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**Subject:** All Staff Update  
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Dear Land and Water Colleagues,

Yesterday our Chief Executive, Larry Marshall, issued an all-staff email which provided some new details about the changes occurring across CSIRO, including new information about staff reductions.

We would like to provide further details about what that means for the Land and Water business unit:

### **Staff Reductions**

- As communicated by Larry Marshall yesterday, Land and Water is proceeding to implement staff reductions in the business unit.
- Overall there will be a reduction of up to 67 FTEs in Land and Water. While this is a lower number of staff reductions than previously advised, the most impacted Programs will be the same as those previously advised:
  - Program 1 – Biodiversity, Ecosystem Knowledge and Services
  - Program 4 – Liveable, Sustainable, Resilient Cities
  - Program 5 – Adaptive Social and Economic Systems
- This outcome is the result of the following process:
  - Feedback received from L&W staff and external stakeholders was taken on board by the L&W Leadership team, and also communicated to the CSIRO Executive Team (ET).
  - As a result of feedback provided to ET by the L&W Leadership Team and others, ET requested that the L&W Leadership Team submit an alternative approach for aligning with the CSIRO Strategy 2020, including a revised business case.
  - As part of its revised business case and through ongoing engagement with ET, the L&W Leadership Team requested a more gradual approach to shifting the capability profile of the business unit, to be achieved through a lower number of staff reductions and fewer new recruitments.
  - This revised business case has been approved by ET to proceed to implementation.

### **Schedule**

The next steps involved in implementing these staff reductions will be:

1. Voluntary Redundancy Substitution (VRS) registration will be considered.
2. We anticipate impacted officer and group discussions will commence across our impacted sites from early May.
3. We anticipate potential redundancy discussions will occur throughout May and early June.
4. Potentially redundant staff then enter a redeployment period (minimum 2 months).

### **Restructure**

- Land and Water will need to restructure as a result of the staff reductions, primarily with the closure of the Liveable, Sustainable and Resilient Cities Program and a redistribution of

some of this capability into the remaining Programs.

- There will then be an opportunity for consultation and input from staff into the resulting sub-Program structure.
- Further information about the proposed restructure and consultation steps will be provided at a later date.

### **Recruitment**

- It is anticipated Land and Water will recruit a small number of new positions over the next two years (approximately 20).
- Recruitment of these positions will not occur immediately but rather will take a phased approach and be subject to market demand and security of external revenue streams (normal business-as-usual process).
- New recruitments in Land and Water will be aligned with priority areas identified during the L&W strategy development process (which ran over the early part of 2015, and involved extensive consultation with L&W staff) such as: International Integrated Basin Management, Critical Water Resources, Oznome, Northern Australia, Social Licence to Operate, Synthetic Biology, Climate Response, among others.

### **Climate Response Unit**

- The Land and Water business unit will establish a new research group to focus on climate adaptation and mitigation.
- The scope and scale of this group, including linkages with the newly announced Climate Science Centre to be based in Hobart, are currently under discussion.
- Land and Water will receive \$1 million in appropriation funding (ongoing) to support its establishment.
- It is anticipated research conducted by this group will be delivered by a mixture of existing staff, new recruitments and deployments of staff based in Oceans and Atmosphere.
- We will begin consulting and working with staff in various parts of L&W and outside L&W to determine what shape this new group will take, and what capabilities it requires. This will include seeking a leader for this new group.

### **Northern Sites**

- There have been a number of discussions regarding the consolidation of our northern sites, and the consultation process to date.
- Decisions regarding any potential consolidation of northern sites (and indeed discussion regarding consolidation of other sites across the country) will be made only AFTER the current business unit reshaping exercise has been completed, and then only AFTER consulting appropriately with staff in sites that may be affected.

### **Feedback**

As part of the revised Land and Water business case, feedback received during the period 4 February to 4 April 2016 was captured and a summary of this information, including specific examples, was provided as input to the CSIRO Executive Team.

The key themes of that feedback included:

- Staff reductions and capability impacts
- Organisational strategy and implementation, particularly with regards to public good research

- Investment decision-making process (deep dive, rationale for staff reductions, political influences)
- Communication by ET and Enterprise functions
- Reputational damage and stakeholder impacts

Internal and external feedback provided so far has been used to refine the Land and Water business case to reduce the overall impact on existing capabilities. Your feedback has also been incorporated into consultation scheduling, policy revision and implementation planning. It has also enabled ET to consider L&W inputs on the topic of public good research.

Please continue to provide your feedback. We will consider additional feedback as we proceed with the next steps of implementation.

### **Support**

Your Research Program Directors will provide you with further information as it becomes available, and respond to any questions you may have, as well as measures to ensure all staff are fully supported throughout this process.

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

This is a very difficult time for all Land and Water staff and we understand that many of you will be feeling concerned and anxious about yourselves and your colleagues. Please contact your Research Program Director, one of us, your HR Advisor, or the EAP provider above if you need additional support at this time.

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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