

**Economics Legislation Committee**  
**ANSWERS TO QUESTIONS ON NOTICE**  
Industry, Innovation and Science Portfolio  
2016 - 2017 Additional Estimates  
2 March 2017

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**AGENCY:** COMMONWEALTH SCIENTIFIC AND INDUSTRIAL RESEARCH ORGANISATION

**TOPIC:** Executive at-risk components of salary

**REFERENCE:** Question on Notice (Hansard, 2 March 2017, page 73)

**QUESTION No.:** AI-20

Senator KIM CARR: Did every one of the executive team get a bonus?

Dr Marshall: Yes, although I do not tend to look at it as a bonus; I tend to look at it as a portion of compensation that is at risk.

Senator KIM CARR: However you tend to look at it, were there additional payments paid to the executive?

Dr Marshall: Above base? Yes.

Senator KIM CARR: Every one of them?

Dr Marshall: Yes.

Senator KIM CARR: So despite the couple of years you have had, every one of the executives got a bonus?

Dr Marshall: I would say—

Senator KIM CARR: What I call a bonus, but you call—what is your definition?

Dr Marshall: Portion of the salary is at risk.

Senator KIM CARR: I see. They all got extra money? In the last two years, all the executives have got extra money?

Dr Marshall: All of the executives have received a portion of the at-risk component of their salary; none of them have received all of it.

Senator KIM CARR: I see, so no-one has got 100 per cent of the at-risk portion?

Dr Marshall: I do not believe so.

Senator KIM CARR: So what is the range?

Dr Marshall: I would have to take that on notice.

Senator KIM CARR: If yours was 85 per cent, did the rest of the team come in at 85 per cent each?

Dr Marshall: As Mr Roy indicated, there is a component of individual KRAs, but we also base about half of the rating on the overall enterprise performance KRAs. So even if an executive got a higher rank here, if the organisational performance was not the same that would pull that score down.

Senator KIM CARR: I like to think this is a pretty straightforward matter. Most people would regard these as performance bonuses. What I am interested to know is what was the percentage that each of the executives received in regard to performance bonuses?

Dr Marshall: I would have to take that on notice.

Senator KIM CARR: If you cannot provide me with individuals, the percentages in a range would be satisfactory. Do you intend to publish the executive salaries in the future, not just for the CEO but for all the executives?

## ANSWER

The at risk component is based on an *Enterprise Rating* determined by the CSIRO Board and an *Individual Performance Rating* determined by the Chief Executive. Each rating has a 50% weighting.

The Board determined the *Enterprise Rating* for 2015-2016 was 82%.

The range for the *Individual Performance Rating* determinations were:

2 Executive Team members rated “Exceeds expectations” (in the range of 85% to 94%)

3 Executive Team members rated “Meets expectations” (in the range of 60% to 84%)

CSIRO will publish senior executive salary bands for 2016-17 and future years in a manner similar to 2013-14.