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This document was created in response to a Freedom of Information request made to CSIRO.

FOI Number: FOI2016/20

Date: 21 March 2016

Request: All documents that Dr Alex Wonhas prepared for the "internal documenting unit" in order to comply with any Senate order for the production of documents made in 2016. Any other documents prepared by CSIRO staff that were delivered to CSIRO's internal documenting unit in relation to any Senate Order for the production of documents made in 2016.

Document(s): Categories D & F

For more information, please refer to CSIRO's FOI disclosure log at www.csiro.au/FOILog

Anevski, Pam (C&G, Parkville)

From: Andy Schiller [redacted]
Sent: Sunday, 13 March 2016 9:21 AM
To: Schiller, Andreas (O&A, Hobart)
Subject: Fwd: org charts

---------- Forwarded message ----------
From: **Phillipa Ormandy** [redacted]
Date: Fri, Jan 15, 2016 at 7:50 PM
Subject: Re: org charts
To: Andy Schiller [redacted]

Andreas, thank you they will be fine.

However I need your input for two particular issues;
a) can you please identify to the extent you can for me the Groups or teams from any program (to the best of your knowledge obviously) that are mapped to
- NESP ESA
- IMOS
- MNF
- ACCSP/PACSAAP

That will greatly assist me.

Thank you again.
Happy Friday!

On Friday, 15 January 2016, Andy [redacted] > wrote:
Ken, Phillipa,

after sending an email to Tamara and asking her to get latest org charts from RP PAs s 47F [redacted] I found these almost up-to-date (Oct 2015) versions on the CSIRO web site!

I suggest we use these as (initial) reference.

Andreas

Anevski, Pam (C&G, Parkville)

From: Andy Schiller[redacted]
Sent: Sunday, 13 March 2016 9:20 AM
To: Schiller, Andreas (O&A, Hobart)
Subject: Fwd: Options

---------- Forwarded message ----------
From: **Ken Lee** <[redacted]
[redacted] 18, 2016 at 10:14 AM
Subject: Re: Options
To[redacted]
Cc:[redacted]

I agree - let's overshoot first. Yes, we need input from Jeff and Lyndelle.

Ken

On Mon, Jan 18, 2016 at 6:39 AM, [redacted]> wrote:

Good morning Ken and Phillipa,

As a starting point for our discussions tomorrow please find attached some of my preliminary thoughts re staff reductions.

In essence, I think we should aim for ~120 staff (option 3 "High" in my table) because it would allow a clean cut in terms of eliminating all capability associated with "public good/Government-funded climate research"). I we aim for less we will inevitably face the problem of keeping some of the climate scientists (who will no longer be aligned with the new CSIRO strategy). If we go for more, we will loose important non-climate related capability. For further discussion.

I looked predominantly through the capability lens but hope that my tentative analysis can be complemented by a BD analysis from Phillipa.

Hopefully Jeff McCulloch will be able to send us his template by tomorrow.

Andreas

Anevski, Pam (C&G, Parkville)

From: Andy Schiller [redacted]
Sent: Sunday, 13 March 2016 9:18 AM
To: Schiller, Andreas (O&A, Hobart)
Subject: Re: org charts

On Thu, Jan 21, 2016 at 1:41 PM, Phillipa Ormandy [redacted] wrote:
Andreas

Will send results of mapping of NESP ESA later tonight - but it's worse than we thought. Still working on some of caveats so will send to you and Ken later with notes.

On Saturday, 16 January 2016, Andy Schille[redacted] wrote:
Hi Phillipa,

Tentative answers below re "can you please identify to the extent you can for me the Groups or teams from any program (to the best of your knowledge obviously) that are mapped to
- NESP ESA
- IMOS
- MNF
- ACCSP/PACSAAP"

Best,
Andreas

- NESP ESCS (based on December 2015 research plan):
RP1: Decadal Modelling and Carbon Cycling (Matear); Broadscale Observations and Dynamics (Wijffels); Coastal Sea Level Extremes and Waves (McInnes) + Kevin Hennessy (RGL)
RP2: Ocean and coupled modelling (Marsland); Climate Products and Services for Impact and Adaptation (Clarke); Continental Scale Biogeochemical processes (Canadell) + Tony Hirst (RGL)

IMOS: (facilities run by CSIRO):
Argo floats: Broadscale Observations and Dynamics (Wijffels, RP1); Satellite Remote Sensing (King, now in RP3); Ships of Opportunity (Rudy Kloser, RP4); Multidisciplinary Underwater Network (Tilbrook, RP1); Deep Water Moorings (Trull and Sloyan, RP1); Western Australian Moorings (Feng, RP3); Acidification Moorings (Tilbrook, RP1); Satellite Ocean Colour (Nick Hardman-Mountford; RP3)

MNF (all in RP5): it is difficult for me to separate RP5 in IMOS and MNF staff as many work in both areas (based on past information from Mark Underwood this was close to 50:50): Information and Data Centre (Brodie); Data Acquisition and Processing (Hawkes); Geophysical Survey and Mapping (Martin); Hydrochemistry (Rayner); Seagoing Instrumentation (Thomas)

PACCSAP: finished

ACCSP (15/16):

Component	Project number	Project name	Project leader(s)

Component 1. Global and regional carbon budgets	1.1	Global carbon budgets, analyses and delivery	[redacted]
	1.2	The Australian terrestrial carbon budget: The role of vegetation dynamics.	[redacted]
	1.3	Palaeo carbon cycle dynamics. (RP1 and RP2)	[redacted]
Component 2. Land air (observations and processes)	2.1	Aerosol and its impact on Australian climate	s47F [redacted]
	2.2	Reducing uncertainties in climate projections by understanding, evaluating and intercomparing climate change feedbacks	[redacted]

	2.3	Ecosystem response to increased climate variability.	[redacted]
Component 3. Oceans and coasts (observations and processes)	3.1	Ocean monitoring to understand ocean control of the global and Australian climate	[redacted]
	3.2	Understanding ocean drivers of regional and global climate variability and change	[redacted]
	3.3	Addressing key uncertainties in regional and global sea-level change, storm surges and waves	[redacted]
	3.4	Ocean acidification (RP1 and RP2)	[redacted]
Component 4. Modes of climate variability and change	4.1	The El Niño-Southern Oscillation and its impacts on Australasia in the 21st century	[redacted]
	4.2	Decadal variability in Australian and Indo-Pacific climate: predictability and prediction	[redacted]
	4.3	Response of Indo-Pacific climate variability to greenhouse warming and the impact on Australian climate: a focus on ocean-induced climates	[redacted]

	4.4	Attribution, projection and mechanisms of climatic extremes and change, modes of variability and regional weather systems.	[redacted]
Component 5. Earth systems modelling and data integration	5.1	ACCESS coupled climate model development	[redacted]
	5.2	ACCESS carbon cycle modelling	[redacted]
	5.3	Development of the ACCESS Earth System Model for aerosol and chemistry	[redacted]

Component 6. Australia's future climate	6.1	Regional climate projections science	[redacted]
	6.2	Understanding and narrowing uncertainties in tropical Australian rainfall projections	[redacted]
	6.3	Evaluation of tropical cyclone development in the Australian region	[redacted]
	6.4	Attribution of extreme events: mechanisms and methods	[redacted]

	6.5	Impact of climate change on the ignition of bushfires and the Australian carbon budget	[redacted]
Component 7. Management and communication	7.1	ACCSP management and communication	[redacted]

On Fri, Jan 15, 2016 at 7:50 PM, Phillipa Ormandy <[redacted]> wrote:
Andreas, thank you they will be fine.

However I need your input for two particular issues;
a) can you please identify to the extent you can for me the Groups or teams from any program (to the best of your knowledge obviously) that are mapped to
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Thank you again.
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On Friday, 15 January 2016, Andy Schiller <[redacted]> wrote:
Ken, Phillipa,

after sending an email to Tamara and asking her to get latest org charts from RP PAs s 47F [redacted] I found these almost up-to-date (Oct 2015) versions on the CSIRO web site!

I suggest we use these as (initial) reference.

Anevski, Pam (C&G, Parkville)

From: Andy Schiller [redacted]
Sent: Sunday, 13 March 2016 9:16 AM
To: Schiller, Andreas (O&A, Hobart)
Subject: Fwd: just notes from the meeting- only to aid memory

---------- Forwarded message ----------
From: **Phillipa Ormandy** [redacted]
Date: Thu, Jan 21, 2016 at 5:29 PM
Subject: just notes from the meeting- only to aid memory
To: Andy Schiller [redacted] Ken Lee [redacted]

Scenario 1
Moving out of Climate Research and reducing effort in public good research in other programs
RP1 Teams 8 FTE 53
RP2 Teams 10 FTE 54
Total 107

Scenario 2
a) Reduction in public good research while maintaining and honouring commitment to large scale programs and maintaining current cohort of postdocs and supervisors.
So only keeping from RP1 and RP2
-ACE CRC
-BlueLink
- Moorings, Argo IMOS
-Postdocs
FTE consequences = 22

So Total becomes 75

Scenario 3
Scenario 2 above plus NESP ESA (~ numbers need to be calibrated with 54 above mentioned in RP 2 and need to be either added or subtracted)
and remove RP5 + move to data centre FTE 9
Total ~depending on NESP ESA numbers for 16/17 as still not planned but

Total becomes 84

To make 100 another 16 FTE to be identified from between RP3 and 4.
If any further additions are added back in from the areas identified above, that same number will need to be identified from RP3, 4, or 5.

Other notes, potential for transfer of pure MNF RP5 personnel to be transferred to MNF. (organisational nil sum gain, but reduces numbers in O&A).

Anevski, Pam (C&G, Parkville)

From: Andy Schiller [redacted]
Sent: Sunday, 13 March 2016 9:15 AM
To: Schiller, Andreas (O&A, Hobart)
Subject: Fwd: RP1 and RP2 org charts

---------- Forwarded message ----------
From: **Phillipa Ormandy** [redacted]
Date: Fri, Jan 22, 2016 at 6:35 AM
Subject: Re: RP1 and RP2 org charts
To: Andy Schiller [redacted]

Sadly I don't have the last changes we made as I was calling out and Ken and you making ticks- and then I was talking to Mark Bazzacco wile you and Ken had that last discussion.

On Friday, 22 January 2016, Andy Schiller [redacted] wrote:

> Note re RP1: the attached RP1 map is the old (highlighted) map. It does not include updates as suggested by Ken on Tuesday (e.g. we keep all of the Ocean Prediction and Monitoring Research Group. I am not a 100% sure about some of the changes he might have forwarded to Jeff. Only way to find out is to get Ken's list (or if you have accurate records of our meeting).
>
> Andreas

Anevski, Pam (C&G, Parkville)

From: Andy Schille[redacted]
Sent: Sunday, 13 March 2016 9:14 AM
To: Schiller, Andreas (O&A, Hobart)
Subject: [WARNING : MESSAGE ENCRYPTED]Fwd: lists updated
Attachments: RP2_Oct_15_v1_Lee.docx; RP1_Oct_15_v1_Lee.docx

---------- Forwarded message
From: **Ken Lee** [redacted]
Date: Sat, Jan 23, 2016 at 12:01 PM
Subject: lists updated
To: Phillipa Ormandy [redacted] Andy Schiller [redacted]

Earth System Assessment

[redacted]

s47C, s 47F, 47E(c)

[redacted]

Asp = Aspendale
B = BoM (Collins St, Melb)
Hbt = Hobart
Yar = Black Mountain

Flt = Floreat
ESP = EcoSciences Precinct
LH = Lucas Heights
TL = Team Leader

V = Visiting Scientist
VS = Vacation Scholar
S = Student
HF = Honorary Fellow

Vol = Voluntary Fellow
PRF = Post Retirement Fellow
italics = Non CSOF
Int = Internship

ICS = Indigenous Cadet Scheme
R = Retired Fellow
LWOP = Leave Without Pay

*Redundancies

** Remaining staff enable the retention of ACE CRC, BlueLink, IMOS/Moorings/ARGO program, SAR commitments, etc.

Ocean & Climate Dynamics Program

[redacted]

s47C, s 47F, 47E(c)

[redacted]

C = CSIRO
Hbt = Hobart
Asp = Aspendale
D = Docklands

Flt = Floreat
TL = Team Leader
Aff = Affiliate
Int = Internship

V = Visiting Scientist
VS = Vacation Scholar
S = Student
HF = Honorary Fellow

Vol = Voluntary Fellow
PRF = Post Retirement Fellow
Italics = Non CSOF

Anevski, Pam (C&G, Parkville)

From: Andy Schiller [redacted]
Sent: Sunday, 13 March 2016 9:14 AM
To: Schiller, Andreas (O&A, Hobart)
Subject: Fwd: Sheet for Tim.xlsx
Attachments: Sheet for Tim.xlsx

---------- Forwarded message ----------
From: **Phillipa Ormandy** [redacted]
Date: Sat, Jan 23, 2016 at 3:18 PM
Subject: Fwd: Sheet for Tim.xlsx
To: tim w < [redacted] ndy Schiller [redacted] Ken Lee [redacted]

Lists so far, our total reaches 108/9 names but not FTE. Please note this list does NOT include the following-

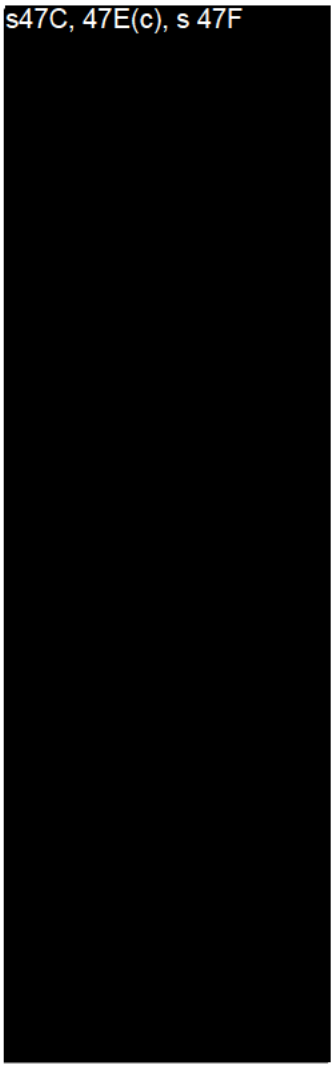
- any RP3 or 4 names yet- hopefully later today or early tomorrow,
-any term appointments due to expire before 30 June or June Nov this year or pending retirements,
-one CSOF3 admin position and an RPD position (salary loading) which will be the result of combining two programs into one,
47E(c), s 47F [redacted] who falls into the second category above we think,

NB request, only for RP1 are we sure of the postdoc appointments which are underlined but queried. we have no line of sight on the rest of the postdoctoral appointments, which you can hopefully clarify

Phillipa

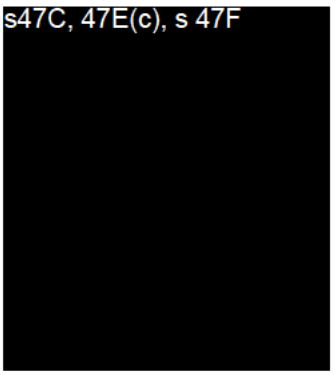
[redacted]

RP1	RP2	RP3
s47C, s 47F, 47E(c)	[redacted]	TBA


s47C, 47E(c), s 47F

RP4
TBA

RP5
s47C, 47E(c), s 47F



Anevski, Pam (C&G, Parkville)

From: Andy Schiller [redacted]
Sent: Sunday, 13 M[redacted]
To: Schiller, Andreas (O&A, Hobart)
Subject: Fwd: draft discussion points.docx
Attachments: draft discussion points.docx

---------- Forwarded message ----------
From: **Phillipa Ormandy** [redacted]
Date: Mon, Jan 25, 2016 at 6:39 PM
Subject: Fwd: draft discussion points.docx
To: Ken Lee [redacted] Andy Schiller <[redacted]

extremely draft points for you to consider. Ken please see notes in bold at the bottom result of discussion with Rob Lorimer post your Alex discussion.
can't do anything more on numbers until I see Jeff's stuff.

It is also I think a strong point to make that while the QUANTUM of reduction was unknown, this approach (ie the areas we would reduce work in) was the position reached by the BUET prior to the Deep dive. Therefore this is the considered approach of those working in this area.

It is of course impossible to cut this pie in any way that won't have political ramifications as well as financial implications.

over and out.

[redacted]

Anevski, Pam (C&G, Parkville)

From: Andy Schiller [redacted]
Sent: Sunday, 13 March 2016 9:07 AM
To: Schiller, Andreas (O&A, Hobart)
Subject: Fwd: FYI from across the pond

---------- Forwarded message ----------
From: **Ken Lee** [redacted]
Date: Mon, Jan 25, 2016 at 8:43 PM
Subject: FYI from across the pond
To: Phillipa Ormandy [redacted] Andy Schiller [redacted], tim w [redacted]

Some suggested names

[redacted] acoustic technician. We are moving to more science based approaches. Previously expressed interest in leaving.

[redacted] statistical technician. Doesn't fit very well – can get support from Data 61.

[redacted] observational ecologist – often under allocated.

Others

[redacted] – marine biologist – underallocated.

[redacted] – programmer but underallocated

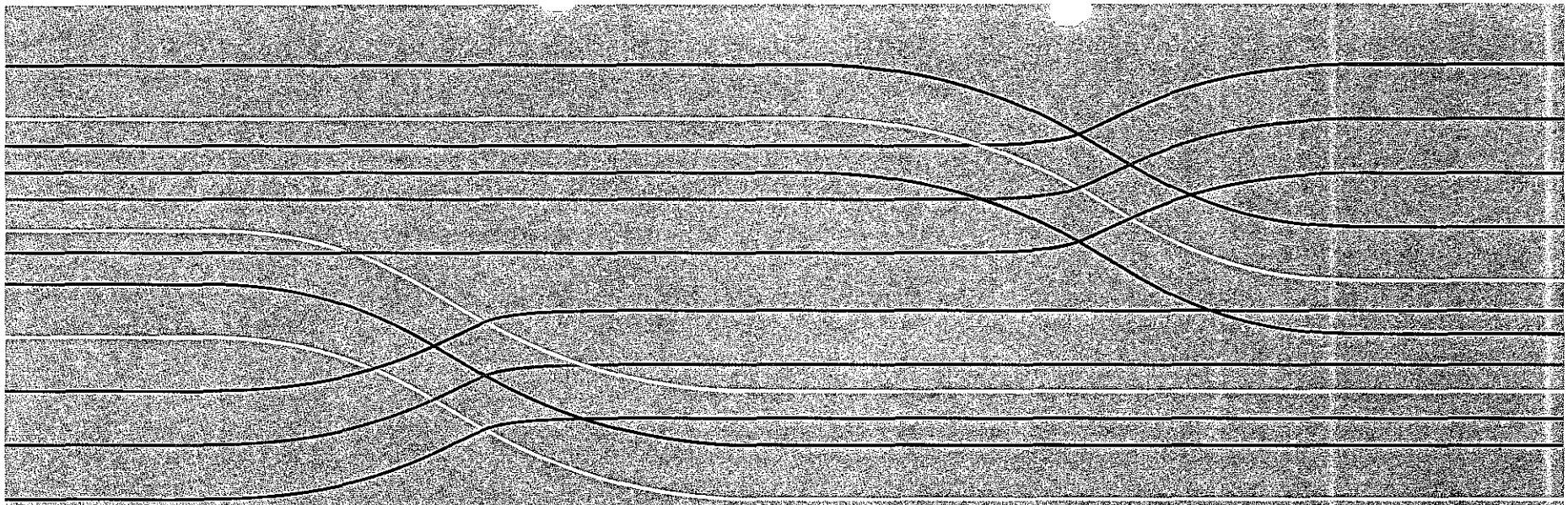
[redacted] – programmer/data person – underallocated.

Would tend to go with observational ecologists/marine biologists as we more to more quantitative methods.

Generally would only go with three. I think Andy has to cut deeper, even if he meets his target (of around $10 mill) still much lower earnings than me but with significantly more staff (80 vs 100).

[redacted]

David



O&A Deep Dive Analysis

Jeff McCulloch | Executive Manager, Finance

25 January 2016

CORPORATE FINANCE
www.csiro.au

Staff Overview

- Target reduction in staff 100 FTEs
- Based on the interim iteration of data provided by O&A:
  - a headcount reduction of 115
  - an FTE reduction of 110 of which 100 have been identified
  - Of the 100 FTEs, 86 FTE's have planned deployments in 15/16 (~86% deployment rate vs non-impacted staff 69% deployment rate)
  - Of the 86 planned FTEs, 74 (86%) are planned within O&A and 12 (14%) to other BUs (NMF, Energy, L&W have the greatest impact)
  - The impacted 14 FTE non-deployed staff are assumed to be approp funded.

	headcount	FTEs	FTEs deployed	O&A	Manu	D61	Energy	Min	Ag	F&N	L&W	H&BioS	NMF
Row Labels	Count of Ident	Sum of FTE	Sum of D-FY2016	Sum of D-R05	Sum of D-R01	Sum of D-R02	Sum of D-R03	Sum of D-R04	Sum of D-R06	Sum of D-R07	Sum of D-R08	Sum of D-R09	Sum of D-N02
0 **Identified Capability**	**105**	**99.6**	**85.8**	**74.2**	**-**	**0.2**	**2.9**	**0.1**	**1.5**	**-**	**2.3**	**-**	**4.6**
Earth System Assessment	65	60.6	48.8	44.0	-	-	2.8	0.1	-	-	1.9	-	-
Engineering & Technology	9	9.0	8.3	3.8	-	-	-	-	-	-	-	-	4.6
Ocean & Climate Dynamics	31	30.0	28.6	26.4	-	0.2	0.1	-	1.5	-	0.4	-	-
1 **Non-impacted Capabaility**	**318**	**288.0**	**197.9**	**167.0**	**1.2**	**1.3**	**3.0**	**-**	**0.5**	**2.1**	**4.7**	**0.3**	**17.7**
0	4	4.0	-	-	-	-	-	-	-	-	-	-	-
Operations O&A	4	3.6	-	-	-	-	-	-	-	-	-	-	-
Science Strategy O&A	7	7.0	1.1	1.1	-	-	-	-	-	-	-	-	-
Coastal Development & Management	98	86.1	62.4	54.1	1.1	1.1	0.7	-	-	2.1	3.1	0.2	-
Earth System Assessment	16	15.6	9.8	9.4	-	-	0.4	-	-	-	-	-	-
Engineering & Technology	64	59.5	41.5	23.3	-	0.3	-	-	0.2	-	-	-	17.7
Marine Resources & Industries	85	75.1	48.9	44.8	0.0	-	1.9	-	0.4	-	1.6	0.2	-
Ocean & Climate Dynamics	40	37.0	34.2	34.2	-	-	-	-	-	-	-	-	-
Grand Total	**423**	**387.6**	**283.7**	**241.2**	**1.2**	**1.5**	**5.9**	**0.1**	**2.1**	**2.1**	**7.0**	**0.3**	**22.3**

All project revenue potentially impacted

This table identifies $m revenue at risk based on the deployment of identified staff to planned projects (secured revenue). The % columns classify identified staff as a % of total planned FTE's for the sum of projects in each BU. Deployment %'s >20% are considered at serious risk.

	Total Sum of Rev. Plan 2016	Business As Usual	At Risk		
Row Labels		Minor:0-5%	Material:5-20%	Major:20-50%	Majority:50-100%
AAHL	11.70	11.70	-	-	-
Agriculture	81.43	80.74	-	-	0.69
CASS	30.80	30.80	-	-	-
Data61	7.29	7.29	-	-	-
Energy	47.04	46.77	-	-	0.27
F&N	11.39	11.39	-	-	-
H&B	16.89	16.89	-	-	-
IM&T	7.88	7.88	-	-	-
L&W	29.67	29.54	0.13	-	-
Manufact	28.95	28.95	-	-	-
Min Res	21.39	21.18	0.22	-	-
Not assigned	8.75	8.75	-	-	-
NRCA BU	6.04	6.04	-	-	-
O&A	42.14	32.70	1.83	0.60	7.01
Coastal D&M	9.12	9.12	-	-	-
Earth Assess	5.27	0.72	0.19	0.18	4.18
Eng & Tech	5.58	5.23	0.22	-	0.12
Marine R&I	15.36	15.32	-	0.04	-
O&C Dynamics	6.82	2.31	1.42	0.38	2.71
Services	13.08	13.08	-	-	-
Grand Total	364.43	353.69	2.17	0.60	7.97

Project Opex associated with impacted capability

This table identifies $m opex project planned in projects where identified capability is deployed to. The % columns classify identified staff as a % of total planned FTE's for the sum of projects in each BU. Projects with deployment %'s >20% are considered at serious risk, therefore potential opex savings.

Total Sum of OpTravelPlan	Business As Usual				
Row Labels		Minor:0-5%	Material:5-20%	Major:20-50%	Majority:50-100%
s 22					
NRCA BU	4.24	4.24	-	-	-
O&A	18.05	14.96	0.37	0.14	2.58
Coastal D&M	4.05	4.05	-	-	-
Earth Assess	2.15	0.44	0.03	0.01	1.66
Eng & Tech	2.55	2.37	0.08	-	0.10
Marine R&I	7.11	7.11	-	-	-
O&C Dynamics	2.19	0.99	0.25	0.12	0.82
s 22					

Summary

- Based on the data provided by O&A:
  - a revised target FTE reduction of 110 (headcount reduction ~115)
  - Of the 110 FTEs, 100 FTEs have been identified and modelled. The remaining 10 FTEs are yet to be identified & the associated impacts assessed.
  - 45 FTEs are eligible for recruitment in growth areas
  - An investment reduction equivalent to 65 FTEs will occur from 16/17
  - The financial impacts of the 100 FTEs are as follows:

Financial Impacts

External Revenue

Projects with identified staff deployments exceeding 20% of total project planned FTEs has $7.6m of revenue at risk in 15/16 (of which $7m has deployments exceeding 50%). The estimated reduction in revenue is revised to $5m as there will be growth revenue associated with 45 FTEs but this will take time to secure. $5m is an indicative number that will be considered in more detail.

In addition Ag has $0.7m and Energy $0.3m of revenue at risk. Staff transfers maybe an option to consider.

Salary Costs

The estimated salary cost saving (net reduction) of 65 FTEs @ avg $135k p.a. = $8.8m
The estimated redundancy cost of 110 FTEs @ avg $100k each = $11m ($10m 15/16, $1m 16/17)

Opex

Projects with identified staff deployments exceeding 20% of total project planned FTEs has planned project opex in O&A of $2.7m in 15/16. This is an initial estimate that requires refinement back to net 65 FTE reduction.

Direct Approp:

A very rough approximation of direct approp attributable to the net reduction in FTEs is $6.5m (Salary $8.8m + Opex $2.7m – Risked External Revenue $5m)

Key Risks

- O&A has a current staff level of ~400 FTEs. The proposed change is 110 FTE redundancies = 27.5%
- This level of upheaval is very significant and will be a major distraction to not just the directly impacted staff but also management and indirectly impacted staff. Business as Usual productivity levels will be significantly impacted for 12 – 18 months.
- There has been no provision made for "disrupted external revenue" during the transition phase of reducing staff by 110 and then recruiting 45 into growth areas
- Some long standing government clients will be impacted by this realignment. This will require some management given that we are electing to make these changes rather than forced by government funding changes.
- O&A is embarking on international growth which is traditionally expensive and has a long incubation period. The out year budgets require much deeper analysis than was possible in a week.
- This is a significant cultural change. Whilst clearly flagged in the 2020 Strategy, it will take time to transition staff and implement modified pricing strategies.

[redacted]

Ken

On Tue, Jan 26, 2016 at 4:56 PM, Andy Schiller [redacted] wrote:

Ken,

Alex's questions relate to HR and finance, so the accurate answers might have to come from Mike and Tim. Below, I can only provide some indicative information.

- Is it correct that impacted staff have a higher (86%) deployment rate than non impacted (69%)?

Comment AS: I don't know where these numbers originated but I know that in RP1 and RP2 a large percentage of staff with fractions of unallocated time work on appropriation-funded projects. In RP1 alone I estimate the associated costs in FY 15/16 to be between $3-4m (similar to last FY). It is hard to believe that non-impacted staff in combined RP1-RP5 would have a lower deployment rate, given current demand in, e.g., RP4 and RP5.

- How would have this picture changed in July 2016 post ACCSP? see below.

- How much of the $7m forecast revenue loss would have been lost anyway due to the end of the climate change science program in June 2016?

Cai knows better than me the accurate difference in external revenue between ACCSP and NESP. From memory, it is between $2.5m and $3m loss in external revenue for combined RP1 and RP2. Not sure how this translates to deployment rates. $2.6m would translate to approximately minus 20 FTEs (at an average cost of $130k).

Andreas

Anevski, Pam (C&G, Parkville)

[redacted]

---------- Forwarded message ----------
From: [redacted]>
Date: Tue, Jan 26, 2016 at 6:43 AM
Subject: Coasts
[redacted]

Hi Ken

Thanks for the conversation today and I understand who difficult this is, but also how quickly senior management translate a table for discussion into reality without due considerations

As we agreed the overall hstrategyfor Coasts is one of refocus and growth particularly in the following areas:
- Data management and Visualisation
- Restoration ecology and engineering
- Aquaculture

There is also the opportunity with restructure to bring in teams and individuals from other parts of O&A to build critical mass.
This will occur for remote sensing staff based in RP1 form July 1 but there also opportunities to bring the some of the sea level team with Kathy Mcinnes into Coasts

There remains considerable opportunities around biotechnology but this opportunity needs to be better realised than it has to date. Presently much of the capability we have is either underutilised and/ or generally deployed level

It should be noted that CSIRO has committed to a 3% Indigenous employment by 2018; our current level of 1.2% is entirely based in Coasts

In terms of reductions these can be comprised of a number of categories The numbers in the fracker refer to the total number of positions for each category:

Positions [redacted]

- Coastal Morphodynamics- s 47F, 47E(c)
- Western Modellor – [redacted]

Positions seeking LWOP (1)

[redacted]

- Question- how do LWOP positions get treated in this exercise

Other Positions require gxonsidereation over long term utilisation and output (5-7)

- 47E(c), s 47F low utilisation and engaged in other BUS; approaching 60- could also be transferred to another BU

- 47E(c), s –has increasingly gone part timed not producing much
- 47E(c), s 47F – Works with 47E(c), s 47F and in other BUS. Good chemist could be used more productively with the right leadership
- 47E(c), s 47F Group- term appointments- there are I would say 2 positions that have had IMOS money ceased and hard long term to find funding for. Not sure which of the group
- 47E(c), s 47F –term appointment, was previous on a redundancy list
- 47E(c), s 47F difficult HR case, 47E(c), s 47F bit if 47 comes back we didn't want 47 ; if the other BU accepts 47 then its another positions we can include in head count

TIER 2 CONSIDERATIONS

s 47F, 47E(c)

- 47E(c), s 47F –difficult to find work
- 47E(c), s 47F low utilisation and output
- 47E(c), s 47F low output
- 47E(c), s considering retiring but has strong union links

Cheers

Andy

Dr Andy Steven |
Research Director- Coastal
Oceans & Atmosphere Flagship, CSIRO|
41 Boggo Road, Dutton Park QLD 4102, Australia|
P +617 3833 5570 | M s47F ndy.steven@csiro.au
Skype: andysteven9 or +61731033580

Anevski, Pam (C&G, Parkville)

From: Andy Schiller [redacted]
Sent: Sunday, 13 March 2016 9:03 AM
To: Schiller, Andreas (O&A, Hobart)
Subject: Fwd: Coasts

---------- Forwarded message ----------
From: **Ken Lee** [redacted]
Date: Tue, Jan 26, 2016 at 8:49 PM
Subject: Re: Coasts
To: Andy Schiller [redacted]

Yes we got it!

Ken

On Tue, Jan 26, 2016 at 5:40 PM, Andy Schiller [redacted] wrote:
Good - together with David's 3 staff that should give you peace of mind when you announce that 10 FTEs will be reduced in RP3 and RP4.

Andreas

Duplicate email - removed

Anevski, Pam (C&G, Parkville)

From: Andy Schiller [redacted]
Sent: Sunday, 13 March 2016 8:55 AM
To: Schiller, Andreas (O&A, Hobart)
Subject: Re: Urgent question

On Thu, Feb 4, 2016 at 11:04 AM, Ken Lee <[redacted]> wrote:

---------- Forwarded message ----------
From: <Sue.Brown@csiro.au>
Date: Thu, Feb 4, 2016 at 7:59 AM
Subject: Urgent question
To: [redacted]

Question that needs an answer is:

Can I also get some further details on what the impact is on NESP? The sections on oceans and atmosphere is quite confusing – talks about ongoing funding for climate science work being provided at a reduced level within NESP, but then also that CSIRO aims to continue to fulfil its NESP obligations.

I only need a few sentences at most, but want to make sure I have the right words. Thanks for your help. As mentioned, deadline is 11.45am EDT – sorry!

Sue

Dr Sue Brown

Executive Officer to Dr Alex Wonhas – Executive Director Environment, Energy and Resources

CSIRO

E sue.brown@csiro.au T +61 2 6276 6960 M s47F [redacted]

PO Box 225 Dickson ACT 2602 Australia

www.csiro.au | www.csiro.au/energy

Anevski, Pam (C&G, Parkville)

From: Andy Schiller [redacted]
Sent: Sunday, 13 March 2016 8:54 AM
To: Schiller, Andreas (O&A, Hobart)
Subject: Re: Response

On Thu, Feb 4, 2016 at 11:17 AM, Ken Lee [redacted] wrote:

Can I also get some further details on what the impact is on NESP? The sections on oceans and atmosphere is quite confusing – talks about ongoing funding for climate science work being provided at a reduced level within NESP, but then also that CSIRO aims to continue to fulfil its NESP obligations.

1) CSIRO is involved in 5 of 6 NESP Programs....for O&A only impact will be on the NESP climate Hub.

2) For the NESP climate Hub - anticipate reprioritization there may be a reduction of work by CSIRO scientists in some areas - some work anticipated to be picked up by other NESP partners...what can Cai do. maybe name some areas we are retaining for example...

3)do we mention contract variation? or just reallocation of workload and resources...need to bee a broad as possible.

Ken

Anevski, Pam (C&G, Parkville)

From: Andy Schiller [redacted]
Sent: Sunday, 13 March 2016 8:54 AM
To: Schiller, Andreas (O&A, Hobart)
Subject: Re: Background info

On Thu, Feb 4, 2016 at 12:29 PM, Ken Lee <[redacted]> wrote:

Here are a few points I would like to make about retaining NESP fund without ACCESS.

1. **Our investment in ACCESS, which is at ~ $3m cash, or some $5.4m all up,including overheads, is not sustainable, if NESP is the only fund available for this.**

2. **NESP will fund ACCESS at around $500k p.a., external ($1m if counting our co-investment), and mostly in two projects. 1) Participating in IPCC AR6 model experiment ($250 p.a. external), and 2) ACCESS model improvement ($200k p.a. external). The total of $500k p.a. NESP external will not justify our investment in ACCESS in the long run.**

3. **We can deliver most of the NESP science related to ACCESS. The science in CMIP6 experiments can be delivered by using outputs from other models (there are some 30 models). We can shift some of the fund for ACCESS improvement to climate variability and predictability (we only have $100k p.a. from NESP), or/and to strengthening Argo work, which collect data to improve prediction models.**

4. **The other $1.5 m NESP fund goes to water, extremes, climate projections, and Argo. We can deliver most of this work in the restructured O&A. If a small portion cannot be done, we can subcontract to universities.**

[redacted] s47C

Cheers,

Cai

Anevski, Pam (C&G, Parkville)

From: Lee, Ken (O&A, Kensington)
Sent: Friday, 5 February 2016 10:59 AM
To: O&A All Staff, Affiliates and Support-DG; O&A Executive Team-DG; Creagh, Ben (Comms, Dutton Park)
Subject: O&A Update

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 as 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 have been sent for later today.

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

E ken.lee@csiro.au T +61 8 6436 8629 M s47F
A 26 Dick Perry Avenue, Kensington, WA 6151, Australia
http://www.csiro.au

Dr Andreas Schiller
Science and Deputy Director | **Oceans and Atmosphere**
CSIRO

E andreas.schiller@csiro.au T +61 3 6232 5300 M s47F
A GPO BOX 1538, Hobart, TAS 7001
http://www.csiro.au

Anevski, Pam (C&G, Parkville)

From: Lee, Ken (O&A, Kensington)
Sent: Friday, 5 February 2016 8:15 PM
To: Underwood, Mark (O&A, Hobart)
Subject: RE: RP5 Redundancies

Mark:

Fully understand your concerns. As you know, in the Deep Dive Larry noted that we have to make cuts to free up funds to change our directions....it's a case of prioritization and finances (as we have to meet our external earning targets.

The IDC Team was identified by the % of personnel within the group with >50% appropriation. Without your input – consider it a placeholder....we can discuss alternative choices within RP-5. I know it's a difficult decision but to support development of autonomous platforms on new $ - we have to generate it within.

Look forward to a chat next week.

Ken

From: Underwood, Mark (O&A, Hobart)
Sent: Friday, 5 February 2016 12:30 PM
To: Lee, Ken (O&A, Kensington) <Ken.Lee@csiro.au>
Cc: Underwood, Mark (O&A, Hobart) <Mark.Underwood@csiro.au>; Whittle, Michael (HR, Hobart) <Michael.Whittle@csiro.au>
Subject: RP5 Redundancies

Hello Ken,
I understand the need for all programs in O&A to make some cuts as part of a reshaping exercise in these difficult times.

s47C, s47E(c), s47F

If you are open to it, I would like to consider some other options for redundancies from within my program that might be of similar magnitude, but which will not have the same potential strategic risks. I could share these with you either later today or early next week. I have been in discussion with Mike Whittle (cc'd here) and he would be able to assist me in this process.

I flag that any redundancies will obviously have a negative impact on the surplus that RP5 had been planning to deliver to the BU, but I am sure that you and Tim are factoring that in.

Cheers,
Mark

Mark Underwood
Research Program Director, Engineering and Technology

CSIRO Oceans and Atmosphere
Phone: +61 3 6232 5402 | Mobile: s47F
mark.underwood@csiro.au | www.csiro.au
Address: GPO Box 1538, Hobart, TAS 7001

Anevski, Pam (C&G, Parkville)

From: Andy Schille[redacted]
Sent: Sunday, 13 March 2016 7:36 AM
To: Schiller, Andreas (O&A, Hobart)
Subject: Fwd: Our business case
Attachments: Confidential - O and A Business Case DRAFT February 2016.docx

---------- Forwarded message ----------
From: **Ken Lee** [redacted]
Date: Sat, Feb 20, 2016 at 4:46 PM
Subject: Fwd: Our business case
To: Andy Schiller[redacted]

---------- Forwarded message ----------
From: **Michael Whittle** [redacted]
Date: Fri, Feb 19, 2016 at 1:30 PM
Subject: Our business case
To: [redacted]

For your consideration this weekend.

Please advise me if OK or any modifications.

I will then send to Lyndelle on Monday.

DRAFT – SUBJECT TO FINALISATION

Request for Approval to proceed to Implementation of Business Unit Restructuring – Oceans and Atmosphere

Case Summary	
Business Unit :	Oceans and Atmosphere
Total number of staff in affected areas :	227
Total number of staff likely to become potentially redundant :	100
Total number of staff impacted by early term ends:	15
Location of potential impacts:	Canberra, Hobart, Brisbane, Perth, Darwin, Lucas Heights, Melbourne

Principles:

- The CSIRO Values drive all actions
- Staff are respected and supported. (This includes those directly/indirectly affected and those who are involved in implementation)
- A clear rationale for the decision is determined which is credible, can be clearly articulated and aligned to Business Unit/organisational strategy.
- CSIRO's agreements with employees and their representatives are honoured.
- The organisational requirements and change management principles are met in a timely way and disruption is minimised where possible.
- Communication to internal and external stakeholders is honest, clear and timely.
- Confidentiality at all levels is maintained.
- There is a commitment in maintaining the reputation of CSIRO.

NOTE: If there are any changes to the capability areas a revised business case is required prior to implementation

Context - circumstances that have led to the proposed restructuring **Background**
(History of capability area, changes and impacts, advice as to whether the work or capability areas affected will cease altogether or, if not, an indication of how and by whom the work will be performed in the future). Include a summary of changes in this area over the last three years.
In response to the CSIRO 2020 Strategy and to support the implementation of the O & A Business Unit Strategic Plan 2015/16, the leadership team within O & A have identified the need to reshape the current capability profile in the Business Unit to allow more focused delivery into identified research strategic priorities that present strong science and impact opportunities including potential for growth of external revenue.

The proposed reshaping of capability across O & A has been foreshadowed in the O & A 'Deep Dive' presentation on 4 December 2015.

Predicted staff reduction as a result of O&A's restructuring proposal is up to 115 headcount. This includes 100 redundancies and 15 term appointments that will cease. We will not progress with 3 planned replacement recruitments.

The details of the proposal are provided in the following business case:

Details of planned changes and restructuring actions (increase/decrease number of capability groups as required)

Details of the capability affected including number of potential staff impacts and changes (Research / Support, Location, Timeframes).
Note: Do not include names of people potentially affected.

1. Name of Capability Group:

Description of capability:

Capability	Reason for the change	No. of staff impacted	Planned reduction (FTE)	Functional areas, locations
Analysis of climate variability, extreme weather & climate services for adaptation	In alignment with the strategic directions of CSIRO, we are reducing research in regional climate variability and weather extremes.	s 47F, 47E(c), s47C		
Provision of climate services and knowledge brokering;	We are reducing work in knowledge brokering services provided by the climate products and services.			
Marine biogeochemical modelling on global scales for climate applications and multi-year climate modelling and analysis	We will no longer conduct research in multi-year, multi-decadal prediction, seasonal forecasting and impacts.			
Collection, processing and analysis of ocean carbon data	Due to insufficient demand for this work, we will reduce the Ocean Carbon observations capability by 1 FTE. This will be mitigated through VRS.			
Projection of seal level rise on global scales	We will discontinue research in sea level rise, which means reduced scientific capability. Research support staff will be transferred			
Advanced software engineering and design	We are no long going to create new complex multi-purpose software. We will be reshaping the capability and move to commercial software and maintenance of existing software			

ROMS Modelling and nearshore wave modelling and analysis	We have consolidated our research in Coastal Sea Level Extremes and Waves. We no longer require expertise in ROMS modelling.	s 47F, 47E(c), s47C [redacted]
Processing and analysis of satellite terrestrial, sea surface temperature and ocean colour data	Due to reduced demand for remote sensing capability, we will reshape this function within O&A. We will cease work in satellite remote sensing and we will have a reduced need for research support across remote sensing functions	
Model analysis of Indo-Pacific Dynamics	We no longer need research support in Indo-Pacific Dynamics research due to reduced demand.	
Processing of XBT observations	We no longer require advanced skills in processing of ocean observations. This redundancy will be mitigated by VRS.	
Aerosols	Reduced requirement for work in aerosols research has led to a reduction for project support requirements.	
Greenhouse gas research	We are going to cease our Antarctic work. In addition, reduced requirement for work in major greenhouse gases research has led to a reduction for project support requirements.	
Synthetic Greenhouse and Ozone Depleting Gases	A reduction in demand for Synthetic Greenhouse and Ozone Depleting Gases research has resulted in a reduced need for research and project staff.	
Greenhouse Gas Emissions	We are ceasing our research in Greenhouse Gas emissions, and retaining our research in fugitive emissions. There will be no requirement for research support staff.	
Reactive gases	There is a reduced requirement for high level research input in Reactive Gases	
Turbulence Modelling	We will no longer undertake research in turbulence modelling.	

s 47F, 47E(c), s47C

	We will reduce our observational capability
Ocean and coupled modelling	Due to reduced demand we will no longer require higher level skills and analysis in ocean and coupled modelling
Data engineering	In alignment with our strategy, there is no longer a requirement for data engineering skills in climate modelling.
CABLE	In alignment with our strategy, there is a reduced demand and no longer a requirement within our CABLE program for high level research or support staff
Chemistry and aerosols modelling	We are no longer going to engage in research in chemistry and aerosols modelling.
Continental scale biogeochemical cycles	Due to a reduced demand for research in continental scale biogeochemical cycles, we will reduce the research support capability by 1 FTE
Micrometeorology	We will no longer engage in micrometeorology research.
Complex systems science	We will no longer engage in complex systems science research.
Nearshore coastal modelling	We are experiencing a long term reduction in coastal modelling work in WA. We will consolidate the capability in this research area. We will reduce this capability by 2FTE, and consider merging with modelling capability in Ocean and Climate Dynamics.
Tropical Coastal	We see a reduction of work in Tropical Australia over the long term. We will reshape this capability to better reflect social economics. We will reduce this capability area by up to 3 FTE. We will be able to mitigate this through VRS.
Toxicology	Due to an insufficient demand for this research, we will consolidate and reshape this capability, with consideration of a merge between the molecular ecology and toxicology team and the environmental genomics team. We will reduce this capability by 2 FTE.

		s 47F, 47E(c), s47C
Management of impacts of biodiversity	We are experiencing a reduction in demand for research in the management of impacts of biodiversity. We will consolidate and reduce this team by up to 3 FTE.	
Biogeochemical modelling	We plan to strategically reshape the group into the Blue Economy research. We will reshape this team for more marine biotechnology focus. We will reduce this capability by 1 FTE. We may be able to mitigate this via VRS	
Bio-acoustics technical capability	We have a requirement for more specialist, scientific skills. We will reshape the program with a reduction in bio- acoustic technician skills. We will reduce by 2FTE.	
Marine ecology	We will reduce our focus on Northern Australian fisheries. We will reshape this capability by moving towards more specific spatial management and assessment skills. We will have reduced demand for high level marine ecology skills, and a corresponding reduction in research support. We will reduce this capability by up to 4fte. This may be mitigated by VRS.	
Theoretical economic modelling	We no longer have a requirement for theoretical economic modelling. We have a requirement for more applied economic modellers.	
Programming	There is a reduced requirement for programming skills in this area. We will reduce this capability by 1 FTE. This may be mitigated by VRS.	
Ecosystem modelling	We will reduce quantitative ecosystem modelling capability by 2FTE. This will be mitigated by VRS.	
Information and data management	Due to a reduced demand for internal data management, we will reduce this capability by 2FTE.	
Engineering services	After evaluation of the services that the engineering workshop delivers, we will reduce the capability within this team by 1FTE without impact to delivery and outputs of this team. We may be able to mitigate the reduction through the acceptance of a VRS.	
Small vessels management and field instrumentation	Aligning with our strategy of reducing efforts in WA due to reduced demand, we will reduce the	

	amount of field work undertaken in Floreat.	s 47F, 47E(c), s47C		
Hydrochemistry	There is a requirement to reshape this capability to ensure maximum flexibility in seagoing capacity. We will reduce this capability by 1FTE.			
Other – administrative and management support	The reshaping of a number of areas in O&A has resulted in a reduced requirement for administrative and general management support in some locations			
	SUB TOTAL	**227**	**100**	
	TOTAL			

Method for Identifying staff: This section should also contain details on the process/method that is proposed to be used to identify potentially redundant officers (including their levels, functional area). Please refer to Redeployment and Retrenchment provisions of the CSIRO Enterprise Agreement.
Potentially redundant staff will be identified in accordance with the provisions outlined in Schedule 3 – Redeployment and Retrenchment, of the Enterprise Agreement 2011 - 2014
Locations of potentially affected staff:
Aspendale, Floreat, Hobart, Black Mountain, St Lucia, Darwin, Yarralumla, Lucas Heights, Dutton Park
Number of staff in the affected group (include CSOF level/PFA/):
227 total impacted staff ranging from CSOF level 3 to CSOF 9
Number of staff likely to become potentially redundant (include CSOF level/PFA/):
100 total potentially redundant staff: 10 – CSOF3 21 – CSOF4 20 – CSOF5 19 – CSOF6 15 – CSOF7 11 – CSOF8 1 – CSOF9 3 – CSOF CL 11 41 - Research Projects 44 – Research Scientist/Engineer 4 – Research Management 5 – Administration Services 6 – Technical Services

Anticipated total reduction:	100

Details of activities taken to mitigate staffing impacts

Actions taken to deploy capability and mitigate potential redundancies to date

No action.

Location of affected capability

Please highlight here if the potential impacts are on a regional site and if so the total potential impact on the regional site.

Aspendale - [redacted]
Floreat - [redacted]
Hobart - [redacted]
Black Mountain - [redacted]
Yarralumla - [redacted]
Dutton Park – [redacted]
St Lucia - [redacted]
Darwin - [redacted]
Lucas Heights - [redacted]

Planned Consultation and Communication Strategy/Plan and the Change Management plan

Internal (As well as consultation with staff, this section will also cover union engagement and consultation as well as broader change management methodology to be used. Refer to consultation clause of the CSIRO Enterprise Agreement). If in a separate document it can be attached.

Action	Date	Responsibility
Business Case 1 submission	19 February 2016	Director
Approval to proceed with planning for restructuring including Ministerial approval	7 March 2016	ED Environment; GM HR Services
Consultation with BUs and key stakeholders	Commence from approval and continuing through March 2016	Director, Science Director, Researc Directors,
Communication with Staff Association outlining our intention to commence communication and consultation processes regarding potential restructuring (3a)	Commencing 14 March 2016	Director
Communication and consultation with all staff high level background for proposed restructure, likely number to be impacted and process to be followed • Director's communication to all staff including process • Program level communication	Commence 14 March 2016 Immediately after union consultation	Director, Researc Directors

• Invitation for and receipt of input, feedback and possible mitigation strategies • Invitation to register for Redundancy substitution		
Finalisation of feedback and input from staff and stakeholders; Assessment of impact and final outcomes and decisions.	End March 2016	Director, Science Director, RDs and HRM
Communication of outcomes and decisions to staff, stakeholders and union • Director's communication to all staff • Site and/or program level communication discussion as required	End March 2016	Director, Science Director, Research Directors (Supported by HR)
Consideration of Voluntary Redundancy Substitution	Commence February 2016	Research Directors and HR
Individually impacted officer (first letter)	End March 2016	Research Directors supported by HR
Period to consider mitigation and VRS register	Week Three and Week Four March 2016	Director and RDs
Impacted Groups advised and process for assessment outlined. Opportunity for feedback on decision maker, process, timelines and input to process.	End March 2016	Program Leaders supported by HR
Group Process held and decision made	Week Two April 2016	RDs supported by HR
Check VRS register.	Ongoing	HR and RDs
Time for consideration of assessments and feedback by identified officers from Group process.	Week Three April 2016	
Individually impacted officer advised from Group processes (first Letter).	Week Four April 2016	RDs supported by HR
Commence implementation as per Schedule 3 Enterprise Agreement 2011 - 2014	Week Four April 2016	RDs supported by HR

Political Regional Issues:
See stakeholder engagement section below.

Engagement/Implementation Timetable:
See below.

Implementation Plan including the implementation Timeline

This section should also contain details on the process/method that is proposed to be used to identify potentially redundant officers (including their levels, functional area). Please refer to Redeployment and Retrenchment provisions of the CSIRO Enterprise Agreement

Following consideration of those officers registered for redundancy substitution, in situations where individual officers need to be identified from a group of officers the following process will be used.

- Affected officers will be informed of process to be undertaken;
- They will be provided with the opportunity to make comment on the process and raise any concerns;
- The line manager with the appropriate delegation will make the decision;
- Affected officers will be provided with the opportunity to provide information and/or names of people who can be contacted in relation to the assessment;
- In making his /her decision the line manager may take into account the views of other line managers and may involve them in the process;
- Affected officers will be offered the opportunity to provide a short written statement, if they choose;
- Affected officers will be advised of the date by which the assessment will be completed and will be given an opportunity to review their assessment and to provide comment on that assessment; and
- After consideration of all inputs a final decision will be made and affected officers advised of the outcome verbally and in writing, with detail around the decision.

Risk Assessment/potential or expected issues

Risk	Impact	Mitigation
Sustainability and vitality affected at regional sites	Staff morale	Rigorous and transparent assessment of impacts. Strategic reviews and plan for future of affected regional sites prepared.
Interventions by important stakeholders external to the Division	Reputational damage	Careful identification of critical stakeholders and implementation of communication plan.
Impact on CSIRO in light of recent political statement by Prime Minister about new funding arrangements. Could cause political embarrassment.	CSIRO and government.	Media statements prepared outlining situation. Communication team to prepare response. Ensure CSIRO management are fully informed.
Failure to deliver required capability to key projects as a result of reduced staffing.	Continued contraction in labour budget	Thorough examination and report of project commitments by RDs, GLs and TLs. Risk management by O&A Leadership Team to ensure project deadlines are met.

Uncertainty created during the consultation and decision phase	Staff	Communication plan including process and timelines clearly articulated and implemented. Clarity of role, responsibility and accountabilities for leadership. Access for staff to line management and Leadership and support from HR and EAP available.
Disgruntled staff	Affected staff 'Survivors'	Communication plan including process and timelines clearly articulated and implemented. Implementation planning takes account of need for managing the impacts for those not directly impacted. Access for staff to line management and BU leadership and support from HR and EAP available.
Legal and procedural risks	BU leadership and Organisation	Attention to procedural hygiene and procedural fairness principles. Attention to health risk assessment and psychosocial risk assessments. Assessments to be undertaken prior to commencement of process.
Negative media coverage	All staff; O&A leadership, organisational reputation	Internal consultation and communication plans. Robust media and communication strategies developed and implemented.
Adverse internal stakeholder reaction	Internal relationship damage e.g. across BUs Loss of partnerships and project opportunities	Targeted consultation and communication strategies and plans.
Declining confidence in future of BU	Staff, BU leadership.	Communication plan including process and timelines clearly articulated and implemented. Change plan includes strategies for communication and consultation across whole BU with support and guidance for line management. Ensure access for all staff to line management and divisional management and support from HR and EAP available.
Declining confidence in BU and organisational process	Staff BU leadership. Organisational leadership.	Communication plan including process and timelines clearly articulated and implemented. Change plan includes strategies for communication and consultation across whole BU together with support and guidance for line management.

		Ensure access for staff to line management and divisional management and support from HR and EAP available.
Long term capability development	Viability of science quality and delivery into the future	Strategic workforce plans clearly aligned with capability strategy.
Leadership fatigue	BU leadership.	Change plan includes clear articulation of responsibilities and accountabilities for leadership team. Support by Organisational leadership is clear and partnership model with HR is adopted. EAP support offered and use of Manager hotline encouraged.
HR fatigue	HR staff.	Change plan includes clear articulation of responsibilities and accountabilities for HR team. Partnership methodology with BU leadership established. EAP support encouraged. Access to Enterprise HR support.

Planned Stakeholder Engagement

Please indicate any political or regional issues and the strategies, communication plans and timelines to be taken to engage with stakeholders including the Minister, as necessary.

A detailed communications and engagement plan will be prepared, which covers the following aspects:

- Consistency of messaging with broader organisational communication about strategic directions.
- External engagement with key stakeholders and clients as required.

Any other relevant information

Nil

	Date	Name	Signature
Case prepared by			
Delegate Approval *Must hold Rank 6 delegation HR10(b)*			
Reviewed and cleared	**Date**	**Name**	**Signature**

General Manager, HR			
Executive Director/DCE			

Anevski, Pam (C&G, Parkville)

From: Walton, Tamara (O&A, Hobart) on behalf of Lee, Ken (O&A, Kensington)
Sent: Wednesday, 24 February 2016 4:47 PM
To: O&A All Staff and Affiliates-DG
Subject: All staff meeting

Dear all:

Thank you all for your time today in the all staff meeting, and I apologise if it seemed a little rushed towards the end.

Let me reassure you that this is not the end of the conversation. I will be travelling around and visiting each site so that I can hear your views face to face; I'm in Floreat on Friday and in Yarralumla and Aspendale next week and I will be getting round to the other O&A sites over the next couple of weeks. We will also arrange more all staff briefings as needed over the coming weeks and as soon as I can I will be informing you about what the changes and refocus for O&A will look like.

In the meantime I want to reiterate that I welcome your frank views and feedback, please feel free to email Andreas or me with your comments and suggestions. While I may not have specific answers to your questions at the time, I will continue to communicate those questions up the line.

Please take care of yourselves and your colleagues during this difficult process and I strongly urge you to access support should you need additional assistance. Here is a link to the Employee Assistance Program http://my.csiro.au/Business-Units/Science-Strategy-and-People/Health-Safety-and-Environment/eap.aspx and you can also speak to your HR or HSE representatives on site,

regards

Ken

Kenneth Lee, Ph.D.
Director | **Oceans and Atmosphere**
CSIRO

E ken.lee@csiro.au T +61 8 6436 8629 M s47F
A 26 Dick Perry Avenue, Kensington, WA 6151, Australia
http://www.csiro.au

Anevski, Pam (C&G, Parkville)

From: Oke, Peter (O&A, Hobart)
Sent: Friday, 26 February 2016 8:06 AM
To: Lee, Ken (O&A, Kensington)
Cc: Schiller, Andreas (O&A, Hobart)
Subject: FW: RP1 consultation since November 2015
Attachments: O&CD Program BD Discussion 2015 11 November.docx; OCD Program Discussion - Nov 2015.docx; OCD Program Update - 11 Nov 2016.docx; Ocean Intelligence.docx; FW: RP1 consultation since November 2015

Follow Up Flag: Follow up
Flag Status: Completed

Ken – I see the consultation issue is hotting up.

At a meeting I had with my staff earlier this week, this issue came up. I pushed back, but they resisted. So I prepared a document detailing the consultation I've done with them since this process started. The information is all here in this email.

The email attachment (FW – RP1 consultation ...) includes an attachment listing all the meetings I had with staff.

The doc attachments I include here are my meeting notes, or minutes from my meetings. At some point in November, I noted likely areas of contraction (Climate Change and global sea-level rise). As noted in the document, this was my view on the natural consequence of ACCSP ending. I wasn't quoting the BUET – I presented it merely as my own speculation.

Along this process, I've consulted with my staff regularly – expressed their views about growth areas, BD opportunities etc to you and Alex. I can see this has had impact – as argued below. I'm arguing to my staff (to a few trouble makers) that this constitutes consultation. I really believe it does.

Perhaps in preparing the documentation outlined in the Gazette today – you could at least summaries this consultation. I'm happy to prepare such commentary.

I hope this helps. I'm happy to discuss.

Kind Regards
Peter

Dr. Peter Oke, Ocean Climate Dynamics Research Director (acting)
CSIRO Oceans & Atmosphere
GPO Box 1538, Hobart TAS 7001, Australia
Phone: +61 3 6232 5387 Mob s47F
http://www.cmar.csiro.au/staff/oke/

From: <Oke>, O&A <Peter>, Peter Oke <Peter.Oke@csiro.au>
Date: Thursday, 25 February 2016 5:08 pm
To: Ann Thresher <Ann.Thresher@csiro.au>
Cc: Mark Green <Mark.Green@csiro.au>
Subject: Re: RP1 consultation since November 2015

Ann – Thanks for your reply.

I'll insert specific responses below. But up front, let me make a few statements.

First - As an employee, I want to respect, maintain, and hold management accountable to the conditions in our EA.

Second – I'm no expert on what constitutes consultation and what doesn't. It's been my intention to consult as much as possible, for reasons outlined below.

When I took the role of acting Research Director and it became clear that things were heating up (with the announcement of the Deep Dive), I made a very conscious decision to entrain our staff as much as possible. With the announcement of the Deep Dive, it became clear that our program was going to be judged by the ET. Aspects of our work to be judged by the ET would apparently include our past performance, the strength of our portfolio, and our alignment with CSIROs strategic direction. At this point, I made the very deliberate decision to engage with as many of our people as I could. Two things motivated me. First – because I'm acting, I don't feel like I have the full delegation … formally I do … but perhaps not "spiritually". Second – because I'm frankly not across all aspects of our Program, I knew that we'd all benefit from close engagement with our staff – especially our science leaders. So, at that time, I initiated weekly meetings with our Group Leaders (a group of 5) and fortnightly meetings with our science leaders (a group of about 20+; we called these meetings "business development meetings" - now changed to Science Opportunity Sessions … SOS). At these meetings I sought our staff's view on the following:

- Our portfolio … what it looks like, where are the strengths and weaknesses;
- Our opportunities … looking for new initiatives and new opportunities;
- Our future … likely areas of contraction and growth;
- Our alignment with CSIRO's strategic direction (with specific reference to CSIRO's new initiatives like the AcceleratiON Program and more recently the Lean Launch Pad … our program submitted 6 "ideas" to the LLP this month as a result).

In preparing documentation for the Deep Dive, I engaged our staff many times to identify how we align with the identified growth areas (which I understand were defined mid-last year during a meeting of our Program's Leadership). As a result of these interactions, I proposed many changes to the Deep Dive documentation. Most of the changes I proposed were included in the final submission to the Executive team. To me … this was consultation. I consulted staff – understood their view – represented their view to our BUET – who then included this in documents presented to the ET for consideration at the Deep Dive.

During theweeks around the Deep Dive, I also made representation for our Program to the BUET and the ET (including meetings with Alex Wolhas). Each time I made such representation, I met with our staff prior to the said meetings and discussed each opportunity. I sought advice on what the agenda should be – what things I should promote etc. After each meeting, I reported back to staff to discuss what happened and sought advice on next steps.

Some of the impacts of this consultation made it all the way to senate estimates. In November, we identified Geo-Engineering and Climate Services (we were calling it "Climate Innovation" to try to appeal to Larry et al). Prior to Christmas, we met with Alex Wonhas and promoted opportunities in three areas:

1. Geo-engineering (or Climate Intervention) … Larry et al have translated this into "climate mitigation"
2. Climate Services (e.g., for agriculture) … This was also identified by Larry in his emails to all staff
3. MetOcean … this was not strongly supported and didn't go further.

What does this mean? I consulted with staff … identified areas of growth for our Program … represented these to our BUET, then to CSIRO's ET, and this has influenced ET's position … and influenced outcomes, including areas of growth (I.e., new positions and retention of staff). To me … this closed loop is what we need … and what I think we should expect under our EA.

Other detailed comments are below.

Kind Regards
Peter

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Dr. Peter Oke, Ocean Climate Dynamics Research Director (acting)
CSIRO Oceans & Atmosphere
GPO Box 1538, Hobart TAS 7001, Australia
Phone: +61 3 6232 5387 Mob: s47F
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http://www.cmar.csiro.au/staff/oke/
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From: <Thresher>, O&A <Ann>, Ann Thresher <Ann.Thresher@csiro.au>
Date: Thursday, 25 February 2016 3:23 pm
To: Peter Oke <Peter.Oke@csiro.au>
Cc: Mark Green <Mark.Green@csiro.au>
Subject: Re: RP1 consultation since November 2015

Thanks Peter – I was constructing an email to ask you for this.

If this does actually constitute consultation, then it might well make the court case go away. I note that no mention is made of whether budget limitations, staff allocations, potential redistribution of effort or the like was discussed in any of these meetings prior to the announcement on 4 Feb. I'm sure a lot of people attend a lot of meetings but whether relevant issues are discussed is what's important.

re: budget limitations
I've mentioned budget limitations at most meetings with our staff. I attached the minutes from the RP1 BD meeting on 11 November (not prepared by me ...).

re:staff allocations
ve explicitly discussed staff allocations with staff at meetings during November 2015. My own notes I used (perhaps the dates of the file will confirm that I haven't modified this — "OCD Program Discussion – Nov 2015.docx")

re: potential redistribution
I discussed this explicitly with staff at one (or more) of the BD meetings in November. See my notes in the document called "Ocean Intelligence.docx". It states an area of contraction is "Climate change research" and "Global sea-level rise"

Regarding these documents. They are on my computer, with the Date modified some time in November 2015. I'm happy for anyone to check.

Simply informing staff about decisions taken is not consultation. Genuine consultation occurs when you (as Research Director) are told that there is an issue (funding, redirection of priorities) and there will potentially be ramifications (redundancies) unless measures are taken and then input is requested about possible actions. Consultation doesn't mean everyone needs to be asked for an opinion but our information right now is that even Ken was blindsided by this which strongly implies you weren't told about it either. So consultation doesn't seem to have included the people who actually might have made meaningful comment. But I'm happy if you can refute this. And I note that the EB requires that the Staff Association be told when any move of this magnitude, which will have a significant impact on staff, is considered (which needs to be well before a decision has been made).

As noted above, regarding the trail of impact of discussions re: Geo-engineering and Climate Services ... I strongly believe that we consulted, listened, and influenced outcomes to the highest level of our organisation. This "trail of influence" is repeated here:
Some of the impacts of this consultation made it all the way to senate estimates. Prior to Christmas, we met with Alex Wonhas and promoted opportunities in three areas:

1. Geo-engineering (or Climate Intervention) ... Larry et al have translated this into mitigation
2. Climate Services (e.g., for agriculture) ... This was also identified by Larry in his emails to all staff
3. MetOcean ... this was not strongly supported and didn't go further.

What does this mean? I consulted with staff ... identified areas of growth ... represented these to our BUET, then to CSIRO's ET, and this has influenced ET's position ... and influenced outcomes, including areas of growth (i.e., new positions and retention of staff). To me ... this closed loop is what we need ... and what I think we should expect under our EA.

Regarding 'bringing staff down' by questions about consultation, this is the message I'm getting from everyone I talk to.

Yes – I see that.
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I genuinely think that there has been consultation – with real impacts, as noted above. I think I've successfully empowered our staff to influence outcomes. They did influence outcomes. Perhaps things would have been much worse if this consultation didn't occur.
I've heard a lot of staff promoting disastrous outcomes from this, which are simply not true.
Last week – or perhaps the week before – you tried to insist in one of our meetings that 100 FTEs would be lost from our two climate programs. I told you it was wrong. But you pushed. You're wrong on this. I was telling you that you were wrong. Despite that, staff heard you say – and and insist on – this and their anxiety increases unnecessarily.
Similarly, when you say there's been no consultation – staff feel like they can have no influence and have had no incfluence. I fact, they have had significant influence. To some extent, they can feel some satisfaction (albeit bitter sweet) that they influenced the outcome positively.

It's uppermost in many people's minds given that the target and method of implementation/notification has baffled them. How did we arrive where we are and who is directly responsible? Vocalizing this is necessary if we're to see how we arrived at this point.

These are questions for those that made the ultimate decisions – the ET.
In my view .. The ET ran a process of review. They looked at each BUs Programs (they looked at all nine BUs). They considered documentation provided to them by the BUs (I describe above how our staff influenced that documentation). The ET then made decisions about how they will allocate funds ... with implications on staff numbers. It's their job to decide how to spend the funds allocated to our organisation. We're now implementing those decisions.

These are fair questions and attacking the messenger is not helpful.

I know all about attacking the messenger ... it happens to me several times a day. That's fine – it's part of my role right now.
But Ann - as a senior member of our Program, you have considerable influence. You can raise the spirit, or bring it down. You can promote anxiety, or provide some assurance. So I ask you to please try to help me and others look after our staff. Soon, things will be clear. Until then, we need to help staff cope with this awful and uncertain situation.

The feeling is that, if there were even a rudimentary understanding of what we do, then the plan as put forward appears rushed, and illogical. This is further magnified by the fact that management is only now thinking about the full ramifications and is not yet able to end the uncertainty.

Consider the alternative.
There's an announcement that there are 100 FTEs lost and here's a list.
Or ... there are 100 FTEs lost, and our leadership team will try to figure out the best way to retain a workforce that can function properly and deliver impact. I've met with our staff every week since these announcements. Feedback from staff has influenced the outcomes. I've visited Aspendale twice since the announcements (I will again on Monday). It takes time – and I'm including our staff as much as I can.

Sorry to be long winded! But these are important issues and resolving them will decrease stress, not increase it. As scientists, we are evidence driven and like to see the paths we've been led down. If something is logical, then it is more acceptable.

I agree.

I will pass on your list to the SA. Hopefully it will help them in their dispute with CSIRO.

My goal is not to avoid a dispute if it's warranted. My goal is to look after staff and seek the best outcome in this difficult situation.

Again, thanks for taking the time to put this together.

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Cheers, Ann.
****

Dr. Ann Gronell Thresher Phone: (03) 62-325-419
Scientist-in-charge of Operations: (Int'l) (61-3) 62-325-419
Argo/SOOP Fax: (03) 62-325-123
CSIRO Division of Marine and
Atmospheric Research (Int'l) (61-3) 62-325-123
GPO Box 1538
Hobart, TAS 7001 Email: Ann.Thresher@csiro.au
Australia

From: <Oke>, O&A <Peter>, "Hobart)" <Peter.Oke@csiro.au>
Date: Thursday, 25 February 2016 12:07 PM
To: Ann Thresher <Ann.Thresher@csiro.au>
Subject: FW: RP1 consultation since November 2015

Ann – For what it's worth … I note your questions about consultation with staff relating to our current situation, I compiled a list of meetings that have involved consultation with RP1 staff over recent months. I've highlighted meetings I've attended, as acting Research Director, with RP1 science leaders (in bold); and with all RP1 staff (red; at least all staff on each site). I've also included (but not high-lighted) meetings I've had with all of our RGLs, our BUET and the CSIRO's ET. Every time I've met with our BUET or with anyone from CSIRO's ET, I consulted with our staff before the meeting, and reported back after the meeting. I've reported as openly as I'm allowed (noting the confidential nature of discussions relating to redundancies). During this period, I've listened to all staff, who've been given many opportunities to provide input, and represented our staff's views to our various levels of management. I'm not sure how I could have provided more consultation opportunities to our staff – but I'm happy to take advice.

Since the Deep Dive was announced, there's been fewer than 80 working days – and during that time I've consulted with our staff, or represented views from our staff on over 40 separate occasions.

I'm happy for this to be forwarded to the union. I'll probably send it at some point myself.

Kind Regards
Peter

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Dr. Peter Oke, Ocean Climate Dynamics Research Director (acting)
CSIRO Oceans & Atmosphere
GPO Box 1538, Hobart TAS 7001, Australia
Phone: +61 3 6232 5387 Mob s47F
http://www.cmar.csiro.au/staff/oke/

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Anevski, Pam (C&G, Parkville)

From: Oke, Peter (O&A, Hobart)
Sent: Thursday, 25 February 2016 12:07 PM
To: Thresher, Ann (O&A, Hobart)
Subject: FW: RP1 consultation since November 2015
Attachments: RP1 consultation since November 2016.docx

Ann For what it¹s worth Š I note your questions about consultation with staff relating to our current situation, I compiled a list of meetings that have involved consultation with RP1 staff over recent months. I¹ve highlighted meetings I¹ve attended, as acting Research Director, with RP1 science leaders (in bold); and with all RP1 staff (red; at least all staff on each site). I¹ve also included (but not high-lighted) meetings I¹ve had with all of our RGLs, our BUET and the CSIRO¹s ET. Every time I¹ve met with our BUET or with anyone from CSIRO¹s ET, I consulted with our staff before the meeting, and reported back after the meeting. I¹ve reported as openly as I¹m allowed (noting the confidential nature of discussions relating to redundancies). During this period, I¹ve listened to all staff, who¹ve been given many opportunities to provide input, and represented our staff¹s views to our various levels of management. I¹m not sure how I could have provided more consultation opportunities to our staff but I¹m happy to take advice.

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Kind Regards
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Dr. Peter Oke, Ocean Climate Dynamics Research Director (acting)
CSIRO Oceans & Atmosphere
GPO Box 1538, Hobart TAS 7001, Australia
Phone: +61 3 6232 5387 Mob: [redacted] s47F
http://www.cmar.csiro.au/staff/oke/
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RP1 consultation since November 2016
Drafted: 25/2/2016

Tues, 10/11:	1st meeting invitation for DD Mtg
1. Wed, 11/11:	**RP1 science leaders (HBA-only)**
2. Thur, 12/11:	1st BUET DD meeting
3. Mon, 16/11:	RD + RGL meeting (DD update)
4. Tues, 17/11:	**RP1 science leaders (ASP-only)**
5. Wed, 18/11:	2nd BUET DD meeting
6. Fri, 20/12:	**RP1 science leaders (HBA+ASP)**
7. Mon, 23/11:	MCV Discussion (RD + 3-4 staff)
8.	Decadal Prediction Discussion (RD + 3-4 staff)
9. Tues, 24/11:	Geo-Engineering Discussion (RD + 3-4 staff)
10. Wed, 25/11:	3rd BUET DD meeting (RD + BUET)
11.	**RP1 all-staff update (HBA-only)**
12. Thur, 26/11:	**RP1 all-staff update (ASP-only)**
13. Fri, 27/11:	RD + RGL DD update
14. Sat, 28/11:	3rd BUET DD meeting
15. Tues, 1/12:	DD rehearsal – BUET + Alex (RD + BUET)
16. Wed, 2/12:	4th BUET DD meeting
17. Thur, 3/12:	RD + RGL DD update
18. Fri, 4/12:	DD with Larry et al. (RD + ET)
19. 10/12:	**RP1 (HBA+ASP) staff update on DD**
20. Mon, 14/12:	RD + RGL meeting
21.	RP1 operational meeting
22. Wed, 16/12:	**RP1 Science leaders (HBA+ASP)**
23. Mon, 21/12:	prep meeting for mtg w/ Alex (RD + 3-4 staff)
24. Tues, 22/12:	Meeting with Alex (RD + BUET)
25. Tues, 5/1:	**RP1 Science Leaders (HBA+ASP)**
26. Fri, 8/1:	RD + staff, Geo-Engineering discussion
27. Tues, 19/1:	**RP1 Science leaders (HBA+ASP)**
28. Wed, 20/1:	RD + RGL meeting
29. Thur, 21/1:	**RD + RP1 (ASP) "show and tell"**
30. Mon, 1/2:	Program operational meeting
31. Tues, 2/2:	**RP1 Science leaders (HBA+ASP)**
32.	**RD + RP1 (ASP) response to feedback**
33. Wed, 3/2:	**RD + Team meetings (ASP)**
34.	RD + RGL meeting
35. Fri, 5/2:	**O&A all staff meeting**
36. 9-11/2:	BUET meeting (re Redundancies plans)
37. Fri, 12/2:	**RP1 (HBA+ASP) staff update**
38. Tues, 16/2:	**RP1 Science leaders (HBA+ASP)**
39. Wed, 17/2:	RD + RGL meeting
40. Thurs, 18/2:	**RP1 (HBA+ASP) staff update**
41. Fri, 24/2:	**RP1 (HBA+ASP) staff update**
42.	**O&A all staff meeting**