

From: Hilton, Doug (Executive, Clayton) <Doug.Hilton@csiro.au>
Sent: Thursday, March 14, 2024 12:12 PM
Subject: Invitation to provide input to Enterprise Services Reform

Dear all,

After last week's email on the Enterprise Services Reform, I would like to provide you additional detail on how we propose to simplify and optimise the way we support our research and invite your feedback.

Drawing from the lessons of previous change management processes the Executive Team have endorsed a set of [Enterprise Services Reform Principles](#) to provide a framework as we work through this process.

The strategic and financial context for change

The Board and Executive Team are agreed on three strategic priorities to maximise the impact from our science, reduce the complexity of the organisation and its processes and ensure the ongoing sustainability of what we do:

1. First, ensure our research infrastructure is sustainable, safe and fit-for-purpose.
2. Second, ensure our **Enterprise Services** teams are equipped to support CSIRO sustainably, simply and effectively, and
3. Third, create more clarity about our research priorities and how we want to select and manage them against our challenge ambitions.

Today we are focussed on Enterprise Services. While there have been cost increases across all CSIRO, a disproportionate part of this growth has been in Enterprise Services. Although efforts have been made to reduce costs, we have not been successful to date and it is clear that the current and projected costs for Enterprise Services cannot be sustained. We need to address this through prudent action and ongoing operating discipline for both Enterprise Support and our science areas.

Specifically, the Enterprise Service Reform process has identified our need to reduce total costs (labour and operating) by 25% across Enterprise Services by the 2025-26 financial year.

Peter Mayfield and Anthea White are leading this work to reduce complexity, and duplication in Enterprise Services; and in doing so secure financial sustainability for Enterprise Services from 2025-26 and beyond.

Immediate changes

Following Jonathan Law's decision to leave CSIRO at the end of the month, I will replace the role of Executive Director, Growth, with a Deputy Chief Executive (DCE) who I am proposing will have responsibility for a number of Executive Services functions. While the final make-up of the DCE portfolio will be subject to consultation, given its centrality to the ET, I am commencing an [internal recruitment process](#) immediately.

In conjunction with this decision, I propose rebalancing the focus areas of our Executive Team Members as follows:

- The Chief Scientist's position will be refocussed from internal line management to one of science engagement and advocacy.
- The Chief Operating Officer's focus will be on truly operational aspects of CSIRO's Enterprise Services, with some functions proposed to move into the DCE's portfolio.

Flow-on changes for consultation

Subject to your feedback during this consultation period, the proposed consequence of these changes are:

Operations:

- Some functions moving to report to the DCE, namely Corporate Affairs, Strategic Government Programs and Strategy.
- IMT, CBIS, Finance and Governance remaining within Operations.
- The Governance unit would be renamed Legal and Governance, and the Business Implementation team from Growth would merge with this team, consolidating most of our legal team in a single unit. A Chief Legal Officer & General Counsel will be recruited to lead Legal & Governance.

Growth:

- The Business Units (Investment, Customer, Strategic Partnerships and Strategic Delivery) currently reporting to the Executive Director of Growth reporting to the Deputy Chief Executive.
- As indicated above it is proposed the Business Implementation team move from Growth into Legal & Governance.

Office of the Chief Scientist (OCS):

- Indigenous Science & Engagement reporting to the DCE.
- Science Impact and Policy reporting to the DCE, and other teams within OCS reporting to the Director Science Impact & Policy.

People function:

- No changes are yet proposed, pending the arrival of our new Chief People Officer Marcia Gough in April.

A [draft organisational chart](#) showing these proposed changes is attached and can be found on the intranet.

Timing and consultation

This is the first of three waves to the Executive Services Reform. More information on the waves can be found on [MyCSIRO](#) including how you can provide feedback.

This first wave will lay the foundations for the realignment of existing Enterprise Units under the new ET structure. **Consultation for this first wave is open from 14 March – 4 April**, with the aim of implementing in late April, subject to what feedback you have.

Wave 2 will comprise further consultation regarding the high-level design and services of future Enterprise Service Units, and the transition of our teams into any new/changed Enterprise Units arising from Wave 1.

Wave 3 will involve further consultation within future Enterprise Units regarding changes that achieve sustainability and simplicity and a review of Research Business Unit support.

We will keep you up to date as we engage with you throughout this process, in line with our commitment to staff participation and consultation.

I know that change brings with it uncertainty which can be unsettling for some people. I encourage you talk to colleagues, to your line manager or access the support that's available through our [Employee Assistance Program](#).

I welcome your views during the consultation period and look forward to communicating further with you on the outcomes.

Doug