The Next SMI Information Session

Chris Moran
Institute Director
9 July 2015
OUTLINE

• Our last update – 5 June
  • SWOT/ Q&A
• Confirming changes to leadership structure
• Positioning for Growth Workshop (25-26 June)
• Future Milestones
• Questions
Our Process Plan

Goals
What we should do

SMI Strategic Plan 2010-2015

SMI Strategic Intent Statement

State Government Blueprint

SMI Staff and Student Inputs

Industry
(SMI SAB & Centre Advisory Boards)

UQ Strategic Plan 2014-2017

Quality management processes
Basic Data

SMI Review Submission Document

SMI Review recommendations

SMI Organisation & Priorities

SMI Strategic Plan 2015-2019

UQ
External stakeholders
SMI Staff and Student Inputs

Activity & Performance
How we do things and How well we do them
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Our Last Update – 5 June

• Next SMI is our change process in response to internal and external drivers.
• Next SMI aims to position SMI as the go to institute for minerals industry innovation, research and education.
• Q & A Responses, SWOT analysis, and other project documents are available at: http://smi.uq.edu.au/saml_login?destination=intranet/nextsmi (UQ login required)
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Changes to Leadership Structure

- Shift from a 10 member leadership group, to a group of five.
- Group will comprise:
  - Institute Director
  - Deputy Director – Operations
  - Three Centre Directors (each overseeing two Centres).

Plus a number of Themes/Programs
## Transitionary line management arrangements

<table>
<thead>
<tr>
<th></th>
<th>From 6 July</th>
<th>Mid-term (next 3 months)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approvals</td>
<td>Director-level signing and approval authorities transfer to new Centre Directors. These relate primarily to staffing and expenditure approvals, including travel.</td>
<td>Move towards a more devolved model of authority; changes likely.</td>
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<tr>
<td>Reporting arrangements</td>
<td>Current reporting arrangements will continue unless you are advised otherwise.</td>
<td>Changes likely as Themes/Programs are established.</td>
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<tr>
<td>Administrative systems</td>
<td>Local (centre-specific) admin process and systems remain</td>
<td>Institute-wide process improvements will start to be rolled out. This will be communicated separately.</td>
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</tbody>
</table>
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Next SMI Timetable – As at 9 July 2015

<table>
<thead>
<tr>
<th>Cultural Change – Embedded across all activities</th>
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<tr>
<td>SMI Strategy</td>
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- Strategic Plan 2015-2019 Complete
- New Operating Model Finalised
- SMI 2016 Budget set
- First round of training activities complete

Positioning for Growth Workshop (25-26 June)

Workshop focus was about identifying a growth strategy for SMI using the Content, Services and Platforms framework.

- Day 1
  - AM: Each Centre prepared a growth plan before the workshop. These were presented on the first morning.
  - PM: Task was to create a growth plan for the three clusters (People, Production, Environment)
Positioning for Growth Workshop (25-26 June)

- Day 2
  - AM: Cluster growth plans presented.
  - PM: Mixed (multi-centre) groups created growth plans for SMI as a whole. These were then presented.
Workshop outcomes

– All workshop presentations can be viewed on Next SMI Intranet page

– Collaborations and new connections made among colleagues from the different Centres of SMI.

– Some people were under the impression that we would emerge from the workshop with Themes/Programs - this was not the intention.

– What we have is good quality foundation information which will help us to:

  1. Develop a capability statement,

  2. Engage with our stakeholders to see whether our capabilities match their opportunities, and

  3. Establish themes.
Growth Strategy

Outputs & Great outcomes

Growth Strategy

new talent

content services platforms

+2 +5

* Our Capability + Stakeholder Assumptions

Engagement

collaborators

Stakeholder demand

value value value

Industry & those related to it UQ ourselves
OUTLINE

• Our last update – 5 June
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SMI “Capability to opportunity”

Our capabilities
- Centres
- Clusters
- SMI

Stakeholder demands
- Assumptions
- Next content, services, platforms

Our joint opportunities
- Assumptions
- Next content, services, platforms

SMI Themes/Programs and their stakeholders

Settlement Team
- C,S,P; Now & Next
- Stakeholder map
- Assumptions

20 July Completion date (11 days from now)

End August

End September

+ 6 weeks

+ 4 weeks
SMI “Capability to opportunity”

Our capabilities
- Centres
- Clusters
- Settlement Team
  - C,S,P; Now & Next
  - Stakeholder map
  - Assumptions

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SMI Themes/Programs and their stakeholders

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Formation of SMI Capability Statement Document

• Small group of workshop attendees ("Settlement Team"), with the following Terms of Reference:
  – The group consists of one representative of each SMI Centre, plus two representatives for SMI’s education and training activities.
  – Each group member shares responsibility for the entire document.
  – It is expected that all Centre content from the Strategy Workshop is represented in this document. If content is excluded, an explanation is required.
  – Centre Directors are ‘hands off’ in this exercise.
  – A template (including C/S/P) has been provided to the group.
### Capability statement template

<table>
<thead>
<tr>
<th>People Cluster (includes CSRM and MISHC)</th>
</tr>
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<tbody>
<tr>
<td><strong>1.</strong> People Cluster (includes CSRM and MISHC)</td>
</tr>
<tr>
<td><strong>Aims of Production Cluster (what outcomes are being sought):</strong></td>
</tr>
<tr>
<td>Mining minerals and sustainability: Realising opportunities and reducing threats.</td>
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<tr>
<td>1. ...</td>
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<tr>
<td>2. ...</td>
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<tr>
<td>3. ...</td>
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<tr>
<td>4. ...</td>
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<th>Specific Stakeholder Assumptions</th>
<th>Links &amp; collaborations</th>
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### Blue Sky opportunities

1. ...

### Radical platforms

3. ...

### Common Platforms

<table>
<thead>
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### Common Services

<table>
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### Common stakeholder assumptions

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Formation of SMI Capability Statement Document

- **Settlement group members**
  - Deanna Kemp
  - Peter Erskine
  - Neil McIntyre
  - Robin Burgess-Limerick
  - Rodney Wolff
  - Sarma Kanchibotla
  - David Cliff (education and training focus)
  - Robin Evans (education and training focus)

- **Working towards a due date of 20 July**
SMI “Capability to opportunity”

Our capabilities
Centres
Clusters
SMI

Stakeholder demands
• Assumptions
• Next content, services, platforms

Our joint opportunities
• Assumptions
• Next content, services, platforms

SMI Themes/Programs and their stakeholders

Settlement team
• C,S,P; Now & Next
• Stakeholder map
• Assumptions

20 July Completion date (11 days from now)

End August
+ 6 weeks

End September
+ 4 weeks
Stakeholder demands

Stakeholder identification
- 1. Contract contacts (> $100k, last 3 years)
- 2. Advisory board members
- 3. “Missing persons” – notable absences, new areas of opportunity

Stakeholder analysis
- Determine who gets contacted and how, based on nature of relationship and opportunity.
- ID opportunities for purposeful contact prior to end August

Stakeholder contact
- Consistency of messaging
- Optional coaching/support available for preparing to discuss the SMI Capability

Collect corresponding data on:
- Aggregation of company contacts
- Contact ‘owners’
- SMI exec
Stakeholder demands

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Stakeholder contact

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• Optional coaching/support available for preparing to discuss the SMI Capability to contacts

Means of contact:
1. Email info
2. Skype 1:1
3. Skype Group
4. In person 1:1
5. SMI -> s’holder in person
6. SMI -> s’holder group
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Communicate:
- What do you do with us now/recently?
- Are our assumptions of your needs correct?
- Our relevant C, S, P; Now and Next
SMI “Capability to opportunity”

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Our joint opportunities

Transmit
- Explain our process in the changed industry context
- Describe our assumptions
- Explain/present relevant C,S,P

Receive
- Correction of assumptions about their wants/needs
- Identify C, S, P of interest
- Identify other areas of interest now and in future.

Follow up
- Follow up to stakeholder to confirm messages received (and next steps...)
- Ensure data is captured locally to feed into formation of Themes/Programs
SMI “Capability to opportunity”

Our capabilities
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Our joint opportunities
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SMI Programs/Themes and their stakeholders

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20 July Completion date (11 days from now)
Formation of Themes/Programs

Long term, stable resourcing with clear leadership is key criteria for Theme/Program formation.

1. Profs Cliff, Ali and McIntyre represent capable leaders in their respective areas. Leaders of the first of Themes.

2. Formed via SMI “Capability to opportunity” process
   a) Reinforcing “Next” Capability and current activities.
      In the event that multiple possible leaders exist, a selection process by EOI/ interview will take place.
   b) Emerging areas – Likely to form in 2016 and beyond. Leadership: TBC.

3. Opportunism: Company x or government y presents an opportunity

4. Education and training (separate)
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### SMI Strategy
- Vision & Strategic Plan
- Business Development & Engagement
- Education strategy

### Governance
- Operating Model
- Financial Model
- Themes/Programs

### Project Management
- RPM Process Improvements
- PM across the proj. lifecycle

| SMI Professional Support Services* |

#### Strategy
- Design, development & testing
- Planning

#### Operating Model
- Design, development & testing

#### Financial Model
- Design, development & testing

#### Themes/Programs
- Design, development & testing

#### RPM Process Improvements
- Design etc

#### Implementation
- First round of training activities complete

#### Planning
- Design, dev, testing

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QUESTIONS?