



CSIRO's Future Operating Model

Leading reform and managing wellbeing at CSIRO

Staff briefing - April 2014

Context: our strategic journey

Increasing scale, differentiation, focus and connectivity

CEMENTING OUR ROLES IN THE NIS/GIS

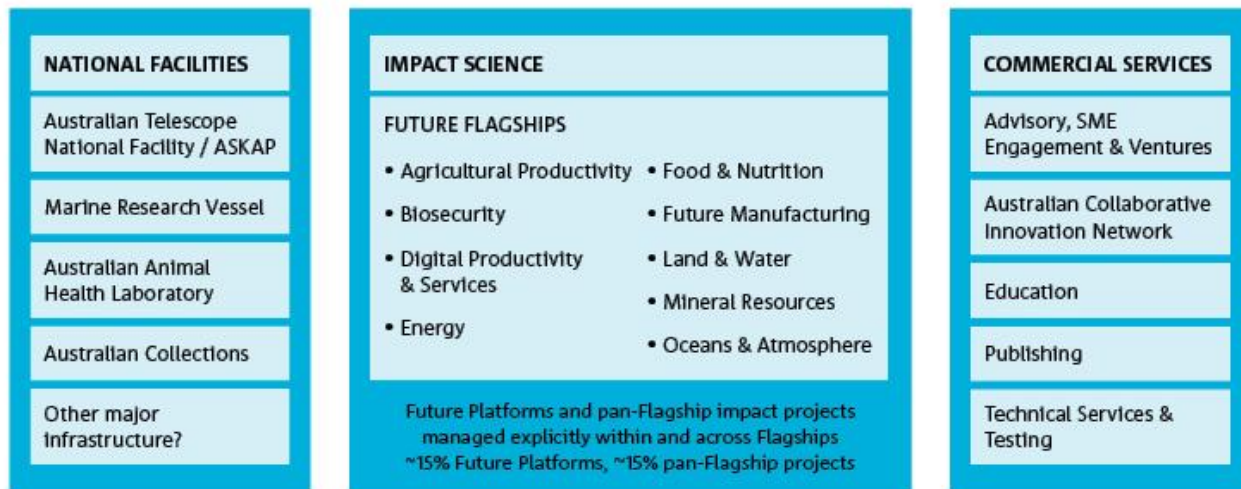
ROLE	2000-2003	2003-2007	2007-2011	2011-2015	2015-2025
Access to Global Knowledge					International reach (inwards and outwards)
National R&D Connector				Partner for Success, Precincts	Innovation catalyst, Services Connecting to Global Hotspots
Trusted Advisor				Trusted Advisor	Trusted advisor
Science Excellence and Preparedness			Science Focus (TCPs)	World Class Capability & Precincts TCPs, Future Platforms	Precincts, Future platforms, national facilities
Mission Directed large, scale, Multi-Disciplinary		Flagships 20% SIP	Flagships 40% SIP, SAP	Flagships 65% Lines of business , Flagships primary	Flagships 80%
Organisation Design		RSS	Matrix RSS	People, Governance & Values RSS	Networked and open RSS

Drivers for change

1. **Differentiation;** in the businesses we are in and how they operate, as an impact organisation
2. **Client feedback;** great teams, but high costs, commercial complexity, focus on solution delivery
3. **Staff feedback;** complexity, duplication, hierarchy, excessive structure, accountability & empowerment deficit
4. **Financial sustainability;** need to reduce costs, maintain proportion of investment to science

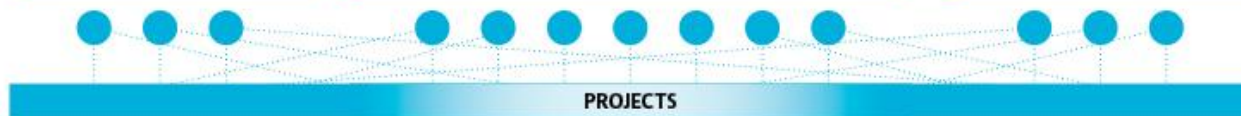
Future CSIRO Operating Model

OPERATIONAL LINES



CAPABILITY HOMES & DELIVERY

~100 empowered units with coherent missions and empowered leadership, deploying staff to projects and collaborating across lines and units.



Through-chain collaboration for impact delivery on domains

SUPPORT



INNOVATION CAPABILITIES



As at 11 March 2014

Future flagship migration

Nine Flagship scenario maximises program continuity

- Future Manufacturing
- Digital Productivity and Services
- Energy
- Minerals Down Under
- Oceans and Atmosphere
- Agricultural Productivity
- Food and Nutrition
- Land and Water
- Biosecurity

What does success look like?

- We have freed up material productive capacity
- Our innovation capacity is increased
- Overhead savings are realised
- We have increased external revenue
- Overall staff engagement has been maintained
- Our client willingness to recommend scores have been maintained
- We have managed short term staff wellbeing impacts
- We are perceived externally as an efficient, effective and entrepreneurial Government entity delivering value as an Innovation catalyst

What will not change

- Our strategy, differentiated positioning
- Commitment to Impact through excellent science
- Our commitments to partners and clients
- Our ability to act as a trusted advisor
- Working in multi-disciplinary teams and delivering projects
- The responsibility of managers for the wellbeing and safety of staff
- Flagships as our brand and key interface with customers and stakeholders
- Our values

What's decided. What's open – examples

What's decided and not open for consideration

- 2011-15 Strategy
- The lines of business and operating model of the 9 Flagships
- 1 July implementation
- Our balanced 4 year budget commitment

What is open for consideration

- How the organisation will work in practice
- What the transition will look like
- What things should/could we stop doing administratively and science-wise?
- Final configuration of the 15-25 strategy

Innovation Organisation Reform Program

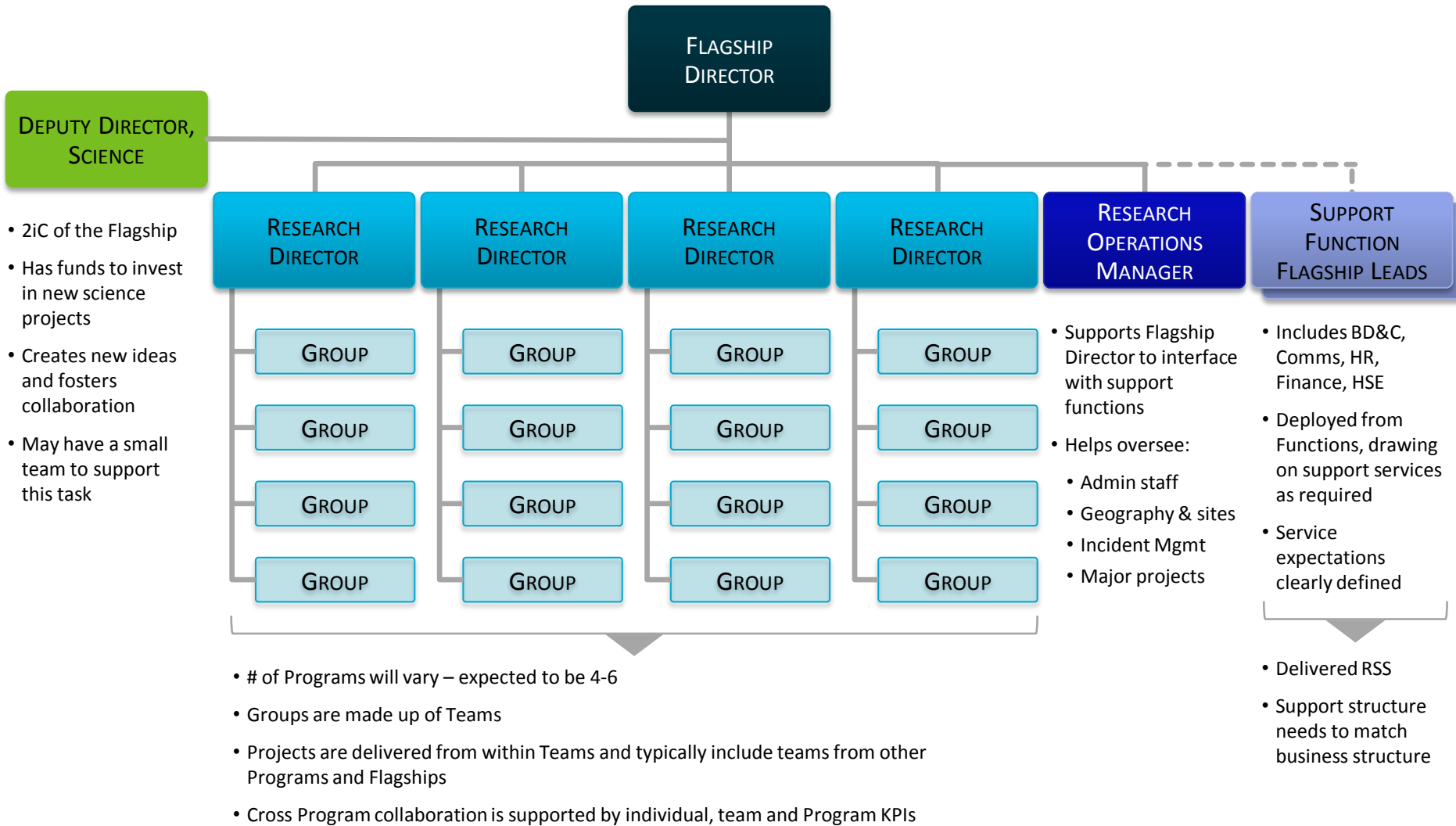
Terms of Reference

- Reduce complexity and improve clarity, empowerment and accountability
- Enhance our productivity in the delivery of profound impact, creative, world class science and revenue growth
- Improve the customer experience and reduce barriers to commercial collaboration
- Reduce our overhead costs to improve the long-term financial sustainability of the organisation

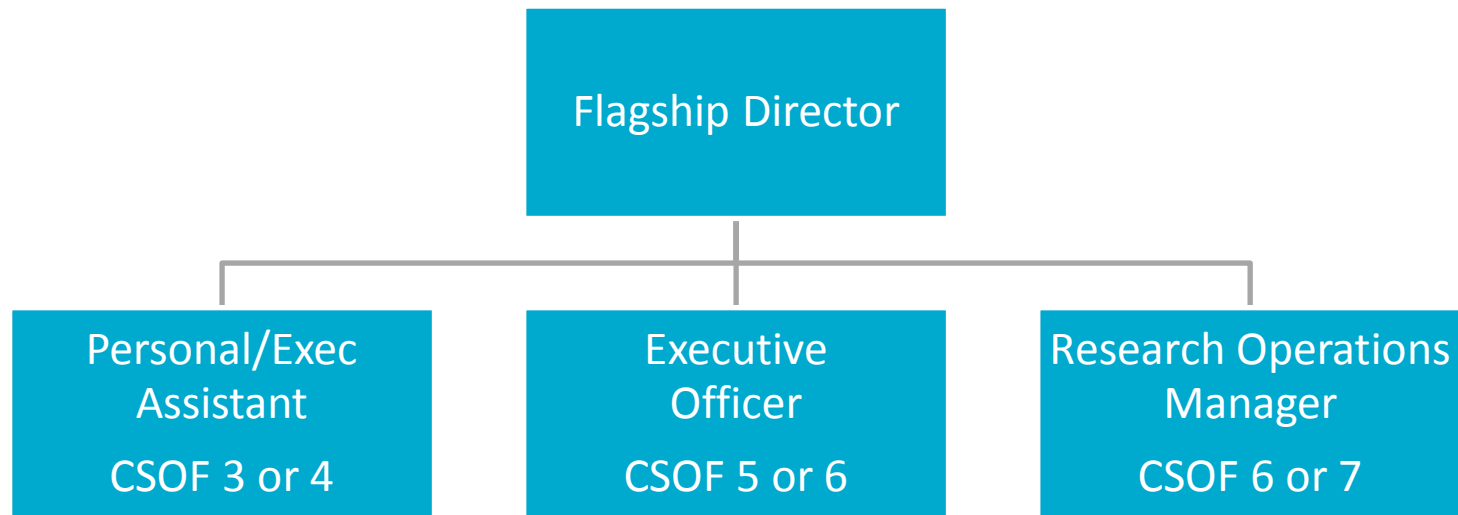
Key Points

- Fast transition schedule – July 1 and Sep 30 milestones
- Integrated program team rapidly mobilising – significant science / support team for 12-18 mth commitment
- Internal and external change & communications program to support transition

Flagship organisational chart *from 1 July 2014*



Flagship Director's office support



- **Research Director Office Support**
Administrative Officer CSOF 3
- **Deputy Director, Research Operation Mgr, BD&D etc Office Support**
Shared Administrative Officer CSOF 3 if required

Building the new Flagship structure

Current state to future state

- Impacted staff will be notified on/before 11 April
- New Flagship roles will be published to impacted staff on 14 April
- Impacted staff will be able to indicate their interest in role(s) from 14 - 28 April.
- Assessments for roles will be effected through a tiered approach as follows:
 - Stage 1:** EMC roles and Deputy Director/Director Science
 - Stage 2:** Research Director and Business Development & Commercial Director
 - Stage 3:** Flagship Director's Office Administrative role(s), Research Operations Manager and Business Development & Commercial Manager
 - Stage 4:** Administrative Support
 - Stage 5:** Research Group and Team Leader (under development)
- **ESS Groups** are currently aligning their structures and services – Each Flagship will have a HR, HSE and Finance Manager.

Where to from here?

Summary of process for filling roles

Date assessment commences	Role	Relevant Line manager
5 May	Research Director	Flagship Director
5 May	Communications roles TBC (CSOF 6/7)	General Manager, Communications
5 May	Business Development & Commercial Director	General Manager, Business Development & Commercial
12 May	Research Operations Manager	Flagship Director
12 May	Executive Assistant/Personal Assistant	Flagship Director
12 May	Executive Officer	Flagship Director
12 May	Business Development & Commercial Manager (TBC)	Business Development & Commercial Director
19 May	Administrative Support	Relevant Line Manager
2 June	Research Team and Group Leader	This stage is under development and is not anticipated to impact all staff

For more information

Integrated reform program intranet

- my.csiro.au/irp

HR process questions

- Email:
HRorgreform@csiro.au

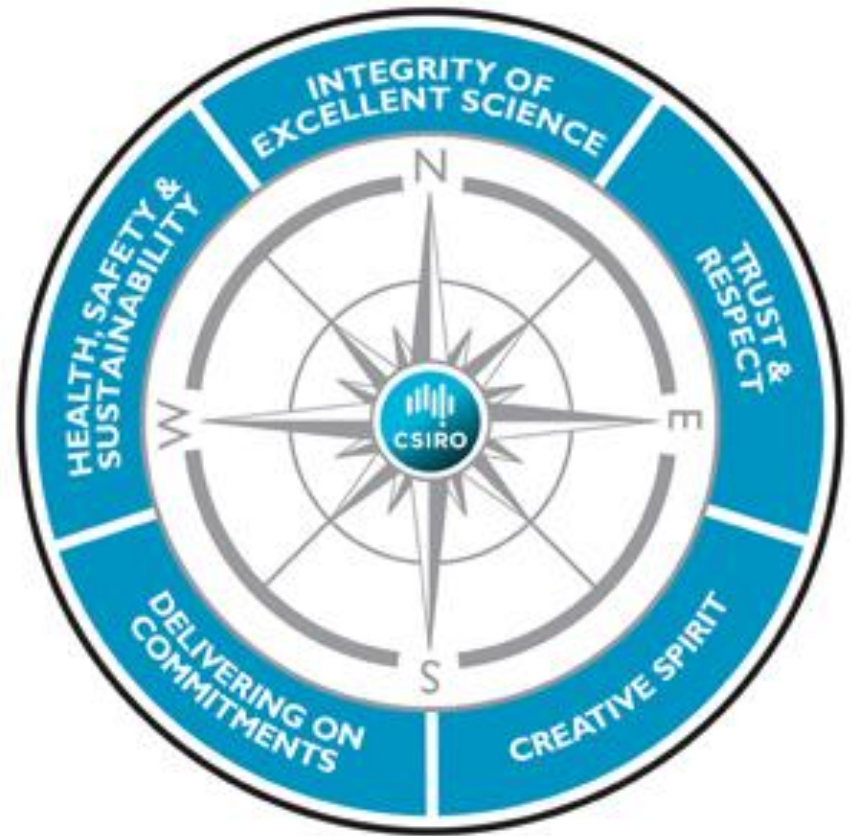
Q&As

- IRP - <http://my.csiro.au/About-Us/Integrated-reform-program/Integrated-reform-program-FAQs.aspx>
- HR related - <http://my.csiro.au/Business-Units/Science-Strategy-and-People/Human-Resources-2/exit/ct/FAQ.aspx>

Close

Again thank you for your attendance today and remember to:

- Travel safely if you are; and
- Look after yourselves and others



Thankyou

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