

**Economics Legislation Committee**  
**ANSWERS TO QUESTIONS ON NOTICE**  
Industry, Innovation and Science Portfolio  
2016-17 Supplementary Budget Estimates  
20 October 2016

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**AGENCY:** CSIRO

**TOPIC:** Risk management - E&Y Review

**REFERENCE:** Written Question – Senator Carr

**QUESTION No.:** SI-100

1. The Ernst & Young Science Prioritisation and Implementation Process review report also states that “Risks were identified but not formally assessed and documented during the Science Prioritisation phase,.....were not considered during the Implication Assessment phase; and consequently risk management was mostly unplanned and reactive during the Delivery phase. There was insufficient discipline in applying CSIRO’s existing Risk Management Framework throughout the SPI process” (p. 4). Do you agree with this observation?
2. What measures will be put in place to more adequately identify, manage and treat risk during times of change?

**ANSWER**

1. As noted in his email to all staff on 9 September 2016, the Chief Executive of CSIRO has accepted the findings contained within the EY Report.
2. CSIRO has committed to taking the following actions in order to improve organisational governance:
  - Undertake work to integrate the Risk Management Framework into:
    - the enterprise level science investment and implementation processes; and
    - business unit/project processes via SROM.
  - Engage with CLT to increase awareness of, and capability for integrating risk-based decision making into day-to-day activities; and
  - Integrated risk management practices into existing processes and online systems, and in-house training (such as leadership courses, induction etc).