



## Advice to Relevant Unions

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

**Business Unit:** CSIRO Information Management & Technology (IM&T)

**Date:** 9 May 2014

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(name) (contact phone number)

### Details of the circumstances causing the potential redundancy situation

IM&T's activities involve provision of a range of information-based services that are subject to ongoing change due to the changing environment in terms of technology and client demand. Both the IT and Library functions have been subject to disruptive technology change that has radically improved services to clients and reduced costs. At the same time, client demand has varied, reflecting the changing reliance of scientific research on technology and information services. Particular trends include:

- Commoditization and improved reliability of many routine IT services (eg. networks, office productivity tools and equipment roll-out) leading to the need for fewer IM&T resources to manage and maintain these services.
- Increasing levels of client self-help in both IT and Library areas. This has particularly played out in library services which are now almost exclusively electronic with high degrees of self-help. The impact of this trend is the reduced requirement for intermediary staff.
- Increasing need to support high-end eResearch demand in areas such as scientific computing, visualization and data management. This trend requires staff who can provide highly specialized eResearch services to research staff.

This proposal addresses these trends which together provide opportunities for IM&T to reduce the resourcing of some targeted areas without impacting services. These reductions are required to meet IM&T's reduced budget from 2014-15.

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

#### Remote Service Delivery Management

IM&T currently has a supervisory structure in the Remote Service Delivery (RSD) area consisting of 1 x CSOF5 and 2 x CSOF4. RSD is responsible for managing the Service Desk operation. The 3 supervisory roles to manage the daily activities of 10 staff (CSOF2s and CSOF3s) across 2 locations. The current structure has been in place for 3 years.

The proposed change is to rationalise the supervisory layers by merging the 2 existing CSOF4 positions into 1, resulting in a reduction of 1 CSOF4 position. The future workload for the remaining CSOF4 position is considered manageable given that there are 2 supervisory roles to support the activity.

#### Project Management

IM&T currently has 1 ongoing Project Manager at level CSOF6.

IM&T's maturity around project governance and methodologies has increased over recent years, with the vast majority of managers (senior, functional and team leads) developing PM skills as part of their core skill set.

IM&T's experience in managing larger scale projects where dedicated PM capability is required has indicated that co-locating PMs with core team members has greatly increased success and performance of these projects. It is preferable, and more effective, therefore, to have this capability co-located on one site.

With the reducing demand for dedicated project managers, the proposed change is there will be no ongoing requirement for the CSOF6 PM position. It is anticipated that future project management activities will be delivered from existing capabilities.

#### **Monitoring Support**

IM&T introduced an infrastructure monitoring solution 2 years ago. The solution is based on automation, and initially the service required 2 x CSOF3 positions to support the technology. Since the initial deployment, an ongoing program of automation has continued with the result that there is a decreased requirement for manual activities.

The proposed change is to reduce the monitoring support team by 1 x CSOF3 position. This change is not expected to impact the effectiveness of the monitoring service.

#### **Security Authentication and Messaging**

IM&T's Security Authentication and Messaging (SAM) team consists of 1 x CSOF6 (technical team lead) and 3 x CSOF5.

The team currently has a higher number of CSOF5s than is required for the current workload due to technology changes such as the Microsoft Exchange and Active Directory environments which have been virtualised and rationalized.

Additionally the ITSA (IT Security Advisory function which has until now operated as a standalone unit, will be combined with the current Security Authentication & Messaging team, to form a single IT Security Services capability.

The ITSA team currently consists of 1 x CSOF7 (Statutory ITSA requirement), 1 x CSOF 6 Governance Office, 1 x CSOF4 Governance Officer and 2 x CSOF 3 Junior Analysts.

The proposed combined model enables greater depth in governance capacity and system enablement, which leads to a significantly reduced senior resourcing capacity. The proposed change is the reduction of 1 x CSOF 5 position in the SAM team and 1 x CSOF6 governance role.

#### **South Australia Client Service Delivery**

Client Service Delivery (CSD) has been transforming over the previous 18 months to provide services remotely rather than in the traditional local hands on service. The remote service now accounts for 75% of all calls resolved within the CSD team with management provided by the center.

Based upon the above progress and consequential reduction in local hands on service requirements, there is no need for a dedicated full-time team lead at CSOF4 in the SA region, The proposed change is to reduce the SA CSD team by 1 x CSOF4 position. This change would not result in reduced service delivery.

## Library Services

The CSIRO Library Service has changed dramatically in recent years. The method of delivering library resources has been significantly transformed into a predominantly online service with a very high degree of self-help client capability. This has been accompanied by a significant reduction in workloads associated with managing and providing services from physical library collections. Some key points:

- 98% of the library acquisitions budget is now spent on electronic resources.
- Electronic download v physical print usage ration is approximately 150:1.
- Over 40,000 electronic journals and 200,000 ebooks available to all staff compared with approximately 6,000 in 2006.
- Consolidation physical Library collections to Black Mountain Library store- a purpose-designed facility to house legacy physical library material.
- Rapid document delivery (either via scanning or overnight delivery) is provided from the Library Store as required, noting that demand is decreasing every year due to self-service due to increased availability of electronic resources and significantly improved search interfaces.

The above changes have resulted in significant change to the staff resources required to support this service. Traditional 'mediated' library support services have largely transitioned to self-service due to increased availability of electronic resources and significantly improved search interfaces. Most researchers are now fully capable of obtaining the information resources they require via electronic search and download. There remains some demand for instruction on service enhancements and assistance with advanced features of the relevant tools.

Individual reference enquiries and literature search requests, conducted by the Information Specialists team, have reduced from a monthly average of 35 to 22 and requests for training have reduced from an average of 48 to 17 per month. At the same time, there has been some increasing demand at the publication end of the research life cycle including publication support and citation management.

This proposal addresses the staffing impacts of this changing environment leading to a reduction of 12 positions across the CSOF2 – CSOF5 classifications.

### 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.

CSIRO IM&T has identified 18 impacted positions. Details of the level and functional area are set out below:

IM&T Function	FTE	Classification	Functional Area
Remote Service Delivery Management	1.0	CSOF4	Technical Services
Project Management	1.0	CSOF6	Technical Services
Monitoring Support	1.0	CSOF3	Technical Services
Security Authentication and Messaging	1.0	CSOF6	Technical Services
	1.0	CSOF5	
South Australia Client Service Delivery	1.0	CSOF4	Technical Services
Library Services	12.0	CSOF2 – CSOF6	Comms & Info

Locations vary across impacted areas and have not been listed as this will allow individuals to be identified. CSIRO Site locations include: Black Mountain, Clayton, Darwin, Docklands, Dutton Park, Floreat, Hobart, Kensington, Newcastle, North Ryde, Pullenvale, St. Lucia, Waite Campus, Werribee and Yarralumla.

**The method of identifying potentially redundant officers.**

IM&T has a robust strategy to support CSIRO, the main drivers have been building a capability that supports the core business and administrative areas and at the same time ensuring our services are effective, at the service and cost level. This has been achieved by solid investment around technology, strong contract management, strong customer focus and transforming our services, to reflect changes in technology and client needs.

As in previous years IM&T operational budget has not increased (no increase for salary and vendor related increases) and savings are required in 2014/15. IM&T, along with some of the other support groups, need to reduce its costs to operate within the allocated budget. This needs to be done in a way that minimises impact on service delivery.

The reduction in proposed staff numbers are based on technology and service changes and priorities. IM&T will continue looking at mitigation opportunities including redeployment and retraining opportunities across the business unit and reviewing term and contract staff.

The executive and management teams will continue consulting with potentially affected teams. Throughout the process ongoing support has been made available including the Employee Assistance Program and information on Voluntary Redundancy Substitution (VRS). We are considering nominations for VRS and we may be able to accommodate some of those requests.

The table below outlines our process including the proposed steps for identifying an individual officer from a group of officers, in accordance with Clause 5 of the CSIRO Agreement:

Target Date	Action	
8 April	Commenced initial consultation with the staff association (Clause 57 of CSIRO EA).	
9 April	Commenced initial consultation with potentially impacted areas and groups of staff.	
10 April – 5 May	Continue communication and consultation with potentially impacted areas and groups of staff. Feedback sought from staff.	
6 – 13 May	Consider all feedback and respond to staff. Initial exploration of Voluntary Redundancy Substitution (Clause 4 of CSIRO EA).	
8 – 9 May	Confirm decision on structure and provide information to staff association (Clause 3(a) of CSIRO EA) Meeting with staff association (Clause 3(b) of CSIRO EA).	
9 May – 16 May	Discussions with directly impacted areas and groups of officers. Consultation and explore mitigation. Discuss possible next steps including assessment process. Staff opportunity to provide mitigation opportunities and also consultation on the proposed assessment process and raise any concerns or issues via email or by appointment if preferred. This feedback can include any feedback on the names of other managers who are nominated to assist the relevant manager and the proposed role and capabilities in accordance with the Work Classification Standards). Staff should also advise HR if they are interested in voluntary redundancy substitution.	
19 May	Consider feedback and respond to staff. Consider VRS registrations.	
19 May	Decision Clear will lead to individually impacted officers advised. Clause 6 (a) of Schedule 3 of CSIRO EA	Decision NOT Clear will lead to an assessment. Clause 5 (b) of Schedule of CSIRO EA
19 May – 26 May	Consider feedback from staff, mitigation opportunities and confirm if assessment process required. Staff advised that the assessment will commence 27 May and be completed by 3 June after considering any information staff may choose to provide. Can be in a written statement or via a discussion. There is no requirement to do so Information may be provided to the relevant line manager. The timeline to provide information prior to the assessment process may be shortened if consultation determines staff desire a shorter period for this.	
27 May – 3 June	The relevant manager will use available knowledge and information to undertake assessment of the officers against relevant requirements for the role/s.	
4 – 11 June	The relevant manager will meet with individual staff to provide them with their assessments against the requirements for the roles. Staff have the option of providing the relevant manager with feedback on their assessments via email or by appointment if preferred. The relevant manager will confirm the outcome after considering any feedback from staff. 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.	

<b>Any other relevant information</b>

When completed this form should be forwarded to Sam Popovski at [sam.popovski@cpsu.org.au](mailto:sam.popovski@cpsu.org.au)