



Advice to Relevant Unions

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

Business Unit: Finance / Project Support Integration

Date: 5 May 2016

Contact for further information: .

Details of the circumstances causing the potential redundancy situation

There are a number of reasons that have led to the proposed restructuring of the Finance and Project Support functions:

The SROM Project design work for both CSIRO's end to end Opportunity to Delivery business process and the new Finance Model is well developed with phase 1 of O2D released in November 2015 and phase 2 to be released in July 2016. This will be supported by a fully integrated system across the end to end process. Researchers have and continue to be engaged in the design of both the processes and system. This will have implications for both the operating model and the structure and roles for both the Finance and PS teams and potentially a reduction in the number of FTEs across these teams, in In Business and Corporate Finance and the Finance Service Centres.

- The business need for an integrated function to provide a more seamless end to end Finance/Project Support service across CSIRO. It is recognised that Finance and PS staff continue to experience lack of role clarity. Multiple contact points and siloed teams have resulted in inconsistent in-business processes and confusion over responsibilities - causing tension amongst the teams, a high level of duplication and patchy results for the business.
- With the release of CSIRO's Strategy 2020 and the strong focus on commercialisation and globalisation it is critical that the Finance and Project Support teams realign their strategy, structure and capability to provide flexible, agile, strategic advice with a commercial and global emphasis.

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

Impact on the Finance / Project Support team:

- The Finance and Project Support will become a totally integrated function with greater multi-skilling for delivery of a broad and effective support. There will be greater connection and communication between all groups (Service Centres, Corporate Finance and In Business Finance and Project Support) to develop a Finance model that optimises its capability to partner with the business in implementing the 2020 strategy. The following changes are envisaged to support the integrated model:
- The current Finance Service Centre (AR, P2P and Contracts) will move to report to the EM, Corporate Finance and the current "Service Centre Manager" position will be combined with the new Training and Improvement Manager role to provide leadership in the areas of continuous improvement, training and quality assurance across the new Financial Management function. The Project Support Service Centre will be integrated with the CA and AR Service Centre to enhance workflows and continue to develop seamless end to end processes.

- Corporate Finance –
 - There will be a focus on the development of commercialisation and global skills and expertise in line with the CSIRO strategy. To support this we have developed new positions and also incorporated this into the in business positions (communities of practice).
 - The Financial Systems area is being revised to consolidate all systems related responsibilities, this will result in the addition of Systems Co-ordinator position.
 - In response to the ongoing changes in CSIRO’s processes and systems and the integration/automation of O2D and SAP and synergies with CSIRO’s Finance Support Centres; the Support Centres will report to Corporate Finance (as above) and led by the “Manager, Training, Improvement and Support Centres. This team will work as a virtual team with the In-Business Project Assurance Training and Improvement positions (also a new role) to deliver education material and training. This team will also be responsible for oversight of Business Improvement and Project and Quality Assurance, including delivering ongoing improvement of end to end processes in the Support Centre.
- In Business Finance and Project Support

The integration of Finance and Project Support will provide each business unit with a single cohesive team, with multiple roles in each, that will support CSIRO’s 2020 strategy and the transition of the business to O2D. Agile project teams will work across the Finance group as communities of practice, particularly in the new Financial Strategy and Performance, and Project Assurance and Training roles; they will also work closely with other areas such as SAP Services and BD&C in virtual teams to ensure seamless support to the business.

The following roles will be established in each Impact area, with the number of positions per role being determined by the needs of the business.

- Finance Manager (CSOF6) – The Finance Manager will lead the In-Business team to deliver integrated value adding support to the business, and will be a member of the BU leadership team.
- Financial Strategy & Performance Co-ordinator (CSOF5) – is positioned at the Business unit level and works closely with the Finance Manager and Finance and Project Advisors to consolidate the investment, revenue and commercial interests of the Business.
- Project Assurance, Training and Improvement Co-ordinator / Advisor (CSOF 5 and CSOF4) – is positioned at the Business unit level and works closely with the corporate Training, Improvement and Support Centre role; a community of practice of these positions across the function will also be established. The role will provide assurance to the Business on the creation, performance and governance of its opportunities and projects; it will provide training and support to the Business unit’s staff on processes and systems; and will provide Project Management guidance and support to Project Leaders of complex projects.
- Finance and Project Advisor (CSOF4), and Finance and Project Officer (CSOF3) – are positioned at Program level and will work as a team to provide value-add financial and project management advice and support to the Program leadership teams and Project Leaders.
- Finance Administrator (CSOF2) – will provide administrative support to those Programs that provide low value, high volume testing and consulting services to a large customer base. Not all Programs or Business units will have this role.

Impact on Research Areas – A transition plan has been developed to assist and support researchers during the implementation of O2D and the implementation of the new Financial Management function.

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.

At this stage, we are unable to quantify, either the number of redundancies or the number of accepted VRS. This will only become clear after the assessment process – due to the significant difference in position descriptions (integrated Finance and Project Support). However our goal remains to both minimise redundancies and accept as many VRS registrations as possible.

	CSOF2	CSOF3	CSOF4	CSOF5	CSOF6	Exec Man	GM	Total	NICTA
Total Old Model	15.4	60.5	48	28	16	5	2	174.9	5
Current indefinite positions	12.7	51.7	40.2	23.2	15.8	5	0	148.6	
Total New Model	16.5	45.5	48	22.8	17	4	1	154.8	0

Please note that there have been a number of resignations over the past year which have not been replaced or have been replaced with terms – this will assist in mitigating redundancies – see table above. However the in-scope integrated new roles that have been developed are substantially different to current roles. As a result it is likely that there will be some officers who may not be suitable for the new roles. This may allow the acceptance of some VRS registrations.

Site	Impacted staff	Redundancies	CSOF Levels	Functional areas
Yarralumla	5	TBC	CSOF 3 x 1 CSOF 4 x 1 CSOF 5 x 2 CSOF 6 x 1	Administrative Services
Werribee	2	TBC	CSOF 4 x 2	Administrative Services
Waite campus	10	TBC	CSOF3 x 1 CSOF4 x 7 CSOF5 x 2	Administrative Services
Townsville	1	TBC	CSOF 4 x 1	Administrative Services
St Lucia	1	TBC	CSOF 4 x 1	Administrative Services
Pullenvale	8	TBC	CSOF 3 x 4 CSOF 4 x 3 CSOF 5 x 1	Administrative Services
North Ryde	2	TBC	CSOF 3 x 1 CSOF 4 x 1	Administrative Services
Newcastle	2	TBC	CSOF 3 x 1 CSOF 5 x 1	Administrative Services
Myall Vale	1	TBC	CSOF 4 x 1	Administrative Services
Marsfield	6	TBC	CSOF3 x 2 CSOF4 x 3 CSOF5 x 1	Administrative Services
Lucas Heights	1	TBC	CSOF 4 x 1	Administrative Services
Kensington	4	TBC	CSOF 3 x 1 CSOF 4 x 2 CSOF 5 x 1	Administrative Services

Irymple	1	TBC	<i>CSOF 4 x 1</i>	Administrative Services
Hobart	6	TBC	<i>CSOF 3 x 3</i> <i>CSOF 4 x 1</i> <i>CSOF 5 x 2</i>	Administrative Services
Geelong WP	1	TBC	<i>CSOF 3</i>	Administrative Services
Geelong AAHL	2	TBC	<i>CSOF 4 x 1</i> <i>CSOF 5 x 1</i>	Administrative Services
Eveleigh	6	TBC	<i>CSOF 4 x 6</i>	Administrative Services
Dutton Park	4	TBC	<i>CSOF 4 x 2</i> <i>CSOF 5 x 2</i>	Administrative Services
Clayton North	1	TBC	<i>CSOF 4 x 1</i>	Administrative Services
Clayton	9	TBC	<i>CSOF 3 x 1</i> <i>CSOF 4 x 5</i> <i>CSOF 5 x 1</i> <i>CSOF 6 x 2</i>	Administrative Services
Campbell	5	TBC	<i>CSOF 3 x 1</i> <i>CSOF 4 x 2</i> <i>CSOF 5 x 2</i>	Administrative Services
Black Mountain	11	TBC	<i>CSOF 3 x 4</i> <i>CSOF 4 x 4</i> <i>CSOF 5 x 3</i>	Administrative Services
Aspendale	1	TBC	<i>CSOF 3 x 1</i>	Administrative Services
Adelaide	1	TBC	<i>CSOF 5 x 1</i>	Administrative Services

The method of identifying potentially redundant officers.

The identification of potentially redundant officers will be undertaken as per Clause 5, Schedule 3 of the Enterprise Agreement. The draft assessment template has been forwarded to Finance and Project Support staff and to the Staff Association for review and feedback.

Any other relevant information

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