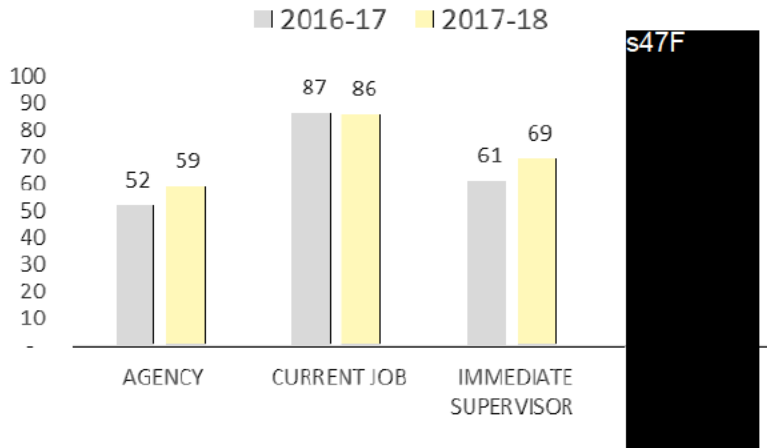
Engagement & Leadership

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Short commentary on progress in Engagement and Leadership over 2017-18.



Strong improvement in measure of Engagement & Leadership



Engagement and Leadership

- s47F
- Clarity of roles and responsibilities
- SDO's future – job security
- Translate the strategic direction



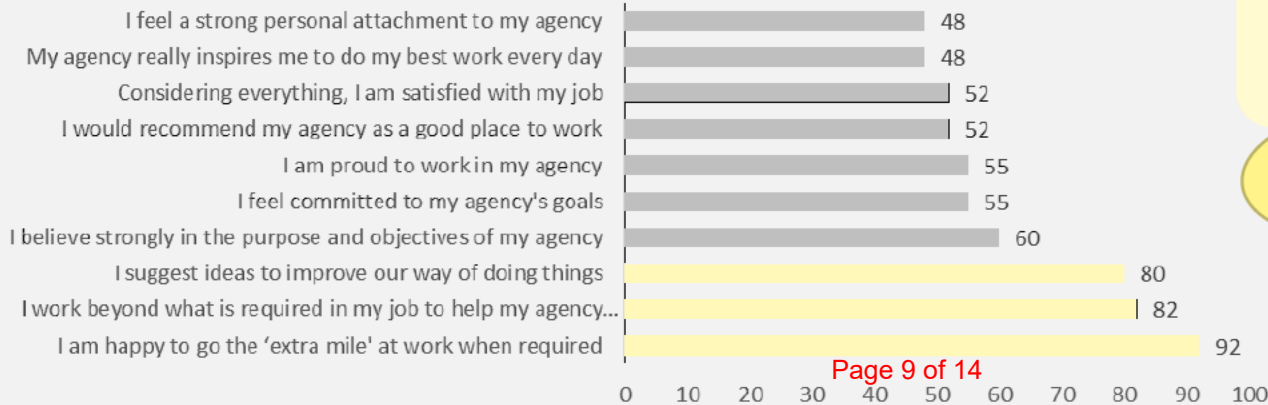
Know the business

Get to know one another

Walk around

The 2018 census indicates an opportunity for us to increase engagement is to better articulate why staff should be proud of the SDO and its potential

A strong disconnect is evident between employees and the 'agency'



2018-19 Areas for Action

- SDO or Finance?

???

???

???

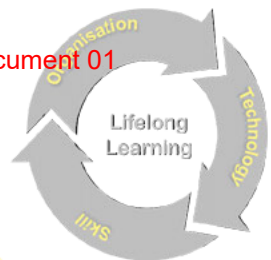


Capability & Expertise

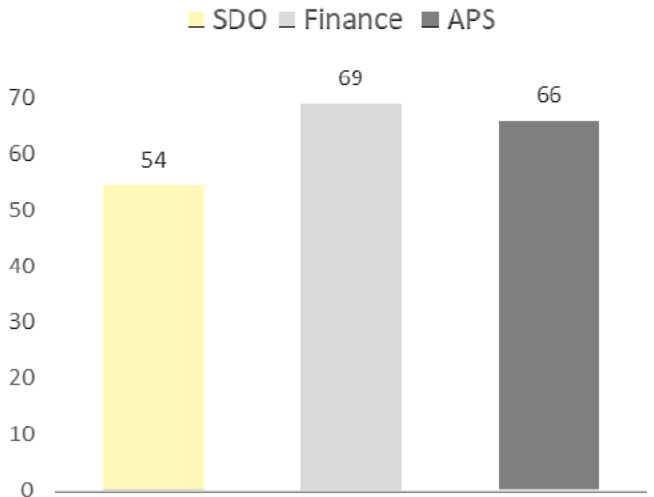
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Short commentary on progress in Capability and Expertise over 2017-18.



Developing capability within the SDO is below benchmarks

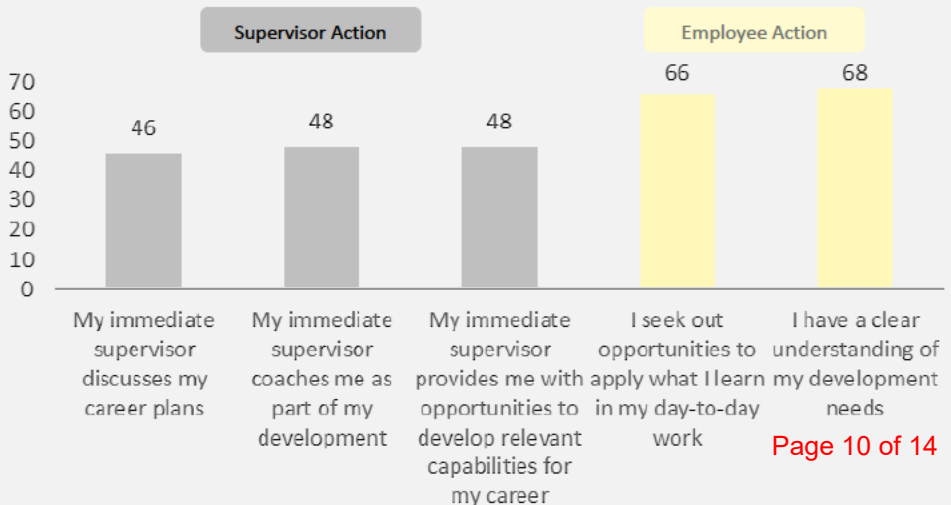


Capability and Expertise

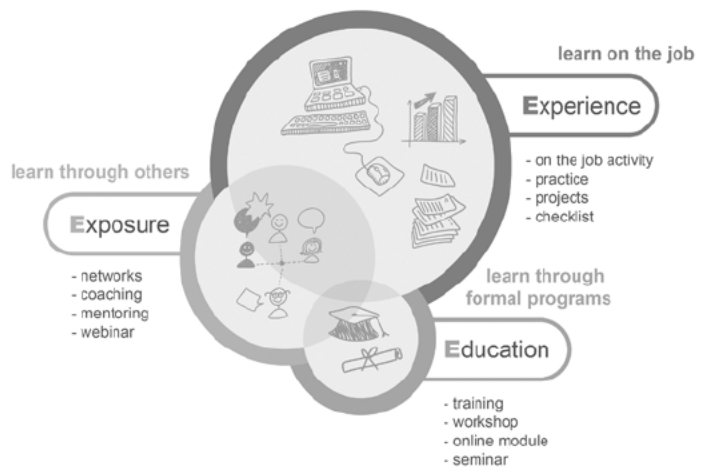
- Access to effective learning and development ✓
- Supervisory support to develop ✓
- Opportunities for career progression & mobility ✓
- Process improvement, ICT Infrastructure uplift ✓

Engage on opportunities (No "I" in team) Understand growth path

The 2018 census indicates an opportunity for us to increase the way that we build our own capability. Staff have indicated a sound understanding of their development needs; these needs should be codified in your performance agreements to enable supervisors to support staff development.



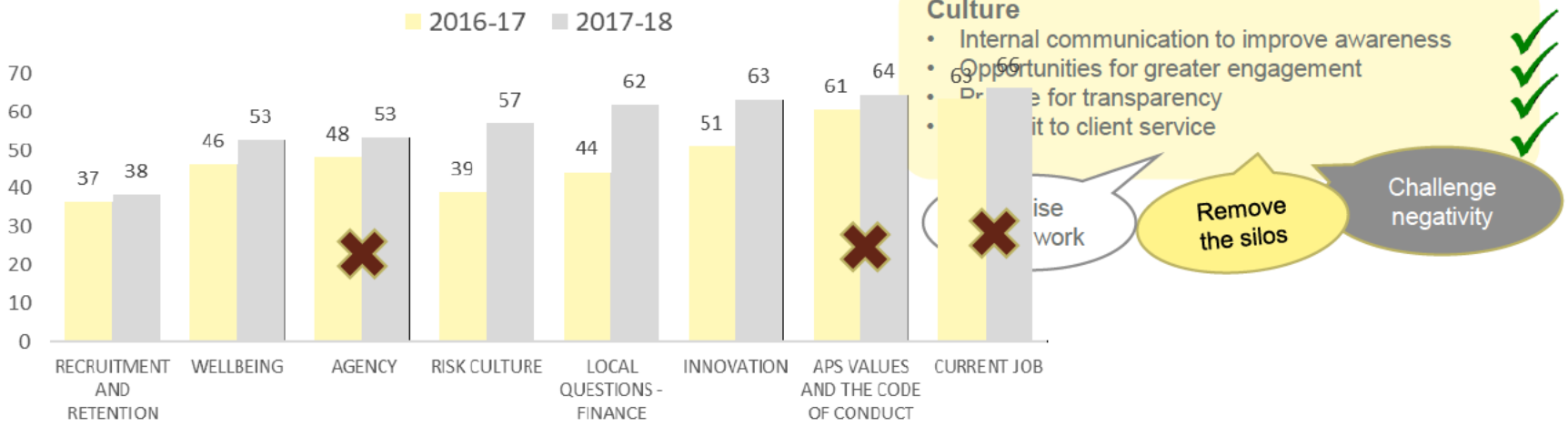
Finance's approach to capability development



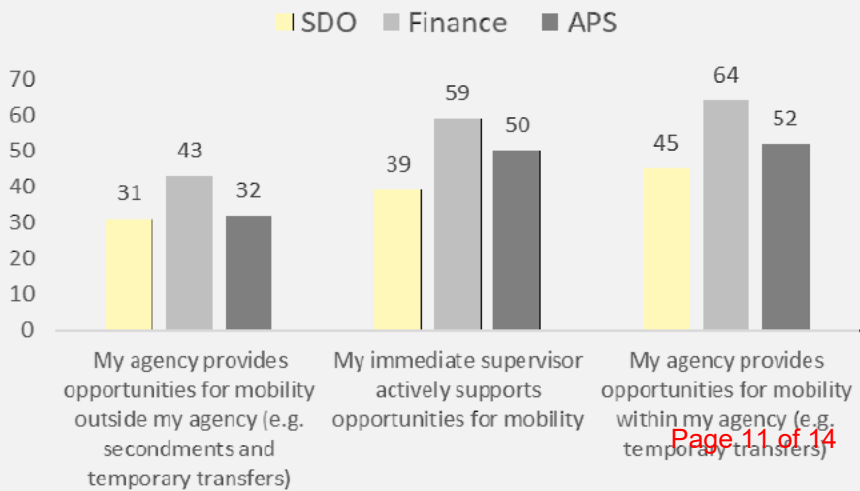


Short commentary on progress in Culture over 2017-18.

The SDO has made strong progress towards improving the organisation's culture

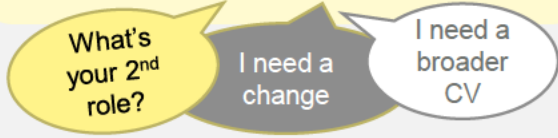


Recruitment and retention was the lowest scoring area for the SDO, with little change from last year's result. Employees have indicated a strong desire for greater agility and mobility. The development of position descriptions includes a systematic process of cross-skilling throughout the SDO. This program of cross-skilling will roll out in 2018-19 and will include options for internal mobility to build the skills that will support life-long career mobility.



2018-19 Areas for Action

The census results indicate that access to mobility is stalling the SDO's cultural evolution. The Executive are committed to building the ability of staff to access mobility options

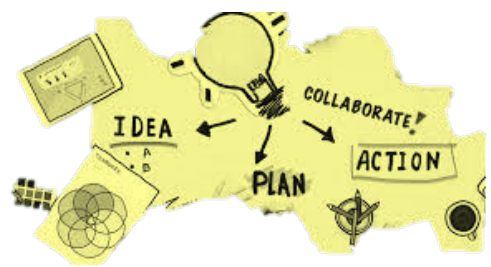
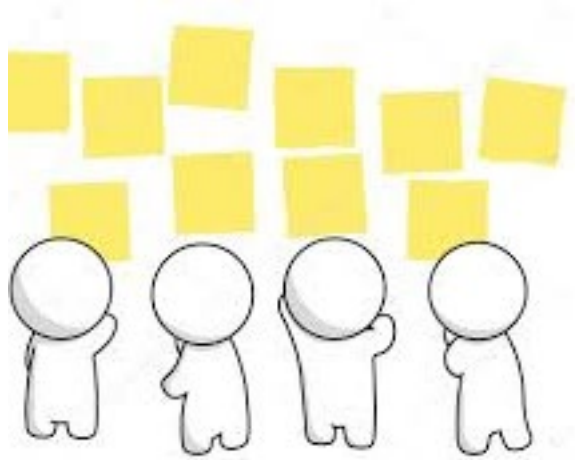


Staff Forum Activity

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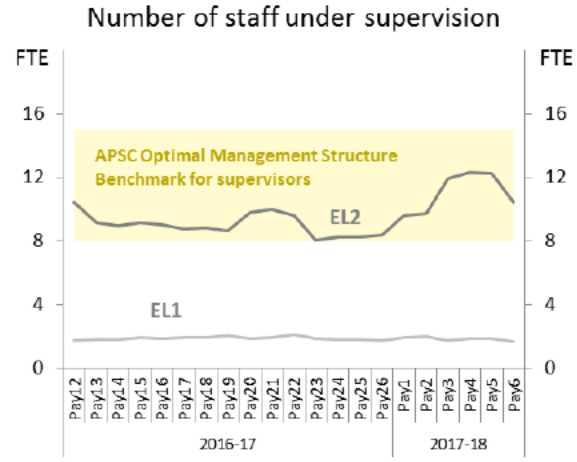
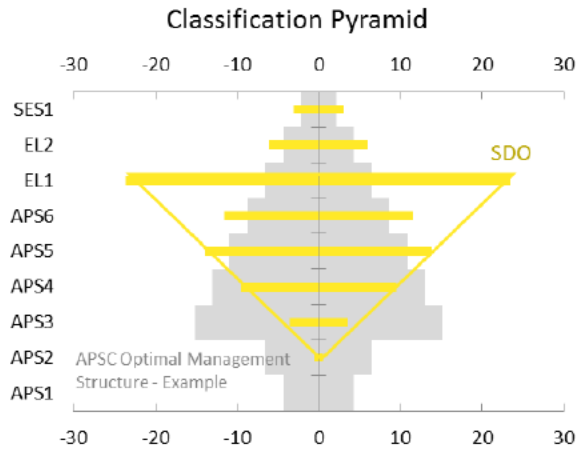


Life-long Learning and the Future of Work

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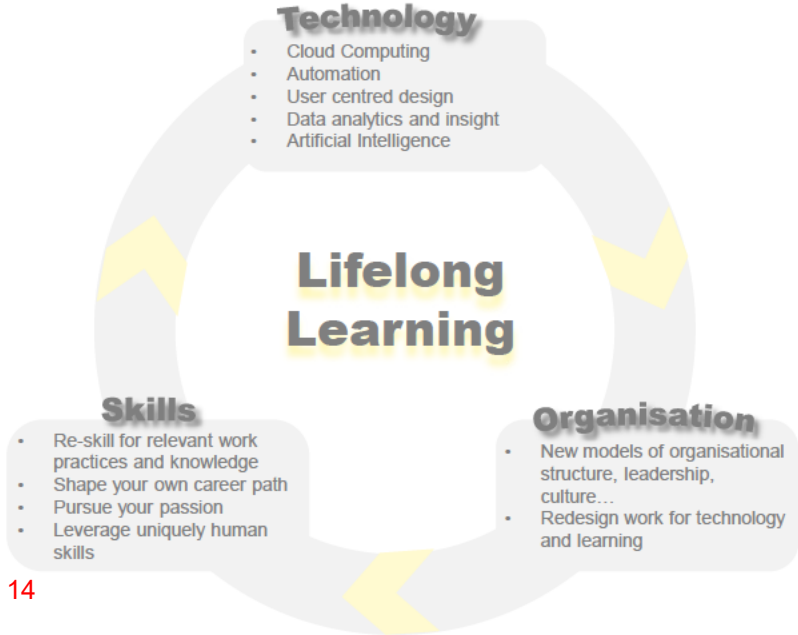
Short commentary on progress in Culture over 2017-18.

Staff who stay longest



The pace of change is increasing with no end point in sight.

Life-long learning, resilience and career mobility will form the foundation of the workforce of the future



Repeat Staff Forum Activity (15 mins)

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