

Attachment B
FOI 2019/45 - Document Schedule

Doc No	Date	Addressee	Author	Description	No of Pages	Section of Act	Decision
1.	9 August 2018	Polly Liakos QTBs	Karen O'Rourke	Email (1:08pm): Updated QTB – QB18-000010 (9 August 2018) CSIRO Staffing Attachment QB18-000010	1 5	s22	Part exempt
2.	30 August 2018	QTBs	Karen O'Rourke	Email (10:57am): Updated QB18-000010 CSIRO Staffing Issues Attachment: QB18-000010	1 5	s22	Part exempt
3.	3 September 2018	Jane Urquhart MPLO	MPLO	Email (4:19pm): Re QTB template update Attachment: QB18-000010	1 1	s22	Part exempt
4.	4 September 2018	MPLO	Jen McCaffrie	Email (9:38am): QB18-000010 compared version Attachment: QB18-000010 compared version	1 1	s22	Part exempt
5.	28 November 2018	Celia Acworth	Kimberley Shrives	Email (3:35pm): Staffing numbers	1	s22	Part exempt
6.	10 July 2019	Hannah Scott	Dave Agnew	Email (11:48am): Re Heads up re message from CSIRO Staff Association	4	s22	Part exempt
7.	10 July 2019	Celia Acworth	Hannah Scott	Email (4:22pm): Fwd Average Staffing Levels	2	s22	Part exempt
8.	4 August 2019	Larry Marshall	David Thordey	Email (12:09pm): Re Fortnightly Update 22 July – 2 August 2019	3	s22	Part exempt

Doc No	Date	Addressee	Author	Description	No of Pages	Section of Act	Decision
9.	5 August 2019	Celia Acworth & Others	Laura Methorst	Email (10:02am): Chief Executive Mid Year updated	3	s22	Part exempt
10.	17 August 2019	Larry Marshall	David Thodey	Email (12:32pm): Re Fortnightly Update 5-16 August 2019	2	s22	Part exempt
11.	21 August 2019	Larry Marshall	David Thodey	Email (6:57am): ASL Caps	1	s22	Part exempt
12.	5 September 2019	David Thodey	Larry Marshall	Email (12:58pm): FW A few things from the Board Meeting and discussion with the Minister Attachment: 2019 Board Strategy Day	2 2	s22	Part exempt
13.	14 September 2019	David Thodey	Larry Marshall	Email (9:08am): Canberra Times article about ASL	1	s22	Part exempt
14.	14 September 2019	David Thodey	Larry Marshall	Email (9:11am): Fortnightly Update 2-13 September 2019	2	s22	Part exempt
15.	14 September 2019	Larry Marshall	David Thodey	Email (12:39pm): Re Fortnightly Update 2-13 September 2019	2	s22	Part exempt
16.	16 September 2019	QTB MPLO	MPLO	Email (10:08am): Re CSIRO QTB on ASL Attachment: QB10-000195 Final	2 1	s22	Part exempt
17.	17 September 2019	David Thodey	Larry Marshall	Email (11:37am): Re A few things from the Board Meeting and discussion with the Minister Attachment 2019 Board Strategy Day	3 2	s22	Part exempt
18.	18 September 2019	Celia Gleeson & Others	Hannah Scott	Email (1:02pm): Re Heads up re Canberra Times article re ASL	3	s22, s47F	Part exempt
19.	19 September 2019	Ceelia Gleeson & Others	Hannah Scott	Email (9:28am): Re Heads up re Canberra Times article	3	s22	Part exempt

Doc No	Date	Addressee	Author	Description	No of Pages	Section of Act	Decision
20.	24 September 2019	Larry Marshall	David Thodey	Email (1:49pm): Fwd for your feedback – Draft Agenda for Board Strategy Days	6	s22	Part exempt
21.	26 September 2019	David Thodey	Larry Marshall	Email (5:58pm): Fortnightly Update – 16-27 September 2019	2	s22	Part exempt
22.	28 September 2019	CSIRO Board Members	Larry Marshall	Email (6:54am): CE Update – September 2019	3	s22	Part exempt
23.	2 October 2019	David Thodey Larry Marshall	Drew Clark	Email (6:27pm): CSIRO Staff Association Corro Attachment: Letter to Larry Marshall dated 19 September 2019 from CSIRO Staff Association	1 2	s22	Part exempt
24.	2 October 2019	Drew Clarke Cathey Foley	David Thodey	Email (6:52pm): Fwd CSIRO Staff Association Corro Attachment: Letter to Larry Marshall dated 19 September 2019 from CSIRO Staff Association – Duplicate	2 2	s22	Part exempt
25.	3 October 2019	David Thodey	Cathey Foley	Email (12:33pm): FW Response to your letter of 19 September 2019 to CSIRO about ASL Attachment: Letter to Staff Association dated 3 October 2019	1 2	s22	Part exempt

s22

From: O'Rourke, Karen (CorpAffairs, Black Mountain)
Sent: Thursday, 9 August 2018 1:08 PM
To: Liakos, Polly; QTBs
Subject: HPRM: Updated QTB QB18 000010 (9 August 2018) CSIRO Staffing
Attachments: QB18-000010 (9 August 2018).docx

Categories: QTB

Hi Polly,

Please find attached the updated QTB on CSIRO Staffing.

Regards

Karen

Karen O'Rourke
Senior Office Coordinator
Ministerial and Parliamentary Liaison Office
CSIRO

s22

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IN CONFIDENCE

CASH QTB

Category: High Priority

PDR: QB18-000010

s22



Contact Officer Kimberley Shrives	Phone [REDACTED] s22	Date Created 24 January 2018	Date Updated/Reviewed 9 August 2018
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IN CONFIDENCE

ISSUES

s22



s22



s22



s22

The 2017-18 changes are driven by shifts in strategic capability priorities, and the financial outlook for individual Business Units, with 145 redundancies currently projected. However, these changes do not change the average staffing level (numbers) projection of 5,063 in the 2017-18 PBS.

Average Staffing Levels Plan (source: CSIRO Corporate Plan 2017-18)				
	2016-17	2017-18	2018-19	2019-20
TOTAL	5078	5063	5104	5335
Difference		-15	116	156

IN CONFIDENCE

s22

Attachments
Nil.

IN CONFIDENCE

s22

From: O'Rourke, Karen (CorpAffairs, Black Mountain) on behalf of MPLO
Sent: Thursday, 30 August 2018 10:57 AM
To: QTBs
Subject: HPRM: Updated QB18 000010 CSIRO Staffing Issues
Attachments: QB18 000010.docx

Categories: QTB

Hi Polly,

Please find attached the second updated QTB.

Regards

Karen

Karen O'Rourke
Senior Office Coordinator
Ministerial and Parliamentary Liaison Office
CSIRO

s22

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ANDREWS QTB

Category: High Priority

s22



Contact Officer Kimberley Shrives	Phone s22	Date Created 24 January 2018	Date Updated/Reviewed 30 August 2018
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s22



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The 2017-18 changes were driven by shifts in strategic capability priorities, and the financial outlook for individual Business Units, with 145 redundancies projected. However, these changes have not changed the average staffing level (numbers) projection of 5,063 in the 2017-18 PBS.

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	2016-17	2017-18	2018-19	2019-20
TOTAL	5078	5063	5183	5335
Difference		-15	116	156

s22

s22



Attachments
Nil.

s22

From: MPLO
Sent: Monday, 3 September 2018 4:19 PM
To: Urquhart, Jane; MPLO
Cc: QTBs; Wykes, Janice
Subject: HPRM: RE: QTB template update [DLM=For-Official-Use-Only][SEC=UNCLASSIFIED]
Attachments: QB 18 000010 (03092018).docx

Categories: QTB

s22

s22

The 2017-18 changes were driven by shifts in strategic capability priorities, and the financial outlook for individual Business Units, with 145 redundancies projected. However, these changes have not changed the average staffing level (numbers) projection of 5,063 in the 2017-18 PBS.

Average Staffing Levels Plan (source: CSIRO Corporate Plan 2017-18)				
	2016-17	2017-18	2018-19	2019-20
TOTAL	5078	5063	5183	5335
Difference		-15	116	156

s22

s22

From: McCaffrie, Jen [s22]
Sent: Tuesday, 4 September 2018 9:38 AM
To: MPLO
Cc: QTBs; Wykes, Janice; Corujo, Martin
Subject: HPRM: QB18 000010 compared version [SEC=UNCLASSIFIED]
Attachments: QB18-000010 compared version.docx

Categories: QTB

s22

Department of Industry, Innovation and Science | www.industry.gov.au

UNCLASSIFIED

IN CONFIDENCE

PDR: QB18-000010

s22

The 2017-18 changes were driven by shifts in strategic capability priorities, and the financial outlook for individual Business Units, with 145 redundancies projected. However, these changes have not changed the average staffing level (numbers) projection of 5,063 in the 2017-18 PBS.

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	2016-17	2017-18	2018-19	2019-20
TOTAL	5078	5063	5183	5335
Difference		-15	116	156

Formatted Table

s22

s22

From: Shrives, Kimberley (CorpAffairs, Black Mountain)
Sent: Wednesday, 28 November 2018 3:35 PM
To: Acworth, Celia
Cc: Zielke, Judi (Executive, Black Mountain); Rolph, Angus; MPLO
Subject: Staffing numbers

Categories: Informal notifications

Hi

These are the Headcount numbers (which is likely to be the reference point). Let me know if you want me to try to get the equivalent information for ASL.

s22

Kimberley Shrives
Manager
Ministerial and Parliamentary Liaison
CSIRO

s22

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From: Agnew, Dave (Executive, Black Mountain)
Sent: Wednesday, 10 July 2019 11:48 AM
To: Scott, Hannah (CorpAffairs, Black Mountain)
Cc: MPLO
Subject: RE: Heads up re: message from CSIRO Staff Association

Categories: To file

Thanks Hannah much appreciatwed

From: Scott, Hannah (CorpAffairs, Black Mountain)
Sent: Wednesday, 10 July 2019 11:45 AM
To: Agnew, Dave (Executive, Black Mountain)
Cc: MPLO
Subject: FW: Heads up re: message from CSIRO Staff Association

Hi Dave,

In Judi's absence just wanted to make you aware that I'm updating the MO on this issue.

Cheers, H

Hannah Scott
 Manager, Ministerial Liaison Office
 CSIRO

s22

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From: Scott, Hannah (CorpAffairs, Black Mountain)
Sent: Wednesday, 10 July 2019 11:45 AM
To: Acworth, Celia [REDACTED] s22
Cc: MPLO [REDACTED] s22 Zielke, Judi (Executive, Black Mountain) [REDACTED] s22
Subject: Heads up re: message from CSIRO Staff Association

Hi Celia,

Please see below which has been circulated by the staff association which relates to the matter I flagged earlier in the week.

We are working through holding statements and communications to our staff and I'll circulate more information as it comes to hand.

For your information here is our position on this issue (note that this content hasn't been cleared internally yet, so it's just for your own use to get across the issue).

s22

Average Staffing Level (ASL)

- All government agencies, including CSIRO, are subject to managing Average Staffing Levels (ASL) within a cap. ASL was introduced by the Government in 2013 to manage the size of the public service.
- ASL has applied to CSIRO for many years. This year, to the end of June 2020, our cap is 5,193.
- Within CSIRO, ASL is managed at the whole of organisation level, then distributed across both science and support areas, to assist in workforce planning and labour budget management. To ensure CSIRO remains within our ASL cap and meet our commitments, we are managing our ASL through workforce planning and recruitment.

Cheers, H

Hannah Scott
Manager, Ministerial Liaison Office
CSIRO

s22

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Staffing cap threatens CSIRO job security - Special message from CSIRO Staff Association Secretary Sam Popovski

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Dear Staff Association member,

The recent and intensified application of the Federal Government's public sector staffing cap - and the repeated failure of the Executive Team to stand up for CSIRO jobs - is unacceptable.

Staff Association representatives have an urgent meeting with senior management this afternoon to oppose the recruitment freeze and consider the rapidly deteriorating employment outlook at CSIRO.

[More information here.](#)

The combination of a recruitment freeze with growing internal and external funding pressures is again threatening job security at CSIRO. The Staff Association has been challenging the Executive Team on the dangers of Government intervention since last December.

[Background information here.](#)

Members are encouraged to [contact the Staff Association](#) to highlight the impacts of the staffing cap. Organisers and delegates will support affected staff through individual and collective enforcement of workplace rights at CSIRO.

Regards,

Sam

Sam Popovski

Secretary, CSIRO Staff Association

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You are receiving this online newsletter as a member of the

CSIRO Staff Association.
Our mailing address is:
CSIRO Staff Association
Level 7
350 Queen Street
Melbourne, VIC 3000
Australia

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s22

From: Scott, Hannah (CorpAffairs, Black Mountain)
Sent: Wednesday, 10 July 2019 4:22 PM
To: Celia.Acworth [REDACTED]
Cc: MPLO; Zielke, Judi (Executive, Black Mountain)
Subject: Fwd: Average Staffing Levels

Categories: Informal notifications

Hi Celia,

See below email which has been circulated to CSIRO staff about ASL and staffing levels.

Cheers, Hannah

Sent from my iPhone

Begin forwarded message:

From: "Charles, Ilona (Executive, Clayton)" [REDACTED]
Date: 10 July 2019 at 4:14:25 pm AEST
To: hannah.scott [REDACTED]
Subject: Average Staffing Levels
Reply-To: events.announcements [REDACTED]

Dear all,

You may have heard the term Average Staffing Levels (or ASL) used lately, so I wanted to share some more information with you around this.

Like every Government agency, CSIRO needs to manage ASL within a cap. ASL was introduced by the Government in 2013 to manage the size of the public service.

ASL has applied to CSIRO for many years. This year, to the end of June 2020, our cap is 5,193.

ASL caps are applied at the Department portfolio level (in our case Department of Industry, Innovation and Science), with the cap given to CSIRO distributed across both science and support areas.

ASL is calculated in a specific way. It is the average number of employees receiving salary or wages (or compensation in lieu of salary or wages) directly from CSIRO, over a financial year, with adjustments for casual and part-time employees to show the full-time equivalent. It is not the same as headcount or Full Time Equivalent (FTE) and is almost always a lower figure than headcount of actual employees.

Since the ASL is an average over a year, we need to actively manage our ASL throughout the year. Today's indications are that if our ASL average trend continues, we will exceed our cap. Each Sector has a cap to work within. Your Director and HR Manager are working with your leaders to understand what we can do to come in at our cap level.

ASL is important for us to manage, but I want to reinforce a few things:

- We are managing to an annual average staffing level cap – so management of ASL isn't one point in time, but across the year.

- If we continue on the current path, we will exceed that cap. We have the year to bring it into range, and this will be achievable if we take some considered steps now.
- This cap does not mean that there is a recruitment freeze.
- There will be no redundancy programs as a result of managing ASL.
- We are recruiting as usual, but in doing so, measures have been put in place to ensure that our recruitment is carefully considered.
- Recruitments at offer stage should proceed as normal.
- Recruitments must consider first the impact to ASL and whether it makes sense to make use of options that can positively impact ASL.
- We will be making decisions to manage ASL that won't impact retaining core capability and expertise.

Please talk to your Director or HR Manager if you have any questions or visit [MyCSIRO](#)

Regards

Monica Charles
Executive Director, People
CSIRO

s22

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This email was sent to s22 by CSIRO Black Mountain Science and Innovation Park,

s22

s22

From: Thodey, David (THODEY) - Contact
Sent: Sunday, 4 August 2019 12:09 PM
To: Marshall, Larry (Executive, Black Mountain)
Subject: HPRM: RE: Fortnightly Update - 22 July 2 August 2019

s22



From: Marshall, Larry (Executive, Black Mountain) s22
Sent: Saturday, 3 August 2019 10:36 AM
To: David Thodey s22
Subject: Fortnightly Update - 22 July - 2 August 2019

Fortnightly Update – 22 July – 2 August 2019

s22



To discuss when we next meet

- ASL cap

s22

From: Methorst, Laura (CorpAffairs, Black Mountain)
Sent: Monday, 5 August 2019 10:02 AM
To: Acworth, Celia; Buzza, Keegan; Glover, Daniel
Cc: MPLO; Bowes, Tanya (CorpAffairs, North Ryde); Zielke, Judi (Executive, Black Mountain)
Subject: Chief Executive Mid Year update
Categories: Informal notifications

Hi Keegan and Dan,

As discussed with Celia on Friday, Dr Larry Marshall has put out his mid year update which mentions ASL (Under the heading Team CSIRO below.)

Any questions please let me know.

Laura

Laura Methorst
Senior Advisor
Ministerial Liaison Office
CSIRO

s22

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From: Marshall, Larry (Executive, Black Mountain)
Sent: Monday, 5 August 2019 9:56 AM
To: Methorst, Laura (CorpAffairs, Black Mountain)
Subject: A mid-year update

Dear Team

s22

Team CSIRO

You will have seen Ilona's email about Average Staffing Levels (ASL) a few weeks ago. I've been hearing that this topic has caused some uncertainty, and I appreciate and want to acknowledge that any discussion about staffing levels can create nervousness. I want to reassure you on a few points. As Ilona noted, our ASL cap for this financial year is 5,193. Our current projections based on ASL and active recruitments suggests that without making changes we will exceed our cap, so we need to consider our options in both the short and medium term to manage our resourcing by the end of the financial year (noting ASL is an average over the year).

This is not a case of stopping all recruitment or new work. Rather, it means we need to consider a broader range of resourcing options and build greater flexibility into our workforce. While we do need to monitor our staffing levels, we don't need to limit our vision for solving Australia's greatest challenges. Team CSIRO has delivered a remarkable four years of growth and I believe we can continue to grow our impact. As one of the most collaborative organisations in Australia, we can leverage our partnerships with 39 Australian universities, our 1,000 students, and around 1,500 affiliates. We can work with an incredible diversity of partners to turn our science into solutions, whether those are partners in science or professional services.

You are our most valuable asset, and we will always ensure CSIRO maintains the world-class capability needed to solve the challenges of tomorrow. I don't want us to slow down or let this affect any of our partner relationships or delivery of customer projects. A team led by Judi Zielke will continue to assess, make available and communicate a range of options to manage our resourcing model within the ASL cap. We will continue to share updates with leaders and staff over the coming weeks and months. If you have more questions, we have more details on MyCSIRO, and you can always talk to your leaders or me.

s22



Larry

Dr Larry Marshall
Chief Executive

s22

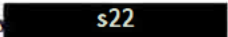


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 s22

s22

From: Thodey, David (THODEY) Contact
Sent: Saturday, 17 August 2019 12:32 PM
To: Marshall, Larry (Executive, Black Mountain)
Subject: HPRM: RE: Fortnightly Update - 5 16 August 2019

s22

David I Thodey
P O Box 21,
Neutral Bay Post Office,
Sydney,
New South Wales (2089)
AUSTRALIA

E: s22

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From: Marshall, Larry (Executive, Black Mountain) s22
Sent: Saturday, 17 August 2019 9:20 AM
To: David Thodey s22
Subject: Fortnightly Update - 5 - 16 August 2019

Fortnightly Update – 5 – 16 August 2019

s22

- **Leading Australia's Innovation Catalyst (LAIC) 5 –** s22
Big fear in them around AS challenge – *really need to manage this as a de-railer.*

s22

From: Thodey, David (THODEY) - Contact
Sent: Wednesday, 21 August 2019 6:57 AM
To: Marshall, Larry (Executive, Black Mountain)
Subject: HPRM: ASL Caps

Larry, can we quickly discuss this topic again tomorrow

David I Thodey
P O Box 21,
Neutral Bay Post Office,
Sydney.
New South Wales (2089)
AUSTRALIA

E: s22

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s22

From: Marshall, Larry (Executive, Black Mountain)
Sent: Thursday, 5 September 2019 12:58 PM
To: Thodey, David (THODEY) - Contact
Subject: HPRM: FW: A Few things from the Board Meeting and discussion with the Minister
Attachments: 2019 Board Strategy Day.docx; ATT00001.htm

David

s22



David I Thodey
P O Box 21,
Neutral Bay Post Office,
Sydney.

New South Wales (2089)

AUSTRALIA

E: [REDACTED] s22

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DRAFT - 2019 Board Strategy Engagement Approach

s22



Session 2: November (29 November)

s22

Collaborative Networks Pillar (in context of CSIRO's role in the system and
ASL cap).

s22

s22

s22



s22

From: Marshall, Larry (Executive, Black Mountain)
Sent: Saturday, 14 September 2019 9:08 AM
To: Thodey, David (Board Office, North Ryde)
Subject: HPRM: Canberra Times article about ASL

David

We've received a lengthy enquiry from The Canberra Times about ASL and expect a story will run. We expect they'll focus on student and casual arrangements in regional areas.

We're not going to comment on the specifics but have prepared the following holding statement:

Like all government agencies, the CSIRO manages resourcing within an Average Staffing Level cap. We employ a range of resourcing options in order to do this aimed at ensuring we continue to deliver against our core capability and expertise.

Happy to discuss further on our call on Monday.

Larry

s22

From: Marshall, Lany (Executive, Black Mountain)
Sent: Saturday, 14 September 2019 9:11 AM
To: Thodey, David (THODEY) - Contact
Subject: HPRM: Fortnightly Update - 2 - 13 September 2019

Fortnightly Update – 2 – 13 September 2019Key meetings/events

s22

- **CSIRO Staff Association** – met with the Staff Association to discuss Average Staffing Levels and how we'll achieve our ASL cap.

s22

s22

From: Thodey, David (THODEY) Contact
Sent: Saturday, 14 September 2019 12:39 PM
To: Marshall, Larry (Executive, Black Mountain)
Subject: HPRM: Re: Fortnightly Update - 2 13 September 2019

s22



s22

- **CSIRO Connect, Victoria** – s22

ASL remains a hot topic and we'll be holding a webcast in early October for our 1000 frontline leaders.

s22

- **CSIRO Staff Association** – met with the Staff Association to discuss Average Staffing Levels and how we'll achieve our ASL cap.

s22

s22

From: MPLO
Sent: Monday, 16 September 2019 10:08 AM
To: QTBs; MPLO
Cc: Industry DLO
Subject: RE: CSIRO QTB on ASL [DLM=For-Official-Use-Only]
Attachments: QB19 000195 FINAL.docx

Categories: QTB

Hi Polly,

Please find attached.

Cheers, H

Hannah Scott
 Acting Executive Manager, Stakeholder Relations Manager, Ministerial Liaison Office CSIRO

s22

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---Original Message -

From: QTBs s22
Sent: Monday, 16 September 2019 7:27 AM
To: MPLO s22
Cc: Industry DLO s22 QTBs s22
Subject: CSIRO QTB on ASL [DLM=For Official-Use Only]
Importance: High

Good Morning

Please find new QTB attached, this QB19-000195 has been requested by the MO due back by 10am today.

Kind regards
 Polly

For Official Use Only

---Original Message -

From: Industry DLO
Sent: Monday, 16 September 2019 7:10 AM
To: QTBs s22
Subject: FW: Qtb for Monday [DLM=For-Official Use Only]

Hi team

Can we please get a new CSIRO QTB on ASL?

Due 10am.

Cheers

Sash

For Official Use Only

-----Original Message-----

From: Gleeson, Celia

Sent: Friday, 13 September 2019 5:24 PM

To: Industry DLO [REDACTED] s22

Subject: [DLM=For-Official-Use-Only]Qtb for Monday

Heya!

We will need a qtb for Monday on asl. At this stage it is just for csiro, but we'll see weekend media coverage and see if that needs to be expanded.

Csiro are expecting.

Thanks,
Celia

Sent from my iPhone

ANDREWS QTB

Category: High Priority
PDR: QB19-000195**ASL - CSIRO**

Possible Question: *Can the Minister comment on the ASL issues raised in the Canberra Times article published over the weekend?*

Possible answer:

Like all government agencies, CSIRO manages resourcing within an Average Staffing Level.

To do this, CSIRO employs a range of resourcing options to deliver against its core capability and expertise.

I would like to emphasise that no one has been asked to create an ABN to fill a job and no one has been asked to work for free. There is also no recruitment freeze at CSIRO.

Careful consideration on a case by case basis will always be given to filling a position and determining the best recruitment option to deliver on objectives.

Background:

All government agencies, including CSIRO, are subject to managing Average Staffing Levels (ASL) within a cap. ASL was introduced by the Government in 2013 to manage the size of the public service.

ASL has applied to CSIRO for many years. This year, to the end of June 2020, CSIRO's cap is 5,193.

To ensure CSIRO remains within its ASL cap and meets its commitments, CSIRO are managing ASL through workforce planning and multiple recruitment mechanisms.

For CSIRO ASL caps are applied at the portfolio level through the Department of Industry, Innovation and Science, with the cap given to CSIRO distributed across both science and support areas.

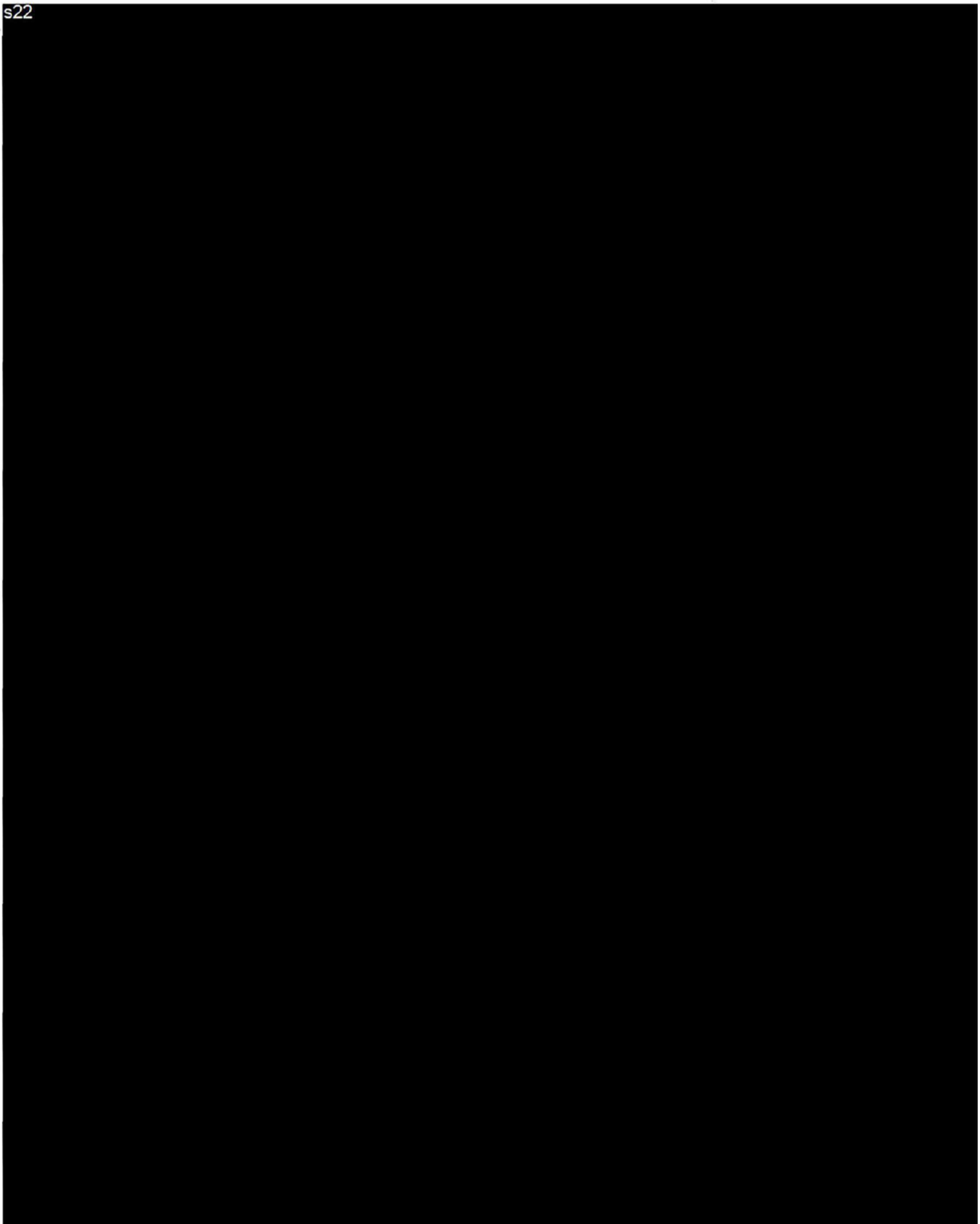
CSIRO are taking some considered steps now to actively manage their cap and bring it into range.

Contact Officer Hannah Scott	Phone s22	Date Created 16 September 2019	Date Updated/Reviewed <insert review date>
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s22

From: Marshall, Larry (Executive, Black Mountain)
Sent: Tuesday, 17 September 2019 11:37 AM
To: Thodey, David (THODEY) - Contact
Cc: Gligorovska, Emilia (Board Office, Clayton)
Subject: HPRM: Re: A Few things from the Board Meeting and discussion with the Minister
Attachments: 2019 Board Strategy Day v2.docx

s22



<2019 Board Strategy Day.docx>

DRAFT - 2019 Board Strategy Engagement Approach

s22

A large, solid black rectangular area covering the majority of the page, indicating that the content has been redacted.

s22



Collaborative Networks Pillar (in context of CSIRO's role in the system, Decadal Science Plan and ASL cap).

s22



s22

s22

s22

From: Scott, Hannah (CorpAffairs, Black Mountain)
Sent: Wednesday, 18 September 2019 1:02 PM
To: Celia.Gleeson s27 Keegan.Buzza s22
Daniel.Glover s22 MPLO
Cc: Zielke, Judi (Executive, Black Mountain); Bowes, Tanya (CorpAffairs, North Ryde)
Subject: RE: Heads up re Canberra Times article re ASL

Categories: Informal notifications

Hi there,

Just a heads up about the following tweet should you get any enquiries.

We are currently looking into the details of s47F circumstances.

Cheers, Hannah

Thanks to the staffing cap my position @CSIRO was not renewed. The myopic vision of the Federal Government and it's treasury leaves me utterly gobsmacked. 8 years of study to only be told to get an ABN and take on roles that give me no leave or super or job security.

Sam Popovski

s22

The Federal Government's staffing cap at CSIRO is estimated to cost 170 ongoing jobs, \$15M in lost business investment and \$180M in GDP. It's damaging workers, science and the economy. @CSIROStaff @CPSUnion canberratimes.com.au/story/6384613/... via @canberratimes

11:22pm · 17 Sep 2019 · Twitter for iPhone

5 Replies 49 Retweets 44 Likes



Hannah Scott
Acting Executive Manager, Stakeholder Engagement
Manager, Ministerial Liaison Office
CSIRO

s22

CSIRO acknowledges the Traditional Owners of the lands that we live and work on across Australia and pays its respect to Elders past and present.

From: Scott, Hannah (CorpAffairs, Black Mountain)

Sent: Sunday, 15 September 2019 7:08 AM

To: Celia.Gleeson [REDACTED] Keegan.Buzza [REDACTED] s22 Daniel.Glove [REDACTED] s22 MPLC

Subject: Re: Heads up re Canberra Times article re ASL

Morning,

As anticipated this story has now been published.

<https://readnow.isentia.com/Temp/100594-46108575/1172261027.pdf>

Cheers, Hannah

Sent from my iPhone

On 13 Sep 2019, at 5:19 pm, Scott, Hannah (CorpAffairs, Black Mountain) [REDACTED] s22 wrote

Hi there,

Heads up that we've received a number of questions from the Canberra Times about ASL. We expect the story will run tomorrow.

Here's the response we've provided.

Give me a buzz if you have any questions.

We are not going to comment on the specifics of your enquiry, but are providing the below, attributable to a CSIRO spokesperson if you decide to us.

Like all government agencies, the CSIRO manages resourcing within an Average Staffing Level cap. We employ a range of resourcing options in order to do this aimed at ensuring we continue to deliver against our core capability and expertise.

Sent from my iPhone

s22

From: Scott, Hannah (CorpAffairs, Black Mountain)
Sent: Thursday, 19 September 2019 9:28 AM
To: Celia.Gleeson s22 Keegan.Buzza s22
Daniel.Glover s22 MPLO
Cc: Zielke, Judi (Executive, Black Mountain); Bowes, Tanya (CorpAffairs, North Ryde)
Subject: RE: Heads up re ASL article
Categories: Informal notifications

Morning,

In case you haven't seen this, another ASL article published this morning.

<https://readnow.isentia.com/Temp/100594-77453722/1173899434.pdf>

There is a factual inaccuracy in the second par: *Australia's premier scientific and technological agency has warned that the 5193 person cap on permanent staff is severely undermining our national scientific capacity, however we are not planning on correcting this at this stage.*

Call if you have any questions. Mobile is the best contact for me today.

Cheers, H

Hannah Scott
Acting Executive Manager, Stakeholder Engagement
Manager, Ministerial Liaison Office
CSIRO

s22

www.csiro.au

CSIRO acknowledges the Traditional Owners of the lands that we live and work on across Australia and pays its respect to Elders past and present.

Duplicate Email - Removed

Duplicate Email - Removed

s22

From: Thodey, David (THODEY) - Contact
Sent: Tuesday, 24 September 2019 1:49 PM
To: Marshall, Larry (Executive, Black Mountain)
Subject: HPRM: Fwd: For your feedback: Draft Agenda for Board Strategy Days

s22



s22

The October Strategy Day will cover the following topics:

s22

s22

- (iii) Collaboration – in context of CSIRO's role in the system, Decadal Science and ASL ca p.

s22

Regards

Emilia

Emilia Gligorovska

CSIRO Corporate Secretary

Executive Manager

Board Office | CSIRO

s22

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notify the sender by return email. Thank you. To the extent permitted by law, CSIRO does not represent, warrant and/or guarantee that the integrity of this communication has been maintained or that the communication is free of errors, virus, interception or interference.

Please consider the environment before printing this email.

CSIRO Australia's National Science Agency | csiro.au

s22

From: Marshall, Larry (Executive, Black Mountain)
Sent: Thursday, 26 September 2019 5:58 PM
To: Thodey, David (THODEY) Contact
Subject: HPRM: Fortnightly Update - 16 - 27 September 2019

Fortnightly Update – 16 - 27 September 2019

s22

- Secretary, Heather Smith – discussed s22 the ASL cap, s22

s22

s22

From: Marshall, Larry (Executive, Black Mountain)
Sent: Saturday, 28 September 2019 6:54 AM
To: CSIRO Board Members
Cc: Gligorovska, Emilia (Board Office, Clayton)
Subject: HPRM: CE Update - September 2019 [For Official Use Only]

Dear Board

s22



5. MEDIA

- Public interest in our **Average Staffing Level (ASL) cap** continues with recent coverage in The Canberra Times, followed by an opinion piece in The Age. When responding to media, we have reinforced that, like all government agencies, CSIRO manages resourcing within an ASL cap and that we are employing a range of resourcing options aimed at ensuring we continue to deliver against our core capability and expertise. While CSIRO has been criticised for adhering to the caps, negative sentiment is largely directed at the current government. Internally, we are implementing a range of communication approaches to address uncertainty and provide appropriate resources for our people.

s22

From: Clarke, Drew s22 - Contact
Sent: Wednesday, 2 October 2019 6:27 PM
To: Thodey, David (THODEY) - Contact; Marshall, Larry (Executive, Black Mountain)
Cc: Gligorovska, Emilia (Board Office, Clayton); Shirley Intveld
Subject: HPRM: Fwd: CSIRO Staff Association Corro
Attachments: Scannable Document on 2 Oct 2019 at 18_10_53.pdf; ATT00001.htm

David, Larry

Shirley and I had excellent visits to the Werribee (food) and Aspendale (Climate) sites yesterday and today. As usual, staff were very generous with their briefings and we were suitably impressed by the quality of the people and their science.

For the record, I was handed the attached corro by a staff member at Aspendale, noting that it was addressed to the CEO and Board.

I pass this on as a 'for the record' courtesy - expecting only that management will brief the Board at our next full meeting. [In the discussion, I did make the point that while I personally disagreed with the ASL cap as an instrument, I respect the Government's right to impose it].

Cheers
Drew

Begin forwarded message:

From: Drew Clarke s22
Date: 2 October 2019 at 18:11:26 AEST
To: Drew Clarke s22
Subject: CSIRO Staff Association Corro

CSIRO Staff Association

Level 7 / 350 Queen Street
Melbourne Victoria 3000 Australia

Phone: +613 8620 6348

Email: csstaff@cpsu.org.au

Web: www.cpsu-csiro.org.au

A section of the Community and Public Sector Union



Dr Larry Marshall
Chief Executive
CSIRO

19 September 2019

By email: [redacted] s22

Cc: [judi.zielke](#) [redacted] s22 [katherine.paro](#) [redacted] s22 [ricky.pena](#) [redacted] s22

Dear Dr Marshall and the CSIRO Board,
(please provide this correspondence to all Board members)

Staff urgently call on the CSIRO Executive and Board to stop the application of the Federal Government's Average Staffing Level (ASL) cap and cease the outsourcing of work.

The CSIRO Staff Association estimates that the application of the Federal Government's ASL cap at CSIRO will result in the loss of up to 170 ongoing jobs, \$15 million of external revenue and reduce Australia's GDP by \$180 million, in this financial year alone.

Our Association is vehemently opposed to the application of the ASL cap for a myriad of reasons, all of which we've advocated to the CSIRO Executive over several months. The Executive's application of the ASL cap is damaging:

- Job security and careers;
- Staff pay and conditions;
- Staff morale;
- Workloads and stress;
- Health and safety;
- External revenue;
- New contracts;
- Achievement of milestones;
- The quality of work;
- Relationships with clients and industry;
- Internal and external collaboration;
- Commercialisation and outreach;
- Achievement of CSIRO's strategy and mission;
- CSIRO's credibility and reputation; and
- CSIRO's future viability.

There are multiple options available to the CSIRO Executive and Board to not apply the ASL cap, including the enforcement of *Section 32 (Staff)* of the *Science and Industry Research (CSIRO) Act*, which states that the 'The Chief Executive may appoint such persons to be officers of the Organisation as the Chief Executive determines are necessary for the purposes of this Act.' and 'The terms and conditions of service of officers appointed under this section are such as are determined by the Chief Executive.'

The above two provisions give clear legal powers to the Chief Executive to appoint the staff needed to operate CSIRO appropriately and to determine the terms and conditions of staff that are appointed.

Another available option is to not apply the staffing cap to the non-Government revenue component of CSIRO's operation. It is completely indefensible that any Federal Government would set a staffing cap for work that is not done through Government funds; that grows innovation and the Australian economy; and delivers wide-ranging outcomes for the Australian community.

At the very least, the CSIRO Executive and Board should steadfastly refuse to apply the ASL cap to non-Government funded work, which currently comprises over a quarter of CSIRO's operation. In the Staff Association's view not doing so is also likely in breach of the obligations that all CSIRO Board and Executive members have to CSIRO's Act and mission.

Furthermore, the Staff Association submits that the Board and Executive's refusal to stop the application of the Federal Government's ASL cap and to outsource work is in breach of several provisions of the CSIRO Enterprise Agreement 2017-2020, namely:

Clause 10 (Types of Employment):

- Officers shall be appointed on the basis of one of the following types of employment: Indefinite employment, specified term employment; or casual employment.
- Subject to Schedule 2 (specified term employment) to this Agreement, Indefinite employment will be the standard form of employment in CSIRO.

Clause 8 (Existing Conditions):

- The operation of the Agreement is supported by policies, standards and procedures. These policies, standards and procedures do not form part of this Agreement. If there is inconsistency between the policies, standards and procedures and the terms of this Agreement, the express terms of this Agreement will apply. *The Staff Association submits that there is a gross inconsistency between current outsourcing practices and indefinite employment being the standard form of employment in CSIRO in the Agreement.*

Clause 6 (Context of this Agreement):

- Attracting, retaining, rewarding and motivating the right mix of highly skilled, outcome-focussed and team-orientated people;
- Encouraging development, learning, growth and effective utilisation of staff capabilities;
- Providing competitive salaries that recognise officers' contributions and achievements; and
- Treating people equitably and with respect.

Thereby, this correspondence also serves as a formal notification of dispute under Clause 84 of the CSIRO Enterprise Agreement 2017-2020. In accordance with this clause, the Staff Association seeks a meeting with CSIRO before COB Thursday 3 October to seek to resolve the dispute, or this matter may be referred to the Fair Work Commission.

The Staff Association also seeks a written response to this correspondence by COB Thursday 3 October, including on whether the CSIRO Board and Executive will implement the options proposed by the Staff Association; and if not, why not? What other plans or initiatives do the Board and Executive have to stop the damage being caused by the application of the ASL cap and the outsourcing of work?

Yours sincerely

s22

Sam Popovski
Secretary

s22

From: Thodey, David (THODEY) - Contact
Sent: Wednesday, 2 October 2019 6:52 PM
To: Clarke, Drew s22 Contact; Foley, Cathy (Executive, Lindfield)
Cc: Shirley Intveld; Gligorovska, Emilia (Board Office, Clayton); Paroz, Katherine (Executive, Clayton); Marshall, Larry (Executive, Black Mountain)
Subject: HPRM: Fwd: CSIRO Staff Association Corro
Attachments: Scannable Document on 2 Oct 2019 at 18_10_53.pdf; ATT00001.htm

Cathy, could you please make sure an acknowledgement is sent tomorrow and a more fulsome response by the end of next week

The letter raises a few suggestions that I was not aware of - look forward to understanding more

Letter attached

David

David Thodey
P O Box 21
Neutral Bay
New South Wales 2089
Australia

E: s22
P:
M:

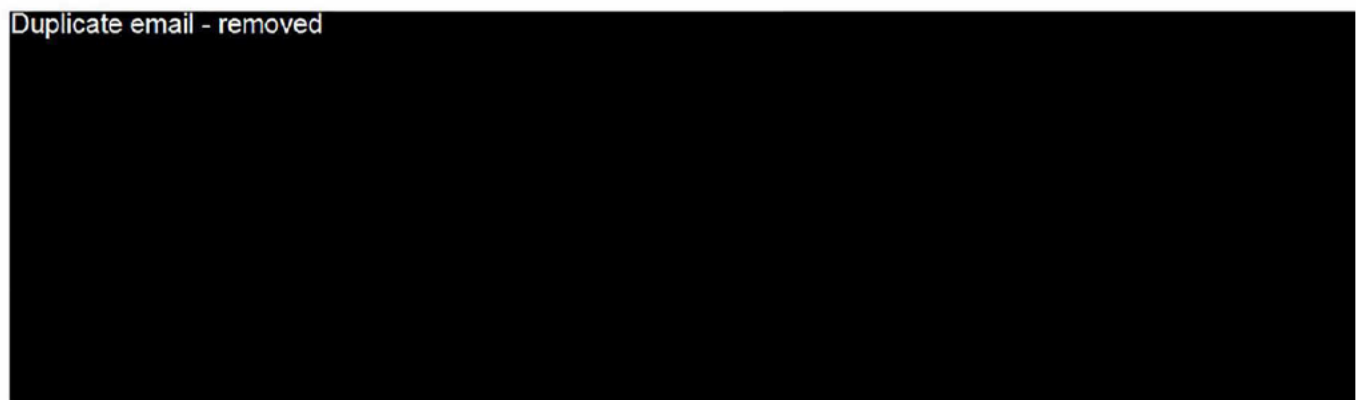
W: s22

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Begin forwarded message:

Duplicate email - removed

Duplicate email - removed



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From: Drew Clarke [REDACTED] s22

Date: 2 October 2019 at 18:11:26 AEST

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CSIRO Staff Association

Level 7 / 350 Queen Street
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A section of the Community and Public Sector Union



Dr Larry Marshall
Chief Executive
CSIRO

19 September 2019

By email: [redacted] s22

Cc: [judi.zielke](mailto:judi.zielke@csiro.au) [redacted] s22 [katherine.paroz](mailto:katherine.paroz@csiro.au) [redacted] s22 [ricky.pena](mailto:ricky.pena@csiro.au) [redacted] s22

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At the very least, the CSIRO Executive and Board should steadfastly refuse to apply the ASL cap to non-Government funded work, which currently comprises over a quarter of CSIRO's operation. In the Staff Association's view not doing so is also likely in breach of the obligations that all CSIRO Board and Executive members have to CSIRO's Act and mission.

Furthermore, the Staff Association submits that the Board and Executive's refusal to stop the application of the Federal Government's ASL cap and to outsource work is in breach of several provisions of the CSIRO Enterprise Agreement 2017-2020, namely:

Clause 10 (Types of Employment):

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Clause 8 (Existing Conditions):

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- Attracting, retaining, rewarding and motivating the right mix of highly skilled, outcome-focussed and team-orientated people;
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Yours sincerely

s22

Sam Popovski
Secretary

s22

From: Foley, Cathy (Executive, Lindfield)
Sent: Thursday, 3 October 2019 12:33 PM
To: Thodey, David (Board Office, North Ryde)
Cc: Gligorovska, Emilia (Board Office, Clayton)
Subject: FW: Response to your letter of 19 September 2019 to CSIRO about ASL
Attachments: 190926_letter_Staff Association.pdf

Hi David

Here is the letter sent to the union today in response to their letter of 19 September 2019.

Cathy

From: Foley, Cathy (Executive, Lindfield)
Sent: Thursday, 3 October 2019 12:30 PM
To: csstaff@cpsu.org.au
Subject: Response to your letter of 19 September 2019 to CSIRO about ASL

Hi Sam,

Thank you for your letter sent on 19/9/19.

Here is my response to your letter to CSIRO ET and Board.

As I say in the letter, I am happy to discuss this further in a meeting.

Best wishes

Cathy

Dr Catherine P. Foley PSM FTSE FAIP FirstP
 CSIRO Chief Scientist (Acting Chief Executive)

s22

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3 October 2019

CSIRO Staff Association
Level 7, 350 Queen Street
Melbourne VIC 3000

Dear Dr Popovski

Thank you for your letter of 19 September 2019 in relation to the Average Staffing Level (ASL) arrangements in CSIRO.

I recognise the ongoing challenge presented by the ASL, however, I also need to reiterate a number of the points which have previously been shared with you in relation to how CSIRO manages its ASL obligations.

As you are aware, the ASL is defined within the Australian Public Service as the average number of employees receiving salary or wages (or compensation in lieu of salary or wages) over a financial year, with adjustments for casual and part-time employees to reflect the full-time equivalent. It is a measure of employee numbers.

CSIRO is a corporate Commonwealth entity for the purposes of the *Public Governance and Performance Act 2013 (PGPA Act)*. As such, CSIRO is obliged to adhere to the objects of the Act which are to:

- (a) to establish a coherent system of governance and accountability across Commonwealth entities; and
- (b) to establish a performance framework across Commonwealth entities; and
- (c) to require the Commonwealth and Commonwealth entities:
 - (i) to meet high standards of governance, performance and accountability; and
 - (ii) to provide meaningful information to the Parliament and the public; and
 - (iii) to use and manage public resources properly; and
 - (iv) to work cooperatively with others to achieve common objectives, where practicable; and
- (d) to require Commonwealth companies to meet high standards of governance, performance and accountability.

Noting these objects, you will appreciate that Government decisions relating to management and use of public resources will affect CSIRO along with all other Commonwealth entities. In the 2015-2016 Budget, the Federal Government made an ongoing policy commitment to maintain the size of the Government Sector at around or below 2006-07 levels. As a Commonwealth entity, this policy commitment applies to CSIRO. It is a directive of the Federal Government, not a CSIRO-imposed policy. All Commonwealth entities are affected by the ASL policy - CSIRO is not alone or being singled out in this regard.

In your letter, you refer to the power afforded by s32 of the *Science and Industry Research Act 1949 (SIR Act)* for the CSIRO Chief Executive to appoint employees. This provision reflects CSIRO's status as a statutory corporation whose staff are engaged directly under the SIR Act, rather than the *Public Service Act 1999*. It does not give the CSIRO Chief Executive the ability to make staff appointments contrary to applicable Government policy.

As you know, the CSIRO Executive Team implemented a temporary "stop and pause" approach to existing staffing processes to allow time to consider business needs, and possible alternative ways of filling existing vacancies including internal mobility, secondments, labour hire arrangements and joint ventures.

CSIRO is continuing to develop and review resourcing options as part of its medium to long workforce planning. As part of this we will be extending our workforce planning capability in our HR team, leveraging initiatives like the Digital Academy, and embedding more proactive planning and discipline into our recruitment, training and team management practices.

In addition, I make the following remarks in relation to the Enterprise Agreement (EA) clauses cited in your letter:

- The EA sets out the terms and conditions of employment for CSIRO staff. As you correctly point out, indefinite employment is the standard form of employment in CSIRO, but the EA also contemplates staff being engaged on specified term engagements, as well as casual staff who are engaged by the hour. Having regard to business needs and the ASL, CSIRO continues to engage indefinite, specified term and casual employees in accordance with the EA.
- Importantly, these EA employment types do not cover contract engagements where CSIRO engages with a third party to provide a specific service. In terms of contract labour hire practices, CSIRO requires its suppliers to comply with all applicable law and legislation.
- I acknowledge that the EA contains aspirational statements about how CSIRO engages staff. In giving effect to those statements, however, CSIRO must also comply with its obligations as a Commonwealth entity, including under the PGPA Act and by adhering to applicable Government policy directives. In discharging responsibly our ASL obligations, CSIRO is in the challenging position of having to manage a matter which is not in our direct control.

I am happy to discuss this further in a meeting.

Yours sincerely

s22



Cathy Foley
Acting Chief Executive