

**Economics Legislation Committee**  
**ANSWERS TO QUESTIONS ON NOTICE**  
Industry, Innovation and Science Portfolio  
2015-16 Additional Budget Estimates  
11 February 2016

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**AGENCY:** CSIRO

**TOPIC:** Executive team - all staff email

**REFERENCE:** Written Question – Senator Carr

**QUESTION No.:** AI-156

1. Were relevant Business Unit Leaders aware of the decisions of the Executive Team prior to the all-staff email going out on 4 February?
  - a. If so, when and how were they made aware?
  - b. Were Business Unit Leaders given the opportunity to provide feedback on the decisions of the Executive Team, including those impacting on their Business Unit? If so, when?
  - c. Did they have any opportunity to provide feedback on the way in which the restructure should be announced and described?

**ANSWER**

Yes.

- a. As outlined in the Estimates Hearing, each Business Unit Director (business unit leader) was advised by their respective Executive Director of the intended investment hypothesis following the CSIRO Executive Team Meeting on 14-15 December 2015.
- b. The discussions and feedback between Business Unit Director and their Executive Director continued from that date onwards, including the opportunity for the Business Unit Director to provide feedback to their Executive Director in relation to the implementation of the decisions arising from the December Meeting of the Executive Team. Business Unit Directors for significantly impacted Business Units were invited to the Executive Team Meeting of 27-28 January 2016 to provide feedback and to discuss the decisions. CSIRO's Executive Management Council which includes all Business Unit Leaders and Executive Directors was briefed on 3 February regarding changes across the whole organisation, providing an opportunity to provide feedback prior to announcement to all staff.
- c. The discussions referred to in (b) provided an opportunity for feedback on process matters. CSIRO human resources and communication functions worked with Business Units and their respective Executive Directors to confirm and coordinate the announcements to staff. This included a teleconference meeting of the CSIRO Executive Management Committee (which includes all Business Unit Leaders and these functions) on 3 February 2016 in relation to the timing of the all-staff announcement.