Next SMI – Professional Staffing Structure

Consultation paper

7 October 2015

This document has been prepared as an internal briefing regarding structural change. It is not to be circulated outside The University of Queensland without the written permission of the Director of the Sustainable Minerals Institute.

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1. Summary and context

About SMI
The Sustainable Minerals Institute (SMI/the Institute) at The University of Queensland (UQ) is a world leading research institute dedicated to finding knowledge-based solutions to the sustainability challenges of the global minerals industry. SMI’s purpose is to develop practical solutions to the challenges of operating sustainably in the resources sector, underpinned by a unique inter-disciplinary approach including expertise in engineering, science and the social sciences.

SMI’s work covers all facets of the life of mine from geology, to minerals extraction, water management issues, minerals processing, workplace health and safety, mine rehabilitation, energy and community engagement. SMI projects focus on strategies and practical processes for sustainability.

SMI works closely with JKTech Pty Ltd, our technology transfer company. JKTech commercialises SMI’s research and delivers world-class solutions to the global minerals industry providing products, services and process improvement across the life of mine.

Academic Board Review and Next SMI
SMI was reviewed in September 2014 in line with the University’s regular seven-year cycle of reviews of academic units, undertaken under the auspices of the Academic Board. Since the Academic Board Review in September 2014, the Institute has been engaged in defining its future, through a process titled Next SMI. Next SMI is being run as a change project within SMI and involves several streams of work around SMI’s strategy, its operating and financial models and its support arrangements. Changes to SMI internal leadership structure in July this year necessitated some changes to reporting lines for professional staff, particularly affecting Centre-based staff. SMI’s Leadership Team acknowledges and is grateful for the patience and flexibility of staff during this transition period while work has been underway to design the future staffing structure for SMI.

Consolidation of professional support services
This document describes a professional staffing structure that is aligned with the Next SMI objective of SMI developing a stronger portfolio and project management focus.

Under the proposed structure, professional staff would be aligned with the major functions they perform, rather than being aligned to units within the organisational structure. It is anticipated that an increased alignment and consistency between roles and processes will provide a platform for future growth as SMI’s activities increase.

Consolidation of professional support services at Institute level, rather than retaining professional support services at Centre level was a recommendation of the SMI Review. That recommendation was accepted by SMI and by the University senior executive, and it has been adopted as a principle of Next SMI. The design of the future professional staffing structure has been one task area of the Next SMI change project. The aim is to implement a staffing structure that will:

- achieve consistency, efficiency and improved practice;
• create an affordable model for support services for all of SMI; and,
• enable the professional staff cohort to reduce in size in the short term, while creating a platform for growth as Institute activities increase in future.

This consultation document sets out a proposed professional staffing structure for SMI that would be implemented from the start of 2016. The proposed Next SMI professional staffing structure covers general professional staff (i.e. administration and operational services) including positions traditionally located within SMI’s Centres and those within the SMI Office.

The following areas are not affected by this proposal:

1. Research professional staff and training-focused HEW-stream staff. These positions will in future be located and budgeted for within Programs of Work.
2. Technical professional positions (i.e. those supporting research facilities at Indooroopilly and in CMLR) will also be informed by the decision making process around SMI’s Programs of Work.
3. The Centre for Coal Seam Gas (CCSG) is out of scope for Next SMI so its staff are not included in planning in this task area.
4. The remaining staff of IM4DC as planning around the future of SMI’s training and research in the international development space is beyond the scope of this task area.

The proposed change to SMI’s professional staffing structure does not give rise to the restructuring provisions, as set out under clause 47 of The University of Queensland Enterprise Agreement 2014 – 2017 as there will be no retrenchment of continuing staff. While a formal restructure process (as defined in UQ policy and procedures) is therefore not required, SMI will strive to ensure an appropriately respectful and consultative process.

It is proposed to move to the new professional staffing structure from 1 January 2016, in line with timing for establishment of the Programs of Work and introduction of the Next SMI financial model. A period of consultation is open to all staff and students until 19 October 2015. The implementation plan section in this document (see section 6) sets out more detail of the proposed timeline. Section 7 of the document gives detail of how input can be provided.

It is recognised that the proposed changes affect individuals and their roles. All directly affected staff are employed on fixed term employment contracts. Fixed term appointments will continue until the nominated contract expiry date. Throughout this process every effort will be made to clarify the pathways for individuals through the change. That individual clarity will be available sooner for some roles than others due to the impact of parallel Next SMI task areas. SMI Leadership and line managers will work with staff to gain individual clarity as soon as possible.
2. Background: Next SMI and the drivers for change

SMI is experiencing a range of change drivers, including both external environmental factors and internal factors. The Academic Board Review of SMI held in September 2014 drew together many of those factors and provided a strong signal for SMI to change\(^1\), including a clear recommendation that professional support be consolidated at Institute level.

Figure 1 (below) summarises the drivers for change that SMI is experiencing. These include external environmental factors as well as internal factors.

\begin{figure}[h]
\centering
\includegraphics[width=\textwidth]{SMI_Drivers_for_Change.png}
\caption{The drivers for change at SMI.}
\end{figure}

SMI’s response to the Academic Board Review (available from the SMI intranet at: http://smi.uq.edu.au/filething/get/14239/SMI%20response%20to%20Academic%20Board%20Review.pdf) laid out a plan for change, which has become the Institute’s Next SMI change project. The fundamentals of the Next SMI operating model are set out in Figure 2 (below). The significant structural changes encapsulated in Next SMI as compared with SMI today are:

1. A shift away from Centres being the major budgetary unit within SMI. The aim being to achieve a consistent and transparent financial model that enables collective responsibility and strategic investment of discretionary funds.

2. The creation of Programs of Work (originally termed ‘Themes’) as the focus of SMI research activity and as accountable groupings.

3. Better enabling interdisciplinary research through interdisciplinary Programs of Work.

4. Consolidation of professional support services, out of Centres and into the SMI Office with the aim of increasing consistency and efficiency.

\(^1\) Information regarding the Academic Board Review including terms of reference and the review panel membership is available on the SMI intranet at: https://internal.smi.uq.edu.au/node/1328
**Fundamentals of Next SMI**

- SMI will have Centres.
- Centres will contain Programs of Work.
- Programs will have leaders, budgets, targets and accountability.
- Programs will be the core of the Institute budget and resource allocation.
- Programs will have stated objectives, which will be the basis of SMI’s common objectives.
- Interdisciplinary Programs may be created outside of Centres.
- SMI will have defined and consistent Institute-wide project control procedures.
- SMI will have efficient central professional processes which support all project life cycle stages.
- The financial model to support the above will be consistent across SMI and will have greater transparency.

Figure 2: The fundamentals of Next SMI.

More information regarding the Next SMI change process, including the Next SMI task areas and progress within them is available on SMI’s intranet site at: [https://internal.smi.uq.edu.au/node/1328](https://internal.smi.uq.edu.au/node/1328)

SMI is a predominantly externally funded institute, with its largest revenue stream being for contract research projects funded by industry, industry associations, governments, non-government organisations and foundations. The current contraction in the global minerals industry has driven significant reductions in revenue to the Institute. Research and consulting revenue to the Institute (excluding CCSG, which is out of scope for Next SMI) was 15% lower in 2014 than in 2013. The second quarter forecast for 2015 full year research and consulting revenue is 36% lower than in 2013. That trend is expected to continue in 2016. Reductions in revenue, and therefore in project activity, require the Institute to reduce its expenditure, including through reducing the number of Institute staff.

From August 2014 to August 2015 the Institute’s academic and research professional staff numbers (combined) declined by 26%. Over the same period, general professional staff numbers declined by 23% and technical professional by 46%. These figures demonstrate that the Institute has already seen significant changes in its staffing. The changes proposed here as part of Next SMI will result in further reductions in the general professional staffing cohort, building on significant change that has already taken place. The changes proposed here would take the cumulative reduction in general professional staffing since August 2014 to approximately 30%.

Moving into 2016, reductions to the size of SMI’s professional staffing cohort will come from a mixture of:

- **Structural changes** – changes to the structure would see some existing positions cease at the end of the nominated contractual expiry date or upon movement of current incumbent to another position through an appropriate appointment process.
- **Reductions in FTE** – As SMI’s revenues decline the demand for some services will also decline. This will result in some functional teams contracting, with some staff members’ contracts not

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2 2015 forecast revenue adjusted to exclude revenue that was received in 2015 but which was for activity undertaken in previous years. These calculations include such revenue in the year of the activity.
renewed at the nominated contractual expiry date. This has been the mode of most of the reduction that has been seen since 2014.

The structural changes proposed aim to establish the professional staffing for SMI’s future. Changes in FTE within that structure will continue to be affected by the Institute’s revenue and, therefore, its size.

The proposed changes to SMI’s professional staffing structure have been designed through one task area of the Next SMI change project but are impacted by other Next SMI task areas, including the project lifecycle, education and training strategy, engagement strategy and the financial model. These other task areas will impact ways of working at SMI and will impact upon the professional support services required. A summary view of the Next SMI task areas and timetable is available at: https://internal.smi.uq.edu.au/filething/get/17222/Project%20timetable%20slide_Intranet.pdf.

As the Next SMI task areas are being run in parallel, some assumptions have been made about the outcome of other task areas in order to design the proposed professional staffing structure. The consultation process on this proposed staffing structure will assist in testing those assumptions. The need to move ahead before completion of all other Next SMI task areas is driven by the need to provide as much clarity as possible for affected staff members, also by the need to set the 2016 budget during October 2015. Some aspects of the professional staffing structure will remain in transition into 2016 as other Next SMI related changes are made and as exiting contract commitments are worked through.

This Next SMI task area is also influenced by the University’s Enhancing Systems and Services (ESS) program, a University wide program which aims to improve consistency and efficiency of the University’s systems and services. The ESS program has a long-term view and will continue through 2016, 2017 and beyond. Design for change in some priority areas is underway SMI is unlikely to experience significant change as a result of ESS activities in the next 12 months.

In summary, major parameters and considerations around the proposed professional staffing structure include:

- SMI’s constrained operating environment and a smaller SMI in the near term;
- creation of Programs of Work and associated changes in responsibility and accountability;
- decreased budgeting/planning activity at Centre level through creation of Programs;
- expectation that project management capability within research teams will increase;
- professional support functions consolidated to Institute level;
- continuous improvement aiming for simplified and consistent processes;
- limitations to process improvement due to UQ policy and systems; and,
- awareness of and responsiveness to directions of UQ’s Enhancing Services and Systems (ESS) program.
3. Current professional staffing structure

In recent years, SMI has had operated a hybrid model, with some professional support functions delivered at Institute level and others delivered at Centre level. The following list indicates the major operational support functions divided into the organisational level at which they are delivered. Variations exist between Centres in term of the staffing arrangements in place to deliver these functions. Line management of professional staffing is currently in transition but this snapshot of service delivery reflects the practical reality of current service delivery.

SMI-wide functions – delivered from SMI Office

- Human resources;
- IT – server infrastructure and desktop support;
- Workplace health and safety management (plus network of reps and wardens across SMI);
- SMI Legal and the Research Partnerships Manager (RPM) supporting contract establishment;
- Strategy, planning, UQ reporting, SMI Advisory Board and committee support;
- Institute strategic projects (eg Next SMI); and,
- St Lucia space management and coordination of shared spaces.

Mixed functions – where some activities are delivered by SMI Office and others within Centres

- Finance – with the incorporation of service to CMLR into SMI Finance from August 2015, the majority is now SMI-wide, however some Centre administrative staff do undertake finance processing.
- Communications – major activities delivered by SMI (Marketing and Communications Manager) but Centre administrative staff undertake website updates and other communications including regarding events.
- Education and RHD support – RHD application and candidature management is delivered by SMI with local support to students provided by Centre Managers and administrative staff. Postgraduate coursework activities are increasingly coordinated SMI-wide while Continuing Professional Development activity is largely run within Centres.
- General administration – SMI Office and Centres have local administrative support in a variety of configurations based on current need. Major tasks include:
  - Reception;
  - travel booking, forms and receipt organisation – no consistent process;
  - credit card reconciliations;
  - diary management;
  - events (including seminars);
  - research data support such as Unit Publication Officer tasks;
  - project data management;
  - preparing and formatting documents, maintaining report registers etc; and,
  - local space management (particularly for JKMRC and CMLR).
Centre-based functions

- Centre budgeting and workforce planning – Centre Managers working with Centre Directors;
- tracking revenue and expenditure and working with Finance on re-forecasting;
- project proposal development including project budgets – Centre Managers;
- project establishment processes – Centre Managers working with RPM;
- project support/project management (especially CSRM with Celoxis);
- drafting project reports (some Centre Managers are involved directly in project activity);
- overseeing student processes locally - Centre Managers with RHD staff;
- infrastructure management – laboratories, research facilities, field equipment, office equipment including computers;
- support for Centre committees and advisory boards; and,
- line management of Centre staff – Centre Managers supervise Centre Admin staff.

Figure 3 on the following page shows the current professional staffing structure. This view shows most Centre-based staff as reporting through to the Institute Deputy Director Operations. This is a transitional arrangement put in place following the changes to SMI’s leadership in July 2015. Prior to July 2015, Centre Managers, Centre administrative staff and some finance staff reported to Centre Directors.

Figure 3 includes the education focused professional support staff within the SMI Office. As a member of academic staff, the RHD Coordinator position is not shown on the diagram but is expected to remain unchanged in 2016. Training delivery focused staff within Centres, such as CSRM’s Training Manager, and remaining IM4DC staff, are also not shown in figure 3 as those position are out of scope of this proposal and will instead be part of considerations around Programs of Work.
Figure 3: SMI professional staffing as at September 2015

The Institute Director, DDO and two Directors of Centres are shown on the chart below to demonstrate reporting but are not within the scope of the proposed changes.
4. Proposed professional staffing structure

**Snapshot**

The proposed structure presents a mechanism to maintain services while also reducing cost. It also provides a platform for future growth by indicating where additional positions would be added in response to increasing workload as the Institute grows. Under the proposed structure:

- A ‘portfolio support team’ would be created focused around the project lifecycle incorporating many current Centre Manager duties, the existing Research Partnerships Manager position, and a new position, titled Portfolio Analyst, to support improved project management across SMI.
- The portfolio support team would not be directly aligned to a Centre or Centre pair as current Centre Manager roles are. The team would provide support and advice across the Institute, enabling service to be provided in response to demand rather than in line with structure.
- General administrative staff would be part of a centrally reporting team but would be focused on and located with researchers to ensure local knowledge and responsiveness.

Figure 4, below, illustrates the proposed professional staffing structure at high level, demonstrating the alignment with functions, rather than to the organisational structure of the Institute. More detail of the proposed structure is set out in this section and in figure 5.

**Figure 4** high level view of proposed Next SMI professional staffing structure

As noted in section 2, the proposed structure would bring about change both through structural changes (some positions ending and others being added) as well as through reducing FTE in some teams.
Legend for interpreting Figure 5 (next page)

<table>
<thead>
<tr>
<th>Position</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>HR Manager</td>
<td>Positions shown with a white background and solid outline remain largely unchanged from the present, other than some rearrangements of duties and/or changes to reporting arrangements.</td>
</tr>
<tr>
<td>Senior Finance Officers</td>
<td>Where there are multiple FTE of the same position they are shown in one box.</td>
</tr>
<tr>
<td>Operations Manager</td>
<td>Positions shown with a black dotted outline would not be filled in 2016 but are included to demonstrate potential new positions that could be added in future as SMI expands.</td>
</tr>
<tr>
<td>Travel Coordinator</td>
<td>The proposed structure includes some new positions that would combine and replace duties of some current roles and/or cover new duties. The proposed new roles are shown with an outline of long dashes.</td>
</tr>
<tr>
<td>Business Managers (current Centre Managers)</td>
<td>Positions that will change significantly but which are not entirely new are shown with a solid outline but shaded interior.</td>
</tr>
<tr>
<td>SMI Director</td>
<td>Positions shown with a solid black outline are outside of the scope of this proposal and are included only to demonstrate reporting lines.</td>
</tr>
</tbody>
</table>
Figure 5. Proposed Next SMI Professional Staffing Structure

See previous page for legend.
Areas of change in the proposed structure

Alignment to project lifecycle
The proposed ‘portfolio support’ functional group would incorporate the Research Partnerships Manager (RPM), SMI Legal, HEW 8 Business Managers and a data-focused Portfolio Analyst position (approximately HEW6, subject to classification) to support the project lifecycle. The portfolio support functional group would provide service and advice to Project and Program Leaders as well as to Centre Directors, across SMI.

The proposed Business Manager positions would take the place of the current Centre Manager positions and would provide service across SMI, rather than to a particular Centre or pair of Centres. The activities of the group would be linked closely to SMI Finance and other core operational services. It is proposed that the current Centre Managers would move into the Business Manager roles from 1 January 2016 for an initial transition period, during which the duties and responsibilities of the roles will be finalised. Once finalised, the new position descriptions would be formally classified and appropriate appointment processes run. This proposal to move Centre Managers into the Business Manager roles would be discussed with the individuals and undertaken only by mutual agreement.

This proposal to move away from having individual Centre Manager positions assumes the success of the Next SMI aim to develop project management capability amongst SMI’s researchers, enabling them to prepare project budgets and legal instructions and track project delivery progress. It assumes that Program Leaders will be responsible for Program budgeting (with support from Senior Finance Officers) and HR management (with support from HR staff).

The Portfolio Analyst position is proposed in recognition of the increased focus on effective project control that is a principle of Next SMI. The position would be the central collation point for project management data and would provide project management reports and assist in tracking progress. The position description for the proposed Portfolio Analyst position would be finalised and formally classified enabling a merit-based selection process to be run before the end of 2015.

Platform for growth
Another key aim of the proposed structure is to enable the Institute’s support staff cohort to reduce in the short term while also creating a platform for future growth. The proposed structure includes two possible new senior roles, ‘Research & Projects Manager’ and ‘Institute Operations Manager’ which would not be filled in 2016, given the Institute’s revenue picture. However in future, as the Institute begins to grow again and as additional professional staff are added into the functional teams, these new management roles would enable growth without adding more direct reports to the Deputy Director, Operations position. The position descriptions for those role would be determined at a later date as the Institute begins to grow.

Administrative services
Each pair of Centres would have general administrative support, with the FTE/number of those positions to be finalised as part of the setting the 2016 budget. The Administrative Officer (HEW5, subject to classification) positions would be aligned with a pair of Centres and would be located with Centre staff.
They would be generalists, and would not be focused on project management or budgets. They would serve as a point of local admin support and as a liaison with other professional support services. The positions would also support Centre advisory boards and other committees. Underpinning this proposal is process improvement in areas including finance (e.g. credit card reconciliation) and travel management to reduce workload covered by current Centre administrative staff. The Administrative Officer positions would form an administrative services team, led by the Executive Assistant to the SMI Director, with that position having an expanded range of duties. The purpose of forming the Admin Officer positions into one team is to achieve consistent process, consistent quality standards and to enable a team approach.

A new role within the proposed administrative services team is a Travel Coordinator (approximately HEW5, subject to classification) servicing all of SMI. The aim of this position is to streamline and centralise travel support, concentrating the effort currently undertaken by many staff into one role.

The position descriptions for the Administrative Officer positions and the Travel Coordinator position will be finalised and formally classified enabling appropriate selection processes to be run before the end of 2015.

**Marketing and Communications**

The proposed structure includes a Marketing and Communications Coordinator position (approximately HEW6, subject to classification) which is a change from the present arrangement where SMI has a Marketing and Communications Manager position (HEW8). The change is proposed in response to the Institute’s challenging financial position. When the Institute grows again, additional communications resource could be added back in. In the short term, higher level expertise would be sourced from the University’s Office of Marketing and Communications or from external providers for specific activities. The Coordinator position would focus on core activities such as updating the Institute’s websites and on deliverables including as the annual report.

**Facilities management**

The proposed structure expands the focus of the current SMI Workplace Health and Safety Manager to include responsibility for facilities. The proposed structure shown in figure 5 also includes a possible Facilities Coordinator position for the Indooroopilly site (approximately HEW6, subject to classification). Whether that Indooroopilly Facilities Coordinator position is required, the level and exact duties of that position depend upon the outcome of planning for Programs of Work and therefore, for the current technical professional positions at Indooroopilly.

**Other FTE reductions**

Figure 5 illustrates the structural changes that are proposed. The other feature of change in SMI’s professional staffing for 2016 relates directly to the Institute’s declining revenue picture which is resulting in reduced research activity. That reduction in activity is driving a reduction in academic and research professional staffing levels and must drive a reduction in demand for professional support services. Moving into 2016 therefore, where demand for service from existing functional teams drops, SMI must respond by reducing professional staff FTE. This situation has already resulted in reductions in FTE in the SMI Finance and IT teams, as well as in Centre administrative teams and in RHD support.
As the 2016 SMI budget is set, decisions will be made as to whether further professional staff FTE reductions will be required in 2016. Existing staff contracts will remain in place and due notice of any decisions not to renew contracts given.

**Workload management**

It is proposed that the changes to SMI’s professional staffing structure would be implemented from January 2016. Workload for all positions would be monitored closely in the first half of 2016 as the new structure is implemented. Corrective action would be taken to adjust workloads if that monitoring indicates workloads are unreasonable.
5. Financial implications

On a one to two year horizon, the proposed changes would result in savings to SMI of an estimated $0.5 million per annum in salaries and associated costs. The full saving would not be realised in 2016 as many staff in affected positions have contracts that extend into 2016. Costs associated with making the proposed changes, including meeting severance obligations and meeting the cost of accrued recreation leave entitlements for departing staff must also be met from the 2016 budget.

6. Implementation plan

This section details the major activities and timelines for consultation, decision making and implementation of changes. The major factors contributing to the timeline are:

- A number of general professional staff have current contract end dates at the end of 2015 or early in 2016. It is important to achieve clarity as early as possible for these people.
- The 2016 SMI budget must be submitted to the University by 26 October 2015. That budget must include proposed expenditure on professional staff salaries. Note that it will not be possible to have the professional staffing structure finalised by 26 October (see timeline below) so the Institute-level budget will be based on some assumptions and an amended budget figure determined once the structure is approved.
- The overarching start date for the Next SMI model, including the Programs of Work and the new financial model is 1 January 2016.

With the above major parameters in place, the following timeline has been laid out:

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>7 October</td>
<td>Consultation document provided to all SMI staff and students</td>
</tr>
<tr>
<td>7-19 October</td>
<td>Information sessions and small group meetings to discuss proposal</td>
</tr>
<tr>
<td>19 October</td>
<td>Formal consultation period closes</td>
</tr>
<tr>
<td>Week of 19 October</td>
<td>Feedback collated for consideration by SMI Leadership Team</td>
</tr>
<tr>
<td>26 October – 6 November</td>
<td>Amendments made to proposal and further discussion with affected staff as required</td>
</tr>
<tr>
<td>Week of 9 November</td>
<td>Next SMI professional staffing structure approved and communicated</td>
</tr>
</tbody>
</table>

Following communication of the approved Next SMI professional staffing structure work will be undertaken to establish the newly created positions and to amend position descriptions for other positions as required. For new positions, position descriptions will be prepared, they will be formally classified and merit-based selection processes will be run. Some such processes must be complete before the end of 2015 to enable staff whose positions will cease to have the opportunity to apply for the new roles. Other change will be undertaken during 2016 where incumbents’ contracts extend into 2016. Detailed discussion will be held with all affected staff to ensure the proposed structure and processes for the change are well understood. SMI HR will run the implementation process under the direction of the DDO and broader SMI Leadership Team. Regular updates of progress will be provided to SMI staff.
7. Consultation with staff

Feedback on the proposed professional staffing structure is welcomed from all SMI staff. The planned timeframe for finalisation and implementation of changes is fairly short and input is therefore invited up until 19 October 2015.

At the end of the consultation period, feedback will be collated and reviewed by the SMI Leadership Team and the proposal amended as required. It is aimed to provide the finalised structure to SMI staff in early November.

Questions and comments can be emailed either directly to Victoria Anderson (v.anderson1@uq.edu.au) or to projects@smi.uq.edu.au. Comments provided will be collated and can be de-identified if requested. If anonymity is preferred, comments can be sent via internal mail to Amelia Stuckey, SMI, Level 4 Sir James Foots Building.

A discussion session for all staff and interested students is scheduled for Tuesday 13 October, from 11.30am-1.00pm in the St Lucia Seminar Room (we will live-stream to Indooroopilly, as well as provide transport between sites). A separate discussion session for staff at Indooroopilly will also be held during the consultation period (date and time to be confirmed and communicated via the JKMRC email list).

For staff wanting to meet one-on-one during the consultation period with Victoria Anderson or Chris Moran, please make an appointment via email to v.anderson1@uq.edu.au for Victoria or to smidirectorea@uq.edu.au for Chris. SMI HR staff, Cathy Baynham (c.baynham@uq.edu.au) and Lizanne Holt (lizanne.holt@uq.edu.au) are available to provide advice to staff throughout the consultation period.

The consultation period relates specifically to the proposed Next SMI professional staffing structure, involvement of SMI people in the design and implementation of all other Next SMI task areas will continue.

This document and additional Next SMI information is available on the SMI intranet site at: https://internal.smi.uq.edu.au/node/1328. You will need to enter your UQ username and password to access this page. A frequently asked questions (FAQ) document will also be developed in response to issues that arise and available on this site.