



Advice to Relevant Unions

Advice in accordance with Clause 3(a), Schedule 3 of the CSIRO Enterprise Agreement

Business Unit: Divisions and Flagships and Enterprise Services
Date: 20 March 2014

Contact for further information: Trevor Heldt 02 62766493

Details of the circumstances causing the potential redundancy situation

In June 2013 the CSIRO Board initiated a review of the effectiveness of CSIRO's operating arrangements, with Terms of Reference and Project Charter endorsed at the August Board. The review was commissioned as a *"fundamental, decadal review of the effectiveness of CSIRO's operating arrangements to enable the delivery of impact on national challenges and opportunities through world class, multi-disciplinary, collaborative and large scale applied science"*.

The objectives of the review were to make clear findings on what is, and what is not, working well in CSIRO's operating arrangements and clear recommendations for improvement in terms of reducing complexity, improving productivity and supporting external engagement. The scope included all aspects of the organisational structure, including "the matrix", in the context of broader operating model considerations such as culture, processes and systems. A project team and business reference group was formed, and experienced external advisors were appointed.

Findings drew on interviews, survey data, workshops and inputs from hundreds of CSIRO staff and clients including the Staff Association, as well as a significant body of existing information and relevant data, including the 2012 All Staff Survey and resulting Innovation Maturity assessment, 2009 Psychological Health & Wellbeing Review, 2010 Simplification initiative, 2012 CFO's Budget / Deployment reform working Group and the 2013 Phase 1 report of the independent Pearce Review. The project team augmented this with benchmarking studies of our peer research & technology organizations globally, relevant literature and a high level review of external best practices of global innovation organizations.

In summary, the new operating model will see CSIRO cluster around three lines of business that recognise our differentiation and the key roles we play:

- The pre-eminent manager of National Facilities, Collections and scientific infrastructure.
- Our Flagships. Our core impact/science activity. We will merge Flagships and Divisions into a smaller number of new entities – called Flagships, which will be focused on delivering impact against national challenges, and integrate all activities from capability development, through science delivery and the external interface. These Flagships will integrate all of our existing impact commitments and science teams. Importantly - Flagships will jointly foster our exciting transformational science platforms for the future, and continue to build on our differentiated capacity to work across Flagships in projects like the National Outlook Project.
- Our Commercial Services – those innovation and community services that we provide,

including our engagement and outreach to Australian SMEs.

The new operating arrangements will be broadly implemented by July 1 2014, and embedded through 2014/15.

Impact of the proposed change upon science, research capabilities and/or support for these areas.

The impact on science is expected to be favourable upon implementation of the new operating model. CSIRO's research capability is not directly affected by this change and may be enhanced by a less complex operating environment, allowing researchers to focus more on science than on internal transactional activities. There is likely to be some impact on support arrangements for EMC members however we aim to minimise disruption by clarifying at the earliest opportunity the support arrangements required in the new operating model and will provide further details as soon as possible.

The anticipated number of officers affected and their level, functional area and location.

Note: Where the provision of this information will allow an individual officer to be identified, all but the identifying information has been made available.

The group of impacted Officers in this notice is contained to the Executive Management Council (excluding some ESS roles at this stage and CASS). These Officers are in the Research Management and General Management Functional Areas and are typically CSOF9. Positions are located in Brisbane, Sydney, Canberra, Melbourne, Hobart, Adelaide and Perth. The group of Officers impacted is 21 (Flagship Directors, Chiefs and GM Commercialisation) and although we are optimistic that impacted officers will have a role in the new structure, some officers may not. We will provide further information as soon as possible.

The method of identifying potentially redundant officers.

Detailed discussions have been held at the Executive Management Council meeting on 5th and 6th March 2014. All options of redeployment and opportunities for voluntary redundancy substitution are being explored. Given individual officers will be identified from a group of officers the proposed process, in accordance with Clause 5 of the CSIRO Agreement is:

Due Dates	Actions
5 th and 6 th March 2014	Proposed process discussed with EMC. Feedback provided during and post meeting on the process. This feedback can include any feedback on the process, names of other managers who are nominated to assist in the assessment and the proposed role and capabilities in accordance with the Work Classification Standards. Staff are also invited to advise Mr Heldt if they are interested in voluntary redundancy substitution.
10 March 2014	Mr Roy will confirm the final process after considering any feedback. He will also confirm that the assessment/decisions will be completed by early April 2014.
17 March 2014	Staff may choose to provide information to Mr Heldt. This can be in a written statement or via a discussion, as well as speaking to the relevant line manager.
Late March 2014	Line manager and members of the ET assisting the line manager in the assessment meet in late March to undertake assessment based on available information against the role and capabilities in line with the CSIRO Work Classification Standards. Line managers will advise staff of their assessment and consider any feedback. In the circumstances, the Chief Executive will be advised of the assessment outcomes

Early April 2014	Outcomes will be confirmed with individuals.
Early April 2014 or as soon as possible	Identified staff from the above will be advised and we will discuss Redeployment and Redundancy details as indicated in Clause 6(a) of Schedule 3 of the CSIRO Enterprise Agreement
Any other relevant information	
Summary Report – Management response to Strategic Reviews of CSIRO’s Operating Arrangements, Financial Sustainability and Staff Wellbeing March 2014	

When completed this form should be forwarded to Sam Popovski at sam.popovski@cpsu.org.au