

About the F10 Application Form

Application for the Commission to Deal with a Dispute in Accordance with a Dispute Settlement Procedure

When to use this form

Part 6-2 of the *Fair Work Act 2009* states that you may use this form to lodge an application to the Fair Work Commission (the Commission) to deal with a dispute if:

- a modern award, enterprise agreement, public sector determination, contract of employment or other written agreement applies to you
- it contains a dispute resolution procedure
- that dispute resolution procedure requires or allows the Commission to deal with a dispute
- you have followed all internal dispute resolution procedures or other dispute resolution procedures that you are required to before lodging a dispute with the Commission
- you would like the Commission to deal with the dispute in accordance with the dispute resolution procedures.

Note: under *Schedule 19* to the *Fair Work (Transitional Provisions and Consequential Amendments) Act 2009*, the Commission may be allowed to deal with a dispute in accordance with a dispute resolution procedure in an agreement made under the *Workplace Relations Act 1996* and other transitional instruments.

About dispute resolution

Section 738 of the *Fair Work Act 2009* allows parties to a workplace dispute to apply to the Commission to deal with the dispute if:

- a modern award or enterprise agreement (known as industrial instruments), or a public sector determination, contract of employment or other written agreement includes a dispute resolution procedure, and
- that dispute resolution procedure requires or allows the Commission to deal with a dispute.

The Commission can only deal with a dispute in the way that the dispute resolution clause allows. For example, a clause may allow a party to apply to the Commission to deal with a dispute only after all internal dispute mechanisms have been exhausted. The Commission must not exercise any powers until the conditions of the clause have been met.

The Commission can only deal with disputes under a contract of employment, other written agreement or public sector determination that relate to the National Employment Standards (the NES) or a safety net contractual entitlement (s.738 and s.739). A safety net contractual entitlement is an entitlement under a contract of employment that relates to the NES or a modern award (for example, a rate of pay) (s.12). Information about the NES and modern awards is available on the Commission's website www.fwc.gov.au.

The Commission can only deal with a dispute about an individual flexibility arrangement or a request for a period of parental leave beyond the initial 12 months provided under the NES if the enterprise agreement, contract of employment or other written agreement allows it.

Lodging your completed form

1. **Lodge your application** and any supporting documents with the Commission. You can lodge your application electronically using the Commission's [Online lodgment](#) facility. You can also lodge your

application by post, fax or email, or in person to the [Commission office](#) in your State or Territory. The addresses are available on our website at www.fwc.gov.au or by calling 1300 799 675.

2. **Serve a copy** of this application and any supporting documentation on the Respondent as soon as practicable after the document is lodged with the Commission.

Where to get help

Commission staff & resources

Commission staff cannot provide legal advice. However, staff can give you information on:

- processes in the Commission
- how to make an application to the Commission
- how to fill out forms
- where to find useful documents such as legislation and decisions
- other organisations that may be able to assist you.

The Commission's website www.fwc.gov.au also contains a range of information that may assist.

Throughout this form



This icon appears throughout the form. It indicates information to help you answer the question following.

Legal or other representation

Representation is where another person (such as a lawyer, a representative from a union or employer organisation or a family member) speaks or acts on your behalf in relation to your matter. There is no requirement for you to be represented when you appear at the Commission. You will need the permission of the Commission Member dealing with your case if you wish to be represented by a lawyer or paid agent unless that person is:

- employed by a union or employer organisation, a peak union or peak employer body, or
- one of your employees or officers (if you are an employer).

If you decide to represent yourself in proceedings you will need to make sure you are well prepared.

Glossary of common terms

Jurisdictional objection—This is a type of objection a Respondent can raise to an application. A Respondent can make this kind of objection if they think that the Commission, for a technical or legal reason, cannot hear the matter.

Party—A party is a person or organisation involved in a matter or case that is brought to the Commission.

Respondent—The person or business responding to an application made by an Applicant.

Service—Serving a document means giving a copy of the document to a person or organisation, usually to the other party to the matter. You can serve a document in a number of ways, including by email, fax, express or registered post, or in person. Parts 7 and 8 of the Fair Work Commission Rules 2013 deal with service.

Privacy

The Commission collects the information (including personal information) provided to it in this form for inclusion on the case file, and may disclose this information to the other parties to this matter and to other persons. For more details of the Commission's collection, use and disclosure of this information, please see the [Privacy Notice](#) for this form, or ask for a hard copy to be provided to you.



Remove this cover sheet and keep it for future reference—it contains useful information.

Form F10—Application for the Commission to Deal with a Dispute in Accordance with a Dispute Settlement Procedure

Fair Work Act 2009, s. 739; Fair Work (Transitional Provisions and Consequential Amendments) Act 2009), Schedule 19

This is an application to the Fair Work Commission for it to deal with a dispute in accordance with a dispute settlement procedure.

The Applicant



Please enter your details here.

| | | | |
|---------------------------|--|-------------------|------|
| Title | <input checked="" type="checkbox"/> Mr <input type="checkbox"/> Mrs <input type="checkbox"/> Ms <input type="checkbox"/> Other please specify: | | |
| First name(s) | SAM | | |
| Surname | POPOVSKI | | |
| Postal address | 10/440 COLLINS STREET | | |
| Suburb | MELBOURNE | | |
| State or territory | VIC | Postcode | 3000 |
| Phone number | 03 8620 6348 0417 474 163 | Fax number | |
| Email address | sam.popovski@cpsu.org.au | | |

If the Applicant is a company or organisation please also provide the following details

| | |
|---------------------------------|--|
| Legal name of business | COMMUNITY AND PUBLIC SECTION UNION (PSU GROUP) |
| Trading name of business | COMMUNITY AND PUBLIC SECTION UNION (PSU GROUP) |
| ABN/ACN | 30987910747 |
| Contact person | SAM POPOVSKI |

Do you need an interpreter?



If you require an interpreter (other than a friend or family member) in order to participate in conciliation, a conference or hearing, the Fair Work Commission will provide an interpreter at no cost.

☐ Yes—Specify language

☒ No

Do you require any special assistance at the hearing or conference (e.g. a hearing loop)?

[] Yes—Please specify the assistance required

[X] No

Do you have a representative?

A representative is a person or business who is representing you. This might be a lawyer, a representative from a union or employer association or a family member who will speak on behalf of you. There is no requirement to have a representative.

[] Yes—Provide representative's details below

[X] No

Your representative

These are the details of the person or business who is representing you.

| | | | |
|---------------------------|--|-------------------|--|
| Name of person | | | |
| Organisation | | | |
| Postal address | | | |
| Suburb | | | |
| State or territory | | Postcode | |
| Phone number | | Fax number | |
| Email address | | | |

The Respondent

These are the details of the person or business who will be responding to your application to the Commission.

| | | | |
|---------------------------|---|-------------------|------|
| Title | [] Mr [] Mrs [X] Ms [] Other please specify: | | |
| First name(s) | ALEXANDRA | | |
| Surname | ALLARS | | |
| Postal address | PO BOX 225 | | |
| Suburb | DICKSON | | |
| State or territory | ACT | Postcode | 2602 |
| Phone number | 02 6276 6000 | Fax number | |
| Email address | alexandra.allars@csiro.au | | |

If the respondent is a company or organisation please also provide the following details

| | |
|---------------------------------|--|
| Legal name of business | COMMONWEALTH SCIENTIFIC AND INDUSTRIAL RESEARCH ORGANISATION |
| Trading name of business | CSIRO |
| ABN/ACN | 41687119230 |
| Contact person | ALEXANDRA ALLARS |

Note: Responding to this application

If you would like to provide a response you should lodge your response with the Commission as soon as practicable. You can lodge your response electronically using the Commission's [Online lodgement](#) facility. You can also lodge your response by post, fax or email, or in person to the [Commission office](#) in your State or Territory. There is no prescribed form for your response, you can use the F1—Application (no specific form provided).

You must serve a copy of your response and any supporting documentation on the Applicant as soon as practicable after the document is lodged with the Commission.

1. Coverage

1.1 What industry is the employer in?

COMMONWEALTH EMPLOYMENT

1.2 What type of industrial instrument (e.g. an award or agreement) or other written agreement covers the employment relationship and contains the dispute resolution procedure relevant to this application?



Select one of the options below.

If you are not sure, the [Fair Work Ombudsman](#) can help you find out which industrial instrument covers you or your business.

If you know what industrial instrument covers you but you don't know all of the information to answer questions 1.2, 1.3 and 1.4 you can search for your instrument on the [Commission's website](#).

☐ **A modern award**

What is the name of the modern award:

☒ **An enterprise agreement (made under the *Fair Work Act 2009* after 1 July 2009)**

What is the name of the enterprise agreement:

CSIRO ENTERPRISE AGREEMENT 2011-2014

What is the ID code of the enterprise agreement (i.e. the eight digit code starting with AE):

AE886531

[] Other instrument or written agreement

What is the name of the instrument or other written agreement containing the dispute resolution procedure:

What is the ID code of the instrument or other written agreement (if applicable):

1.3 What clause of the industrial instrument or other written agreement contains the dispute settlement procedure?

List the dispute resolution clause number from the relevant industrial instrument below. Attach a copy of the clause to this application.

CLAUSE 87. DISPUTES CONCERNING MATTERS COVERED BY THIS AGREEMENT (*Attachment A*)

1.4 What clause of the industrial instrument or other written agreement does the dispute relate to?

List the clause(s) within the relevant industrial instrument or other written agreement that the dispute relates to. If also relevant, **list** the National Employment Standard that the dispute relates to. Attach a copy of the clause to this application

CLAUSE 57. STAFF PARTICIPATION AND CONSULTATION (*Attachment B*)

2. About the dispute**2.1 What is the dispute about?**

Using numbered paragraphs, set out a description of what the dispute is about, including by reference to the clauses set out above. Attach additional pages if necessary.

1. On 4 February 2016, CSIRO's Chief Executive, Dr. Larry Marshall, communicated to all CSIRO staff through an email with the subject line 'News on growth areas and changes.' (*Attachment C*). The email stated:

'Our headcount is projected to be unchanged at the end of a two year period, but it is anticipated there could be up to 175 less CSIRO people per year during this two year transition. There will be reductions in headcount in Data61, Oceans & Atmosphere, Land & Water and Manufacturing, but other business units will also be impacted in that changes in capabilities are required and there will also be some transfer of personnel. For some business units there will be limited or no staff impacts.'

2. The email communicated that the CSIRO Chief Executive /Executive Team had made decisions on job losses with identification of specific research areas.
3. The email communicated that the CSIRO Chief Executive /Executive Team had made decisions on potentially redundant or reallocated groups of staff.
4. The email communicated that the CSIRO Chief Executive /Executive Team had made a decision, as opposed to presenting an initiative or proposal to staff.
5. The CPSU submits the email communication is inconsistent with the consultation obligations imposed upon CSIRO under clause 57. It relevantly provides:

(1) Consultation facilitates informed decision making, particularly on matters that affect the employment of staff and provides officers and their representatives with a genuine opportunity to influence the decision maker.

6. The CPSU submits that CSIRO employees across the organisation and the CPSU have not had a genuine opportunity to influence the decision maker and that CSIRO has not facilitated informed decision making.
7. The CPSU also says CSIRO have not discussed, the introduction of the change, the effect the change is likely to have, measures CSIRO is taking to avert or mitigate the adverse effects of the change, and for the purpose of those discussions, provide all relevant information about the change, information about its expected effects and other relevant matters like how will redeployment be determined, what type of re-training will be provided to redeployed staff, will there be voluntary redundancies, how will impacted staff be identified as required by clause 57(e).
8. The CPSU says the consultation process proposed by CSIRO is inadequate and does not meet the requirements imposed by clause 57(e). The CPSU says that only staff from some of the affected Business Units have received information relating to the change, where other relevant officers across the whole agency have not been involved in consultation as per the Enterprise Agreement. In combination, the information from CSIRO does not explain how there would be '175 less CSIRO people per year' as notified by the Chief Executive on 4 February 2016. As this is a whole of business approach relating to a fundamental change in the agency's strategic direction, CSIRO must consult with all relevant officers (that being all staff), including those not immediately affected by possible redundancies. There are areas of staff that have not received all the information, have not had the opportunity to provide feedback, have not had the opportunity to influence the decision maker nor speak with their respective workplace representatives.
9. Communications through email to staff by CSIRO business units (*Attachment D*) made after the Chief Executive's email of 4 February 2016, illustrate staff and their representatives have not been consulted or provided a genuine opportunity to influence the decision maker. For example, the email to Land & Water staff shows that reduction in staff of approximately 100 FTE will occur in already pre-determined programs. This indicates CSIRO's implementation of their decision, omitting any genuine consultation in accordance with clause 57(1).

10. Without an adequate Agreement compliant consultation process, the provision of relevant information and the provision of both CSIRO wide and also business unit specific consultation, CSIRO would be unable to satisfy the requirement of clause 57 that employees have a genuine opportunity to influence the decision maker.

2.2 Does this application relate to a refusal by an employer of a request by an employee for flexible working arrangements?

☐ Yes

☒ No

2.3 Does this application relate to a refusal by an employer of a request by an employee for an extension of unpaid parental leave?

☐ Yes

☒ No

2.4 What steps have already been taken to resolve the dispute under the dispute resolution procedure?

Using numbered paragraphs, set out, in chronological order, the steps already taken (if any). Attach additional pages if necessary.

1. On 5 February 2016, the CPSU notified CSIRO of a dispute in accordance with Clause 87 of the CSIRO Enterprise Agreement 2011-14 (*Attachment E*).
2. On 9 February 2016, CPSU representatives Sam Popovski, Michael Borgas and Michael Macdonald met by teleconference with CSIRO representatives Alexandra Allars, Trevor Heldt and Craig Roy to seek to resolve the dispute; in accordance with Subclause (c) of Clause 87.
3. The discussions at the meeting on 9 February 2016 did not resolve the dispute. At the meeting, the CPSU requested CSIRO respond in writing to the notice of dispute of 5 February 2016. CSIRO agreed to provide a response by COB 12 February 2016.
4. CSIRO provided a written response to the union on 12 February 2016 (*Attachment F*). The response did not adequately address the notice of dispute by committing to an Agreement compliant consultation process.
5. In accordance with Subclause (d) of Clause 87, the matter is hereby referred to the Fair Work Commission.

3. Relief sought

3.1 What relief are you seeking by making this application to the Commission?

If the dispute resolution clause in the instrument gives the Commission the power to arbitrate the dispute, please also specify the determination sought.


The Commission require CSIRO:

1. To not implement any proposed changes until a consultation process is completed.
2. To meet the requirements of clause 57 (l) to ensure that CSIRO officers and their representatives are provided with a genuine opportunity to influence the decision maker and that consultation facilitates informed decision making.
3. To adhere to clause 57 by requiring CSIRO to:
 - a. provide all relevant information about the change including the nature of the change proposed, its rationale and why these changes need to occur , as well as:
 - (i) how inputs from staff have, or will, be considered across the organisation and within each Business Unit
 - (ii) how inputs from external stakeholders and partners have, or will, be considered across the organisation and within each Business Unit
 - (iii) how measures have, or will, be taken to avert or mitigate the adverse effects of the change on staff across the organisation and within each Business Unit
 - (iv) how capabilities of staff have, or will, be determined by CSIRO.
 - (v) how any redeployment/retraining process may occur
 - (vi) how any redundancy process may occur
 - b. provide the CPSU with a detailed consultation plan that incorporates:
 - (i) allowing staff to provide feedback over a period of no less than one month from the commencement of an Agreement compliant consultation process
 - (ii) providing paid time meetings for staff to discuss the change with the CPSU
 - (iii) providing paid time for CPSU delegates to discuss the change with staff
 - (iv) a clear decision making framework that demonstrates the genuine opportunity to influence the decision maker, including how feedback will be provided to staff on the broad inputs considered and the rationale for the decisions made.
 - (v) providing details of how each Business Unit will consult on the proposed decision and its implementation.
 - c. genuinely consider alternative proposals prior to the implementation of any final decision.

Signature



If you are completing this form electronically and you do not have an electronic signature you can attach, it is sufficient to type your name in the signature field. You must still complete all the fields below.

| | |
|-------------------------------|---|
| Signature |  |
| Name | SAM POPOVSKI |
| Date | 17/02/2016 |
| Capacity/ Position | SECRETARY, CSIRO SECTION, COMMUNITY AND PUBLIC SECTOR UNION (PSU GROUP) |



Where this form is not being completed and signed by the Applicant, include the name of the person who is completing the form on their behalf in the **Capacity/Position** section.

PLEASE RETAIN A COPY OF THIS FORM FOR YOUR OWN RECORDS

87. DISPUTES CONCERNING MATTERS COVERED BY THIS AGREEMENT

- (a) If a dispute relates to:
- (i) a matter arising under the Agreement; or
 - (ii) the National Employment Standards;
- this term sets out procedures to settle the dispute.
- (b) An officer who is a party to the dispute may appoint a representative for the purposes of the procedures in this term.
- (c) In the first instance, the parties to the dispute must try to resolve the dispute at the workplace level, by discussions between the officer or officers and relevant supervisors and/or management.
- (d) If discussions at the workplace level do not resolve the dispute, a party to the dispute may refer the matter to Fair Work Australia.
- (e) Fair Work Australia may deal with the dispute in two stages:
- (i) Fair Work Australia will first attempt to resolve the dispute as it considers appropriate, including by mediation, conciliation, expressing an opinion or making a recommendation; and
 - (ii) if Fair Work Australia is unable to resolve the dispute at the first stage, Fair Work Australia may then:
 - arbitrate the dispute; and
 - make a determination that is binding on the parties.

Note: If Fair Work Australia arbitrates the dispute, it may also use the powers that are available to it under the Act.

A decision that Fair Work Australia makes when arbitrating a dispute is a decision for the purpose of Div 3 of Part 5.1 of the Act. Therefore, an appeal may be made against the decision.

- (f) While the parties are trying to resolve the dispute using the procedures in this term:
- (i) an officer must continue to perform his or her work as he or she would normally unless he or she has a reasonable concern about an imminent risk to his or her health or safety; and
 - (ii) an officer must comply with a direction given by CSIRO to perform other available work at the same workplace, or at another workplace, unless:
 - the work is not safe; or
 - applicable occupational health and safety legislation would not permit the work to be performed; or
 - the work is not appropriate for the officer to perform; or

- there are other reasonable grounds for the officer to refuse to comply with the direction.

(g) The parties to the dispute agree to be bound by a decision made by Fair Work Australia in accordance with this term.

57. STAFF PARTICIPATION AND CONSULTATION

- (a) 57(b) to 57(j) applies if:
- (i) CSIRO has made a definite decision to introduce a major change to production, program, organisation, structure, or technology in relation to its enterprise; and
 - (ii) the change is likely to have a significant effect on officers of the enterprise.
- (b) CSIRO must notify the relevant officers of the decision to introduce the major change.
- (c) The relevant officers may appoint a representative for the purposes of the procedures in this term.
- (d) If:
- (i) a relevant officer appoints, or relevant officers appoint, a representative for the purposes of consultation; and
 - (ii) the officer or officers advise CSIRO of the identity of the representative;
- CSIRO must recognise the representative.
- (e) As soon as practicable after making its decision, CSIRO must:
- (i) discuss with the relevant officers:
 - the introduction of the change; and
 - the effect the change is likely to have on the officers; and
 - measures CSIRO is taking to avert or mitigate the adverse effect of the change on the officers; and
 - (ii) for the purposes of the discussion — provide, in writing, to the relevant officers:
 - all relevant information about the change including the nature of the change proposed; and
 - information about the expected effects of the change on the officers; and
 - any other matters likely to affect the officers.
- (f) However, CSIRO is not required to disclose confidential or commercially sensitive information to the relevant officers.
- (g) CSIRO must give prompt and genuine consideration to matters raised about the major change by the relevant officers.
- (h) If a term in the Enterprise Agreement provides for a major change to production, program, organisation, structure or technology in relation to the enterprise of CSIRO, the requirements set out in subclauses (b), (c) and (e) are taken not to apply.
- (i) In this term, a major change is *likely to have a significant effect on officers* if it results in:

- (i) the termination of the employment of officers; or
 - (ii) major change to the composition, operation or size of CSIRO's workforce or to the skills required of officers; or
 - (iii) the elimination or diminution of job opportunities (including opportunities for promotion or tenure); or
 - (iv) the alteration of hours of work; or
 - (v) the need to retrain officers; or
 - (vi) the need to relocate officers to another workplace; or
 - (vii) the restructuring of jobs.
- (j) In this term, *relevant* officers means the officers who may be affected by the major change.
- (k) Consistent with subclause 57(a), where CSIRO has made a definite decision to introduce major change, consultation shall occur before the major change is introduced.
- In all other circumstances, where initiatives or proposals have implications for the employment of staff or affect the way work is to be performed, CSIRO shall consult with affected officers and their representatives.
- (l) Consultation facilitates informed decision making, particularly on matters that affect the employment of staff and provides officers and their representatives with a genuine opportunity to influence the decision maker. It is not joint decision making nor does it constrain the prerogative of management to make decisions.
- (m) Consultation can take many forms but regular meetings are encouraged as they provide an avenue for sharing information, receiving feedback, generating ideas and resolving workplace issues in a spirit of cooperation and trust. Where decisions are made following workplace consultation with staff, feedback will be provided to staff on the broad inputs considered and the rationale for the decisions made.
- (n) The parties to the Agreement recognise that Consultative Council and other consultative mechanisms exist to discuss issues that may have organisation wide impact, including those that may result in significant strategic or resource allocation changes. The following matters have been identified by the parties as issues to be discussed in 2011, through Consultative Council or other consultative mechanisms:
- initiatives to support the psychological health and well being of staff;
 - staff and science capabilities at regional sites;
 - staff allocation to projects;
 - the application of Clause 11 arrangements; and
 - employment of trades apprentices.
- (o) CSIRO shall provide annually, by 31 October each year demographic and employment data covering the following:

- the number of indefinite, specified term and casual officers by gender; age; non English speaking background; ATSI background and business unit;
- the number of specified term officers by Business Unit; functional area; CSOF level and State;
- the number of part time officers;
- the number of specified term staff cessations by length of service;
- the number of commencements and cessations of indefinite, specified term and casual officers by functional area and Business Unit;
- the number of market related employment arrangements, including details of Business Unit, State, functional area and CSOF level;
- the number of formal appeals and grievances; and
- the number of redundancies by:
 - (i) Business Unit;
 - (ii) Functional area;
 - (iii) CSOF level.

Attachment C

From: Marshall, Larry (Executive, Campbell)
Sent: Thursday, 4 February 2016 11:46 AM
To: All Staff and Affiliates-DG
Subject: News on growth areas and changes

Dear colleagues

We have seen a major change already this year with oil prices way down, other commodities were already low, China slowing growth, polar ice packs continuing to melt, major financial markets down, and our dollar losing value. How do we respond? More importantly, how can we better predict these changes so we aren't responding reactively but rather investing ahead of time in the right areas of science to help mitigate these changes? I've run companies through three recessions and 9/11 and recognise change can be frightening, but we must embrace it and turn it to our advantage if we want to flourish.

Few decisions are irreversible, but in Australia we worry a lot about failure and spend too much time analysing rather than doing. Startups work faster because they dare to try new things and measure in real time whether they are working, and they are not afraid to change or pivot to deliver the best outcome. We must not be paralysed by our past.

Indeed, just like a startup, our nation needs to re-invent itself (pivot) in order to navigate a new and uncertain future. Our nation needs us to create the science to enable the innovation for this profound reinvention. Commodities are the bedrock of our nation and we will always support that industry especially now in times of declining prices when innovation can fundamentally change the game. But just selling commodities is not the path to an innovation nation – we have to be smarter than that: can we develop science that turns a commodity into a unique product that sells for a premium? We need more from ore.

Personally, I have high hopes we can transmute commodity mineral sands into unique Titanium ink for 3D printing to create a new multi-billion dollar industry, or coal into a cleaner form of diesel fuel to reinvigorate a 43 billion dollar industry, or to improve yield and prevent waste, making mining more profitable and sustainable, or synthetic biology to engineer precisely the attributes we need for health or sustainability, or to breed new strains of food and agricultural products that are healthier, more sustainable and highly differentiated so that Australia can become a unique source of quality value-added products rather than just a food bowl.

Digital technology will disrupt every Australian industry and each part of our business must reinvent itself to help Australia respond to this global challenge. This is why Data61 was the lynchpin of our new strategy, and many of our new investments are channeled through our existing business units to drive collaboration with our new digital business Data61.

The above are some of the new investment areas, others include:

- ☐ Big Data, a clear priority for us and for the Government as increasing Australia's data literacy was specifically funded through NISA (National Innovation and Science Agenda). What science can we create that will help our nation adapt to and even benefit from digital disruption? Clearly Cybersecurity, open data, and anonymisation of data sets are the key that will enable greater sharing of data to deliver better outcomes faster.
- ☐ A national platform for the application of environmental big data sets and sensor networks building in the successful collaboration demonstrated by sense T, the first whole of economy sensor network
- ☐ Health, a major growth area if we can develop the right science to keep our people healthier and develop better technologies to mitigate disease – just like energy efficiency, keeping someone

healthy has exponential cost savings, as we have already shown working with hospital ERs, data saves lives, in the same way that designer foods make lives healthier.

- ON our deep-tech Accelerator program is opening to partners, increasing the start-up and product management capability across CSIRO and developing a deep customer-focused practice, supported by NISA funding. Already the first group of ON participants are sharing their learnings with their business units and in particular the realisation that the scientific method can be applied to understanding customers, and that invention only becomes innovation in the hands of those customers.
- ON is the wellspring that will drive change throughout our business, it will reward deeper collaboration with our 41 university partners, and it will feed our Innovation fund with the science it needs to support a new generation of deep tech companies.
- We have a vibrant SME community, they have good market visions but limited capital, CSIRO has the ability to transform these companies as we did with Textor, MDI, and Anatomics, our technology and engineering expertise can take science off the lab bench and deliver a beta to an SME that can transform their business. We will deliver more open innovation centres like LAB 22, next will be our Food innovation Centre.
- Improving the productivity and sustainability of the mining industry through ore sorting technology and partnerships.
- SMIS particularly inspiring women in science and coding and innovation in kids, per the NISA objective - when we inspire a child, the payback is exponential and delivers for decades.
- Understanding and finding new techniques and technologies for precision agriculture in a resource constrained world.
- The SKA, the biggest science project in the world – move over Google, this is the BIGGEST data.

I know this is a lot, and with finite resources, we must pick and choose where to prioritise. This means as we focus on new areas we must stop other areas. Our people are innovative and many can reinvent themselves to learn these new areas. We will need new people with new skills to help us navigate this new future.

CSIRO pioneered climate research, the same way we saved the cotton and wool industries for our nation. But we cannot rest on our laurels as that is the path to mediocrity. Our climate models are among the best in the world and our measurements honed those models to prove global climate change. That question has been answered, and the new question is what do we do about it, and how can we find solutions for the climate we will be living with?

Our investment in precision agriculture combines unique sensors with predictive analytics to help our farming community respond to climate change, and grow their prosperity. Following our seminal work published in Nature around Australia's National Outlook, we believe there is a path where climate and industry can be partners, now we must walk that path to prove our science. The development plan for Northern Australia opens many questions around biodiversity and sustainability of agriculture, soils and water that we must answer to ensure the development is done responsibly and sustainably.

The Great Barrier Reef is at risk, and clearly we need to enhance our nation's capability to restore marine ecosystems. We will grow our capability in autonomous marine platforms to make a step change in our management of the oceans, climate adaptation, climate interventions (geo-engineering), emergency response to extreme events, understanding of cumulative impacts of Blue Economy developments, our world leading water management capability, genomics and remote sensing methods for fisheries.

Some of our businesses have saturated the domestic market, but as a result of our excellent science they have been recognised globally and we are working on opportunities for land and water reform and development in several large countries that need our help. As rapidly growing countries begin to dominate the carbon footprint we must find ways to help them grow sustainably, drawing on the lessons learned by our own experience. CSIRO developed many of the clean coal technologies that protected our environment from harmful emissions, but we must do more. We have shown by combining our climate models with smart algorithms that we can dramatically reduce energy consumption of buildings, but can we invent new materials and better building designs that can apply to smarter cities of the future to improve even more? Our energy storage technologies can be combined with our solar and grid management technologies to enable greater penetration of renewables without increasing the cost of electricity, reversing the unfortunate trend which limits these technologies today. As our National Outlook work has shown, approaches like this will also help us in the long run increase the productivity of our electricity grids, the single most important lever to improve the affordability of energy by 30%.

Food and Nutrition serves three markets, which is unnecessarily challenging. In discussion with Martin Cole and his team and with our Board, we are considering bringing the food activities into Agriculture as this would align our food and agriculture work perfectly with the Food and Agribusiness Industry Growth Centre. In this case, the nutrition part of Food and Nutrition would move to the new Health business (this would be analogous to eHealth moving from DPAS into health earlier this year). In keeping with the structural shifts made previously, this completes alignment of our science to specific market verticals.

What does this all mean? Normally a business has to cut to grow, the cuts enable investment in the new direction. Fortunately, NISA gave us the runway we needed to realign and restore our business for growth. This was a major win for team CSIRO, but now we need to justify our country's faith in us by delivering.

However, as our business unit leaders work through the process of realigning their teams for the new strategy it is inevitable that there will be job losses. Overall, this strategic alignment will not lead to an overall reduction in our workforce. Our headcount is projected to be unchanged at the end of a two year period, but it is anticipated there could be up to 175 less CSIRO people per year during this two year transition. There will be reductions in headcount in Data61, Oceans & Atmosphere, Land & Water and Manufacturing, but other business units will also be impacted in that changes in capabilities are required and there will also be some transfer of personnel. For some business units there will be limited or no staff impacts.

I am mindful that CSIRO has had significant changes over recent years. This is not a repeat of the major change we had several years ago, and to put this planned transition into perspective, on average over a number of years we have had 220 people per year leaving CSIRO through redundancy. While I know that a smaller number of job losses in no way diminishes the pain of losing team members and friends, it is something that we must do to renew our business. The exact numbers are being worked through by business leaders, but I expect the numbers won't be too different from our historical average.

We will continue the process of integrating Data61 into CSIRO, and I am pleased to note that the impact on the numbers of staff will be significantly lower than was anticipated.

Turnover is essential for a healthy business, there must always be an advancement path for growth, and opportunity for new people to join CSIRO. This does not in any way diminish the importance of work done in the past and those who did it, we will always honour those who built the foundation for our future, but we must evolve or grow stagnant.

I realise that hearing about job losses is never good news and I can assure you this will be managed in the most respectful and open manner possible. I and the Executive Team have been working with EMC and you should expect to hear from your Business Unit Director or General Manager shortly to discuss the details and to air any questions or concerns you have.

As you absorb this message I hope you appreciate the intent of treating everyone in CSIRO as a trusted insider, and sharing the news with staff immediately as we work through the detail in real time. Please direct any external enquiries to your Business Unit manager or to your closest comms colleague.

It's personally a tough message for me to share as I joined CSIRO with a growth objective and one which I don't resile from. However I also know that we need to evolve our capability to meet global market changes in order to deliver on our mission for Australia.

Thanks for your support in this.

Regards

Larry

Dr Larry Marshall
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Attachment D

From: Hardisty, Paul (L&W, Floreat)
Sent: Thursday, 4 February 2016 4:02 PM
Subject: All Staff Briefing

Dear Colleagues,

By now I trust that most of you will have had a chance to read Larry Marshall's email, released today, updating staff on some of the major areas where CSIRO will be re-focussing investment in the future, as part of the new CSIRO 2020 Strategy.

This change in focus has clear implications for the whole of CSIRO but as Larry notes, there are aspects that will particularly impact on Land & Water.

Here's what it means for us:

1. L&W will experience a net reduction in our appropriation base which will translate into a reduction of approximately 100 FTE of our current staffing. To better align with the new CSIRO 2020 strategy, L&W will change our mix of capability and activity, with significant reductions in some areas, to enable growth in others. To this end, we will over the next two years have the opportunity to create up to 50 FTE new positions.
2. Redundancies will occur across L&W. However, based on the results of the deep dive and direction from ET, the majority of the redundancies will come from the following programs:
 - *Liveable, Sustainable and Resilient Cities Program*
 - *Biodiversity Ecosystems Knowledge and Services Program*
 - *Adaptive Social and Economic Systems Program*
3. The details of the planned reductions are still being worked through by the L&W Leadership Team. We will share details with you as soon as we are able, in the next few weeks.
4. The scale of the changes will mean that L&W will need to restructure internally. The details of this restructuring are still being developed by the L&W Leadership Team, and will become clearer over the next few weeks.
5. The areas identified through the Deep Dive process for further growth in L&W include:
 - International Integrated Basin Management
 - Critical Water Resources
 - Social Licence to operate
 - Synthetic Biology
 - Oznome

Paul Bertsch and I will be conducting all-staff video briefings next week to provide you with further information as it becomes available, and respond to questions you may have, as well as make you aware of the measures we have in place to ensure all staff are fully supported throughout this

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process. Our HR team and CSIRO's EAP Provider Converge (1300 687 327) are also available to talk with you should you require immediate support.

In addition to the Leadership Team, I will also be accompanied by Alex Wonhas, Sector Executive, Environment, Energy and Minerals.

Details of the all-staff videoconferences are:

- Tuesday 9 February 12.30 pm (AEDST)
- Wednesday 10 February 12.30 pm (AEDST)

We have scheduled two options to maximise the opportunity for everybody to attend one of these briefings. Outlook invitations for the briefings, including room locations at all sites, will be sent to you separately.

Regards,

Paul Hardisty and Paul Bertsch

Dr Paul Hardisty

Director

CSIRO Land and Water

Research in land, water, ecosystems, cities, social & economic sciences, pollution, earth observation & climate adaptation

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From: Manners, John (Agriculture, Black Mountain)
Sent: Tuesday, February 09, 2016 8:14 AM
To: Agriculture All Staff and Affiliates-DG <CG-BU-Staff-Affiliates-50012165-DG@internal.csiro.au>; Agriculture Support-DG <CG-BU-Support-50012165-DG@internal.csiro.au>
Subject: CSIRO Agriculture Update

Dear Colleagues,

In late 2015 all Business Units (BUs) undertook a 'deep dive' with the Chief Executive and Executive Team members where aspects of science direction and impact, customers and revenue, financial performance as well as staff and capability development were discussed. Some of the outcomes of the deep dives with other BUs led to the email from Larry last week and the associated media coverage.

In this email I would like to update you on what feedback I have received about CSIRO Agriculture following the deep dive and where we are up to in our response. This is summarised below,

- **General impressions.** Feedback from the panel was that the deep dive demonstrated that the fundamentals of CSIRO Agriculture are sound, but there is still work to do to put it onto a sustainable funding base with the right mix of scientific capabilities to realise future opportunities.
- **Extra funding for Digital Agriculture.** In the next financial year CSIRO Agriculture will receive ~\$1.5M extra in appropriation funding to fund projects and pay for Data61 staff to work in the area of Digital Agriculture. The role of leader of the Digital Agriculture initiative has been advertised and this will provide new funding for projects and platforms in this growth area and increase our connections with the informatics and data analytics powerhouse of Data61.
- **Merger with Food and Nutrition.** As indicated in Larry's email last week the Food and Nutrition Business Unit will be closed from July and a substantial part of the food and post-farm gate processing capability will transfer to Agriculture. The plant oils projects, mainly conducted by Agriculture staff, will transfer back to Program 3 in Agriculture. Discussions are still ongoing about the final destination of other areas of work in F&N and we will be meeting soon with the current F&N leadership team to discuss the transition process.
- **Managing the CSIRO Agriculture labour budget.** I indicated last October that we were unlikely to meet our external earnings target (\$105M + ~\$18M for collaborator payments) for CSIRO Agriculture-based projects this financial year. Since then we have instigated controls on expenditure and chased further revenue but we are still tracking to have a deficit of about \$10M for this financial year. The forward revenue pipeline indicates that we are also unlikely to run a balanced budget in the coming financial year. The downturn in funding is due to reduced investment from government departments and agribusiness and we are working on reinvigorating these sources, but it will take time. In addition there are very promising signs from a cohort of new customers including those seeking applications of digital technologies in agriculture that will pick up over a three year horizon. Because of the current and foreseen difference between income and expenditure we will need to reduce staffing in CSIRO Agriculture to the order of 35-40 full-time equivalent staff members to balance our near future budgets. We will make all attempts to minimise job losses by the transfer of existing staff to externally funded projects where possible and to carefully assess succession strategies at term ends, resignations and retirements. This week we are carefully analysing each program with the respective Research Director to assess all our options and I plan to be able to provide staff with details via an all staff videoconference in March.
- **Scientific staffing profile.** At the deep dive we presented our research scientific staffing profile. At the time of the deep dive we had 116 research scientists at CSOF7/8, 90 research scientists at CSOF 5/6 and 64 postdoctoral fellows. This suggests that we need to both encourage and support our senior scientists to bring in more external revenue and build teams so we can provide more opportunities for postdocs and early career scientists. This is

consistent with the current innovation initiatives within CSIRO such as the lean launch pad and acceleration programs where market opportunities for our leading edge ideas can be better developed as business opportunities.

At the last staff consultative committee of CSIRO Agriculture the major feedback from staff to me was that staff were tired of hearing about revenue and customers and that staff wellbeing needs to have a higher priority. I am well aware that the above update points are also highly revenue-focused and also represent a further intensification of change in the organisation, I would rather have a palette of only good news to report but that is not the case. Australian agriculture remains buoyant and internationally there is an ever-increasing realisation of the importance of food and fibre production and investment is growing. Although there is a mix of good and bad news in this update the fundamentals of our business are bright. To capture the opportunities we will need to get behind the innovation agenda in the current CSIRO strategy and convert our science to useful outcomes as effectively as possible.

I realise that this ongoing change causes stress in some staff and if you have personal concerns about this information I encourage you to discuss this with your line managers, HR staff and also with the EAP service.

Best regards
John

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From: McLean, Keith (Manufacturing, Clayton)
Sent: Thursday, February 04, 2016 6:01 PM
To: Manufacturing All Staff, Affiliates and Support-DG
Cc: Hill, Anita (Future Industries, Clayton)
Subject: Changes in Manufacturing

Dear Colleagues,

Today you will have read Larry Marshall's all staff update and realise that there are implications for our business unit.

Over the past few months the organisation, through SICOM and the Deep Dive Process, has undertaken a review of our science and investment priorities and their alignment with CSIRO's strategy. The strategy, for example, envisages a greater role for big data and digital technologies across the business and more open innovation centres like Lab 22.

To successfully deliver CSIRO's strategy, we need to ensure that we have the necessary capabilities and that we meet our budget envelope. Achieving this will require the redeployment, retraining or replacement of staff across the organisation with investment directed into priority areas.

Manufacturing has a part to play in this process. We too must meet our financial envelope and deliver our strategic goals. As a business unit we expect this will impact approximately 40 staff members. Some will be retrained and redeployed, however, unfortunately this will also include some job losses.

A review of our capability needs is being conducted across all areas of our business to ensure that we have the capacity required to grow our key focus areas. All areas – chemistry, biology, physics, materials and engineering are being examined.

The Leadership Team is working through the full implications for our Business Unit and will be speaking with you all via a webinar next week.

I am conscious that we have been through a number of significant changes in recent times, and understand that this news will be unsettling and may cause anxiety. I can assure you we will seek to implement changes as sensitively and respectfully as possible, and in line with CSIRO agreements and values. We will also seek to use methods such as natural attrition, redeployment to other business units and staff on the voluntary substitution register to mitigate impacts for our teams.

The leadership and HR teams are available should you have any immediate questions. While some of us are unfortunately interstate on previously arranged visits, we will endeavour to respond to you as quickly as possible. In addition to our HR staff, if you require assistance or support, please make use of the CSIRO employee assistance program, Converge - 1300 687 327.

I apologise for the lateness of this email but I have been with customers or potential customers in Adelaide and have only just read Larry's email myself.

Thank you all for your continued support. Details for next week's webinar will be sent out shortly.

Best Regards
Keith

Keith M. McLean

5/14

Director, CSIRO Manufacturing

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From: "Lee, Ken (O&A, Kensington)" <Ken.Lee@csiro.au>
Subject: O&A - All Staff Briefing
Date: 4 February 2016 5:07:45 pm AEDT
To: "O&A All Staff, Affiliates and Support-DG" <CG-BU-Staff-Affiliates-Support-50013179-DG@internal.csiro.au>, "Wonhas, Alex (Executive, North Ryde)" <Alex.Wonhas@csiro.au>, "Nile, Therese (Executive, North Ryde)" <Therese.Nile@csiro.au>, "Brown, Sue (Executive, Campbell)" <Sue.Brown@csiro.au>, "Broadfoot, Lyndelle (HR, Dutton Park)" <Lyndelle.Broadfoot@csiro.au>, "Rizwi, Farhan (O&A, Hobart)" <Farhan.Rizwi@csiro.au>, "Fulton, Beth (O&A, Hobart)" <Beth.Fulton@csiro.au>, "Wong, Tim (Finance, Kensington)" <Timothy.Wong@csiro.au>, "Newth, David (O&A, Yarralumla)" <David.Newth@csiro.au>, "Harman, Ian (O&A, Yarralumla)" <Ian.Harman@csiro.au>, "Malthus, Tim (O&A, Dutton Park)" <Tim.Malthus@csiro.au>, "Sammons, Pixie (C&G, Hobart)" <Loren.Sammons@csiro.au>, "Chariton, Anthony (O&A, Lucas Heights)" <Anthony.Chariton@csiro.au>, "Nguyen, Tracee (O&A, Kensington)" <Tracee.Nguyen@csiro.au>, "Greenfield, Paul (O&A, North Ryde)" <Paul.Greenfield@csiro.au>, "Laiolo, Leonardo (O&A, Hobart)" <Leonardo.Laiolo@csiro.au>, "Fernandez, Kimberline (Finance, Kensington)" <Kimberline.Fernandez@csiro.au>, "Lau, Bonnie (Finance, Kensington)" <Bonnie.Lau@csiro.au>, "Bodrossy, Lev (O&A, Hobart)" <Lev.Bodrossy@csiro.au>, Reception Aspendale <Reception.Aspendale@csiro.au>, "Raman, Zarif (B&IS, Aspendale)" <Zarif.Raman@csiro.au>
Cc: "Creagh, Ben (Comms, Dutton Park)" <Ben.Creagh@csiro.au>

Date: Friday, 5 February 2016

Time: 12:00 – 13:00 AEDT

Venue: Please gather at the closest location to you on site below on the day.

| | Local Time | Room | Local Contact/Dial In Person |
|--|------------|--|------------------------------|
| ndale | 12 pm | Lecture Theatre | Zarif Raman |
| Mountain – No Rooms available, please proceed to Limestone | 12 pm | The Canberra Room | Limestone Reception - Magda |
| on | 12 pm | Woodcock Room – West Campus | Dharma Ariaratnam |
| on Park | 11 am | 4.A.501 – Boardroom 3.B.604 | Rachel Phillips |
| at | 9 am | Boardroom | Mark Wilson |
| rt | 12 pm | Auditorium | Tamara Walton |
| ngton | 9 am | Nickel Room | Tracee Nguyen |
| cia | 11 am | 5.150 – Level 5 West Large Telepresence Room | Rachel Phillips |
| lumla | 12 pm | The Oak Room | Robyn McBride |

Colleagues

You will have all read the email from our Chief Executive Larry Marshall updating staff on some of the major areas CSIRO will be re-focussing investment in the future in order to bring the organisation in line with the new strategy.

While this new focus has clear implications for the entire organisation, there are important aspects that will impact Oceans and Atmosphere some of which have been subject to media reports.

The implication for O&A is a net reduction in our appropriation base. This will translate to a reduction in 100 FTE of our current staffing. Over the next two years we will have the opportunity to create up to 35 FTE new positions in new areas of research to enable our capability mix and activity to better align with CSIRO's innovation strategy. This will require significant reductions in some areas, to enable growth in others.

These impacts will affect all aspects of O&A however most of the reductions will be concentrated in Ocean and Climate Dynamics and Earth Systems Assessment.

The areas identified for growth include:

- growing our capability to prepare for and respond to the challenges related to driving forward the Blue Economy,
- increasing our ability to understand the cumulative impacts of Blue Economy developments such as new fisheries and resource projects to minimise their impacts and provide communities with trusted information about those projects, and
- improving our monitoring and decision making systems to ensure the quality and sustainability of our marine ecosystems.

To expand on this I will be conducting an all-staff briefing to provide you with further information and respond to questions you may have, as well as make you aware of the measures we have in place to ensure all staff are fully supported throughout this process.

In addition to the Leadership Team I will also be accompanied by Alex Wonhas, Sector Executive, Environment, Energy and Minerals.

Details of the all staff video conference are included above.

I appreciate your support of your colleagues at this time while we work through the impacts on our Business Unit. Our HR team and CSIRO's EAP Provider Converge (1300 687 327) are also available to talk with you.

Regards
Ken and Andreas

Kenneth Lee, Ph.D.

Director | Oceans and Atmosphere
CSIRO

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Colleagues,

Earlier today, you would have received an email from our Chief Executive outlining investment decisions taken to implement the new CSIRO strategy - I now want to provide some additional information on the outcomes and implications for Mineral Resources. I also want to update you on our financial performance so far this year together with our estimates of out-year external revenues. These two factors together are the major drivers of our financial planning to build a sustainable future for CSIRO Mineral Resources.

Strategy linked budget outcomes:

Last year I shared our strategic plan with you that formed the basis of our presentation to SICOM and the subsequent 'Deep Dive' to review our business plans. As part of this process, all business units were asked to prepare focussed investment priorities and associated revenue forecasts to be considered as part of the budget process. The priority growth opportunities for Mineral Resources are:

1. **National Mining Research partnership** - a national catalyst opportunity with strong commercial returns. Mining technologies are increasingly complex and expensive to develop and as a result CSIRO's capability in this area has declined and our stakeholders are consistently saying we need to fix this. Industry have flagged that the nation's ability to address the major mining issues/problems is being held back because of a capability gap and lack of researcher alignment – they are looking to CSIRO to lead a solution that links CSIRO capabilities' to other mining innovators around the world. We must have this capability to be credible players in the industry. The UQ Mining innovation team (previously CRCMining) is the national hub for mining research and will deliver an industry developed roadmap which we endorse. They also bring together major manufacturing and services companies as new commercialisation options. The proposed transaction will be a 'merger' that positions CSIRO as a major player in mining innovation while accessing capability through Curtin, UQ and Monash.
2. **Ore sorting business** – the current industry challenges of declining grade, falling overall productivity and declining commodity prices will demand a transformational change in mining and processing if companies are to remain profitable. Selective mining, and in particular, bulk sorting of ores to enhance grade are likely to be part of the required solution. Our unique CSIRO technology developments will form the basis of a business partnership to deliver CSIRO ore sorting technologies into the Global Market with an initial focus on Australia and Chile. Selling instruments direct to industry does not access the inherent value of the technology and we are looking at joint venture options with major engineering suppliers to deliver ore sorting systems to the customer.
3. **UNCOVER** – transition an important National Industry led Roadmap (to explore the 80% of prospective Australia hidden to current technologies) endorsed by government into an opportunity to catalyse new research, technology acceleration and business models to deliver strong commercial returns from exploration. Australian exploration is dominated by junior explorers and the industry is in crisis. This investment proposal provides CSIRO leadership so that new investment capital flows disproportionately to Australia and makes CSIRO well positioned to capture upside from new discoveries. Early priorities are a new data analytics and value-add business combining geoscience expertise with Data61 machine

learning capabilities. This will aim to develop options to leverage equity in exploration projects and companies to deliver exposure to the value of new mineral discoveries under cover.

Financial performance and implications:

- Recent turmoil in mineral markets has significantly impacted our revenue generation as we are currently facing a shortfall of around \$5m this FY;
- There is no expectation that this situation is likely to change next FY and although we have been able to make significant savings in operating expenses, we will also have to reduce staff levels in those areas impacted to ensure a balanced budget as we make the strategic transition underway in the organisation.

Implications for CSIRO Mineral Resources:

- As foreshadowed in the CEOs email, one of Australia's long-standing competitive advantages has been and will continue to be our world-class resource industry. As the industry is at the bottom of its well-known business cycle, it is the right time to step-up our efforts of working with the industry to improve its productivity and sustainability. As a result of this, the investment outcomes for CSIRO Mineral Resources are as follows:
 - i. New direct-cost appropriation investment of \$4.5m/a over the strategy period to drive the priorities outlined. This investment is tied directly to the three priorities above and some of this capability will be sourced from other CSIRO business units, especially Data61.
 - ii. External revenue target of \$30.5m in FY16/17 growing to \$38m in FY18/19. This figure together with our external revenue performance so far this year means that we will have to reduce costs to deliver a balanced operating result.
- The decisions outlined above are based on repositioning our business for a sustainable future and include three elements: (i) redundancies; (ii) recruitment; and (iii) additional investment to implement new business models.
 - i. **Redundancies:** As foreshadowed in the recently endorsed CMR Strategic Plan, there will be a net reduction in some of our process science and engineering capabilities in response to declining industry support. There will also be some changes in our exploration geoscience and resource characterisation capabilities in line with our research priorities. We expect a net reduction in staff of around 10FTE across the business to allow us to manage the significant fall in external revenue in some parts of the business.
 - ii. **Recruitment:** Our strategic plan endorsed by ET requires a shift in capabilities to align with market investments and our research priorities. As a result, we also expect an additional repositioning of our capability base of around 30FTE to transition to the new investment priorities outlined above. This will involve **additional** staff losses and new recruitment but we expect no net loss of staff as a result. So in summary, up to 40 positions could be redundant with up to 30 new recruitments as we reposition to deliver on our strategy.
 - iii. **New business models:** In addition to these growth initiatives, we will be focusing our internal resources on responding to the changing market conditions and a move away from service-based research with end users towards equipment and technology providers to grow longer term returns on investment. We have a

range of technologies ready to commercialise and a range of new business models that will transition CSIRO Mineral Resources to a sustainable and profitable business. These will use both existing CSIRO funding programs and investment from our business.

Next steps:

- During the week of 15 February, Steve Harvey and I will be travelling to all our sites to discuss these outcomes and the implications with you. Dates, times and locations will be distributed soon.
- Please talk to your Program Directors in the first instance to clarify any questions you may have but Steve and I and the rest of the leadership team are available to discuss any further queries. We will also share any new information as soon as possible.

The new appropriation investment into CSIRO Mineral Resources will, as a consequence, see investment redirected from other business units. This endorsement and opportunity comes with the responsibility to make sure that we deliver the expected financial outcomes and manage any shortfall through appropriate measures. I know that these announcements will create significant uncertainty for our staff and so we will work to finalise these changes as soon as possible.

As you will see from the CEOs email, there will be many difficult changes across the organisation and so please do everything you can to support your colleagues through this difficult time.

Best wishes, Jonathan

Mr Jonathan Law
Director
CSIRO Mineral Resources

Phone: + 61 3 9545 8764 Fax: +61 3 9562 8919
Mob: 0402 222 703 Email: Jonathan.Law@csiro.au
Website: www.csiro.au

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Hello All

Following on from the message you have received from Larry Marshall this morning, and the staff briefing earlier today, Martin and I would like to provide further information and context for you, particularly to those who were unable to participate in this morning's All-Staff briefing.

As you would have seen from Larry's email and heard from Anita this morning at the All-Staff briefing, the Food and Nutrition business unit is facing a restructure. This is not a reflection of the high quality work that we do. It has been recognised by CSIRO that F&N was facing 3 large and important markets and that our science and strategy was highly relevant and strongly aligned to these markets. It was also recognised that this was a huge challenge for a business unit of our current size. This restructure is about building critical mass in order to work with our partners more effectively and create impact for the nation.

Background on the restructure

This restructure is linked to the 'deep dives' conducted last year and our need to align our research more closely with the greatest challenges facing Australia.

During the 'deep dive' process research portfolios across our organisation were assessed and CSIRO has now made a number of decisions which will ensure our investment is best aligned to meet Australia's greatest challenges.

As outlined above, it was recognised that the Food and Nutrition business unit was facing 3 large and important markets which was challenging for a BU of our current size.

By moving our Food and Bioproducts work to Agriculture we will bring our pre- and post-farm gate strategies together and complete the value-chain for Australia's food and agribusiness economic growth. The national focus on food and agribusiness to grow Australia's economy demands a whole-of-value-chain strategy.

Strategy 2020 delivered in July 2015 included a commitment to establish a strong presence for CSIRO in health. In order to meet this demand, and position our market-facing research offering to engage fully with industry, we will move our important Nutrition and Health research program to our new Health business.

Why this change and why now?

Following on from the Deep Dive exercise and other portfolio analyses, the CSIRO Executive Team (ET) have decided to realign research programs from the Food and Nutrition business unit into other areas where they will be better positioned for future growth.

The ET would like the transition to begin immediately, so that the organisation is in a strong position to implement the enterprise and business unit strategic actions in the next financial year.

What will happen and when?

The transition of the research programs into the respective Agriculture and Health business units will take place over the next five months, with completed transfers ready for commencement of the next financial year starting 1 July 2016.

What are the next steps?

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Over the coming weeks, the Research Program Directors (RPDs) and other members of the Food and Nutrition Exec will be meeting with key internal stakeholders and Business Unit Directors to discuss the plan forward for the transition.

During that time, the RPDs and Group Leaders will provide ongoing updates on these discussions with staff in the programs.

At the same time, the F&N Executive Team will be visiting each site over the coming weeks to provide an update on the latest details and answer any questions staff may have. In addition, regular updates will be sent via email and further information will be made available on MyCSIRO.

We appreciate that the announcement will come as a shock to many staff, but it is vital that we focus on ensuring that the research programs remain sustainable, effective and impactful during the transition. Implementation of the Business Development and Commercialisation plans are critical right now, we must continue to focus on external and customer engagement. We are developing an 18 month transition plan to put the programs in as strong a position as possible with a reasonable and credible pipeline, as they move across to the new business units.

For further information please contact your group leader or RPD or refer to the [FAQs page on MyCSIRO](#).

Further updates on the restructure and transition will be provided in the coming weeks.

Please feel free to talk to Martin and myself for clarification as needed.

Regards

Lynne and Martin

Professor Lynne Cobiac

Science Director & Deputy Flagship Director
CSIRO Food & Nutrition Flagship

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A section of the Community and Public Sector Union



5 February 2016

Alexandra Allars
Workplace Relations Manager
CSIRO

By email: alexandra.allars@csiro.au

NOTIFICATION OF DISPUTE

Dear Alex,

Under the dispute avoidance/resolution procedures contained at Clause 87 of the CSIRO Enterprise Agreement 2011-2014 (*an agreement with enforceable clauses that remains in place until CSIRO staff agree to replace it with a new agreement*), the CSIRO Staff Association (a section of the Community and Public Sector Union) hereby notifies CSIRO management of a dispute.

NATURE OF DISPUTE

CSIRO Chief Executive Larry Marshall sent an email with the subject line 'News on growth areas and changes.' to all staff on 4 February. The email included information on job losses and stated in part that:

'Our headcount is projected to be unchanged at the end of a two year period, but it is anticipated there could be up to 175 less CSIRO people per year during this two year transition. There will be reductions in headcount in Data61, Oceans & Atmosphere, Land & Water and Manufacturing, but other business units will also be impacted in that changes in capabilities are required and there will also be some transfer of personnel. For some business units there will be limited or no staff impacts.'

The email clearly indicates that CSIRO have made decisions on job losses with identification of specific research areas and potentially redundant or reallocated staff. It makes it clear that these are decisions of CSIRO, rather than initiatives or proposals for consideration. It indicates that CSIRO is seeking to implement the specified changes without genuine consideration to matters that may subsequently be raised through consultation with staff.

NATURE OF BREACHES

Clause 57 Staff Participation and Consultation in part requires CSIRO to consult with affected officers (staff) and their representatives where initiatives or proposals have implications for the employment of staff or affect the way work is to be performed. We submit that CSIRO has breached this part of Clause 57.

Clause 57 Staff Participation and Consultation in part requires CSIRO to consult to facilitate informed decision making, particularly on matters that affect the employment of staff and provide officers and their representatives with a genuine opportunity to influence the decision maker. We submit that CSIRO has breached this part of Clause 57.

FURTHER CONCERNS (NOT FORMALLY PART OF THIS DISPUTE)

Staff Association members care deeply about their work and are adaptable to change. They form the science collective of CSIRO, from which the ideas and innovations arise. Their efforts and inputs, both individually and collectively, lead to better decision making and outcomes for CSIRO.

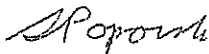
The email sent on 4 February has challenged their beliefs that CSIRO's leadership understand the importance of CSIRO as a public science organisation. They have low confidence that CSIRO's leadership appreciate that staff should be trusted to provide feedback on proposals of the CSIRO Executive, including those that impact on research priorities and organisational change.

The current impasse in enterprise bargaining caused by CSIRO Executive's insistence that many clauses of the CSIRO Enterprise Agreement be removed into unenforceable policy further exacerbates their faith in CSIRO's leadership. Notably, the subclauses that form the basis of this dispute are proposed to be stripped in CSIRO Executive's current bargaining position, which would remove the right to refer such disputes to the Fair Work Commission.

RESOLUTION

We request CSIRO suspend the implementation of any potential redundancies or reallocations, until staff and the Staff Association are consulted about the proposals in the email of 4 February. We request CSIRO provide the Staff Association with a detailed consultation plan that provides a genuine opportunity to influence the proposals. Staff Association representatives are committed to attending meetings as soon as possible to discuss and seek to resolve this dispute, otherwise it may be referred to the Fair Work Commission.

Yours sincerely



Sam Popovski
Secretary

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12 February 2016

Dr Sam Popovski
Secretary
CSIRO Staff Association
10/440 Collins Street
Melbourne VIC 3000

VIA Email: Sam.Popovski@cpsu.org.au

Dear Sam,

Re: Staff Association Notification of Dispute dated 5 February and our meeting of 9 February 2016

Thank you to you and your colleagues, Michael Borgas and Michael McDonald, for meeting with myself, Craig Roy and Alex Allars on Tuesday. This followed our meeting with Dr Anita Hill and Dr Alex Wonhas and Human Resources representatives on 8 February 2016 during which they outlined high level impacts and next steps in their respective Business Units, listened to your feedback and answered your questions.

I appreciated our direct and open discussion on Tuesday which assisted with our further understanding of the basis of the dispute notification and the concerns our staff are raising with the Staff Association. I acknowledge such concerns and take them very seriously.

During our meeting on 9 February, Craig also outlined to you the steps CSIRO's senior leaders have undertaken from last year to this point to review our science investments in order to respond to our new Innovation Catalyst Strategy. Such steps included our science investment process, the first under the new CSIRO Strategy; budget and financial planning; submission of each Business Unit's four year strategic plan to the Science, Strategy, Impact and Investment Committee (or SICOM); and a series of reviews (or "deep dives") conducted by members of the Executive Team with Business Unit Leadership teams as part of the investment process. The purpose of the "deep dives" was to engage Business Unit Leadership teams in a more detailed strategic discussion on research portfolios, growth opportunities, priority shifts in new markets/clients, revenue pipeline and other related matters; and engagement with the CSIRO Board and stakeholders. A high level overview of the Planning, Investment and Budget Cycle is attached to this letter.

Dr Marshall's all staff email of 4 February 2016 set out the outcomes and subsequent decisions of the review of our science investments and during our meeting Craig, Alex Allars and I explained what next steps will involve with respect to the implementation of such outcomes and decisions. In particular we outlined the Business Unit level communication and consultation where engagement is occurring with staff and management in relation to the implementation of decisions which have been made to-date and options, possible implications and potential mitigation ahead of further local decisions being made.

In relation to communication and consultation with the Staff Association, during our meeting we proposed further meetings and the provision of information, particulars of which are set out below:

- Immediate meetings with Business Unit Leaders including Drs Paul Hardisty, Ken Lee, Keith McLean and Mr Jonathan Law.
 - Dr Hardisty is available to meet with the Staff Association on Monday 15 February from 11:30am to 12:30pm AEDT;
 - Dr Lee is available to meet with the Staff Association on Tuesday 16 February from 1.00 to 2.00 pm AEDT or 11am to 12pm AEDT;
 - Dr McLean is available to meet at a date to be confirmed; and
 - Mr Jonathan Law is available to meet on Tuesday 16 February from 2.00 to 3.00pm (Queensland time).
- Meeting with Dr Marshall, Mr Roy and Human Resources representatives on the afternoon of 25 February 2016.
- Recurring weekly meetings with senior members of the Human Resources Team starting as soon as possible.

Can you please continue to liaise with Alex Allars to advise of your availability to participate in such meetings and to discuss the provision of information to the Staff Association so that she can ensure the necessary arrangements are put in place.

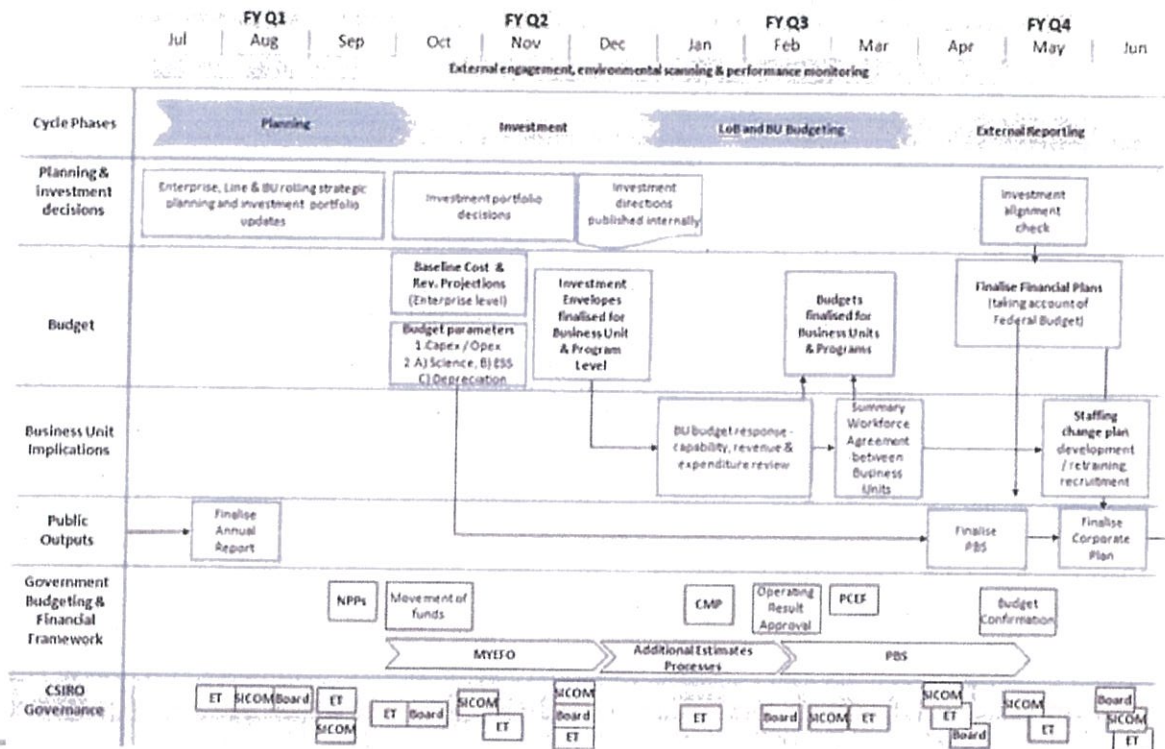
I recognise it is a challenging time for impacted staff. I hope we can continue our open and direct engagement with you and the Staff Association around these organisational changes in a manner that ensures we consider the best interests and wellbeing of our staff.

Yours sincerely



Mr Trevor Heldt
General Manager
Human Resources

Planning, Investment & Budget Cycle



Note – some timeframes have changed

