

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

AGENCY: CSIRO

TOPIC: Transparency - E&Y review

REFERENCE: Written Question – Senator Carr

QUESTION No.: SI-101

The Ernst & Young Science Prioritisation and Implementation Process review report also state that “Some staff,.....indicated the Executive Team and CSIRO Leadership Team could have been more transparent early on in relation to the decision-making deliberations and drivers of change” (p. 37).

1. Do you agree with this observation?
2. What actions have been taken to ensure that senior leadership is sufficiently transparent with CSIRO workforce about its priorities, processes and intentions?
3. Taking these failures collectively, what overarching actions have been taken to address the clear problems with current CSIRO culture?

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 related to this question:
 - Working with relevant functional General Managers and the Business Unit leaders, define and update process, policy and procedures and associated documentation for the integrated elements of:
 - 1) Enterprise level Investment decision making;
 - 2) Integration of enterprise level decision making with business unit and project decision-making (embedded through SROM);
 - 3) Implication assessment (closely aligned to Risk Assessment recommendation 3A); and
 - 4) Delivery.
 - Develop framework for guiding the application of change management including risk-based ‘threshold’s to trigger business unit or enterprise wide change response; and
 - Incorporate assessment of change management into processes, procedures relating to investment decision-making, implication assessment and delivery planning
3. See 2 above.