The Next SMI Information Session

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Institute Director
13 October 2015
OUTLINE

• Professional Staff Structure – Consultation Period Open
• SMI’s 2016 Programs
• Response to your feedback regarding the SMI engagement survey results
• Questions
Why change?

• Recommendation from 2014 Academic Board Review to consolidate professional staff to Institute level
• Next SMI = opportunity to consider professional staffing structure
• Reduced SMI revenue necessitates consideration of staffing
  – SMI’s 2015 research and consulting revenue (excluding CCSG) is forecast to be 36% lower than in 2013 (decrease of $10m)

• Note that professional staff FTE has already reduced by approx. 23% since August 2014.
• Academic and research professional staff FTE (combined) has reduced by approx. 26% since August 2014.
Scope

In scope:
• General professional positions
  – Administrative and operational functions
  – Traditionally Centre-based positions and SMI Office positions

Out of Scope:
• Centre for Coal Seam Gas (outside Next SMI scope)
• Research professional positions (e.g. Research Assistants)
• Technical professional positions in JKMRC research facilities
• HEW-stream training delivery focused positions
Dependencies

• Professional support requirements depend upon other Next SMI task areas:
  – Education strategy
  – Engagement strategy – defines marketing and communications
  – Project lifecycle – defines project/business management needs

• The above dependencies make it challenging to finalise the 2016 professional staffing structure now but year-end staff contract end dates and 2016 budget setting timeline means we must begin.
Key dates

Staff contract end dates
• A number of staff have contract end dates in late December or early January – the timeline to resolve the structure and run selection processes has been developed with that in mind.

• 7-19 Oct – Consultation on proposed professional staffing
• 26 Oct - Submission of SMI 2016 Budget
• 9 Nov (week of) – Target for finalisation of professional staffing
• Mid Nov- mid Dec – Selection processes for new roles
• Dec – Target for completion of project lifecycle task area
• 1 Jan 2016 - Commencement of Next SMI model
Proposed Professional Support Structure (for consultation)

- **Portfolio Support**: Providing services and advice to support SMI’s project management across the project lifecycle including project establishment and during delivery.

- **SMI Finance**: Budgeting and forecasting support at Institute and Program level. UQ financial reporting, supporting procurement and financial transactions.

- **Operational Support Services**: Providing services and support within SMI and UQ reporting in the areas of:
  - Administrative support
  - Human Resources
  - IT
  - Communications
  - Governance & planning
  - Workplace Health and Safety & Facilities Management

- **Education & Training Support**: Coordination and administrative support for SMI’s RHD training, postgraduate coursework & continuing professional development activities.
Proposed Professional Support Structure (for consultation)

Portfolio Support Team

- Research & Projects Manager (covered by RPM 2016)
- Research Partnerships Manager
- Business Managers (current Centre Managers)
- Portfolio Analyst Approx. HEW6 (could be part time)
- Head of Legal (Reports to SMI Director)
- Finance Manager
- Strategy & Projects Coordinator
- Finance Officers
- Senior Finance Officers 3 FTE aligned to pairs
- HR Manager
- HR Support
- IT Manager
- IT Officers
- Indooroopilly Facilities Coord. Approx. HEW6
- WHS & Facilities Manager
- Marketing & Comms Coord. Approx. HEW6
- Director EA & Admin Coord. (current Director EA)
- Travel Coordinator (servicing all of SMI) Approx. HEWS
- Admin Officer (reception) St Lucia
- Admin Officers Aligned to pairs Approx. HEWS
- SMI Director
  - Education leadership
  - PG Coursework Coordinator
  - RHD Coordinator
  - RHD Support

FTE to be determined

Out of scope of this change placeholder only
Implementation process

• Once structure finalised, PDs will be finalised and classified for new roles
• Some roles require only amendment to current PD. Others require merit-based selection processes
• Admin Officer roles, Travel Coordinator and Portfolio Analyst will be finalised and selection processes run before end of 2015
• All current fixed-term contracts will be honoured
Consultation process

• Consultation period = 7 – 19 October  
• Email questions and comments to Victoria Anderson (v.anderson1@uq.edu.au) or to projects@smi.uq.edu.au.  
• Anonymous feedback via internal mail to Amelia Stuckey  
• All staff session Tuesday 13 October, from 11.30am-1.00pm in the St Lucia Seminar Room (streamed to Indooroopilly)  
• Separate session will be organised for Indooroopilly  
• SMI HR available to provide advice to staff throughout  

• Following 19 Oct, all feedback will be collated and considered by SMI Leadership Team. Target date for releasing final, approved structure is week of 9 November
Staff Support During Change Processes

Access to Employee Assistance Program “EAP”
– Up to 6 counselling/coaching/support sessions for UQ employees and also your immediate family members
– Completely anonymous; administered by an external organisation (Davidson Trahaire Corpsych).
– Can be on a face-to-face basis, over the phone, or online.
– Visit http://www.hr.uq.edu.au/eap or phone 1300 360 364

SMI HR is also available to talk through your concerns
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Representing our capabilities: Word Cloud
1. Profs Cliff, Ali and McIntyre represent capable leaders in their respective areas.

2. Formed via SMI “Capability to opportunity” process
   
   a) Reinforcing “Next” Capability and current activities.
   
   b) Incubation 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)
Guidelines used for developing Programs of Work

- Historic, current and potential future financial resourcing support;
- Effective leadership capability;
- Responsive to the Academic Board Review and SMI’s Response to the Review (e.g. provide the opportunity to offer compelling ideas, more strategic research, more interdisciplinary research);
- Alignment with SMI’s capability statement and stakeholder and sponsor feedback;
- Demonstration of objectives aligned with SMI’s strategic direction and growth strategy; and
- A track record of funding and a pipeline of future projects.
SMI – Mining System

Surrounding environment and communities

national development
regional water and land resources planning
governance
Community-operations interactions
Life cycles of mines and metals

Single Operation

INPUTS
ORE
water, energy, etc + disturbance

TRANSFORMATIONS
Mining and Processing technologies & their implementation
Value chain integration
human – engineering interactions
work safety & health

OUTPUTS
commodities
wastes
On-site management

community safety & health
ecosystem impacts

Life cycles of mines and metals
On-site management
Community – operations interactions
regional water and land resources planning
national development

SMI Sustainable Minerals Institute
SMI Programs by Centre

Surrounding environment and communities
- Development & governance
- regional water and land resources planning
- community relations & social risk
- Life cycles of mines and metals

Single Operation

INPUTS
- Mining geology
  - water, energy, etc + disturbance

TRANSFORMATIONS
- Deep mass mining
- Next Gen mine to concentrate
  - Comminution
  - ???
- human – engineering interactions
- work safety & health
- community safety & health
- ecosystem – structure, function and quality

OUTPUTS
- commodities
- wastes
- ecological engineering of soil-plant systems

Deep mining
Comminution
Next Gen mine to concentrate

Development & governance
community relations & social risk
Life cycles of mines and metals

regional water and land resources planning

SMI Programs by Centre

The University of Queensland
Sustainable Minerals Institute
SMI Programs by Pair

**INPUTS**
- Mining geology
  - water, energy, etc + disturbance

**TRANSFORMATIONS**
- Deep mass mining
- Next Gen mine to concentrate
- Comminution
- Human – engineering interactions
- Work safety & health
- Community safety & health
- Ecosystem – structure, function and quality

**OUTPUTS**
- Commodities
- Wastes
- Ecological engineering of soil-plant systems

**Surrounding environment and communities**
- Development & governance
- Regional water and land resources planning
- Community relations & social risk
- Life cycles of mines and metals

**Single Operation**

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The University of Queensland
Sustainable Minerals Institute
Next SMI – Incubation areas

- Governance
- Human-engineering systems integration
- Capital flexibility & intensity
- Haulage and hoisting
- Flotation
- Mineral Characterisation
- Biomining

- Big data
- Big capital
- Integrating sustainability and productivity
- Pre-feasibility estimator (risk, experience, technologies)
- Closure
- In-situ recovery
Next SMI – Education and Training

Note services and platforms prior work

• Integration with JKTech SMI-KT

• Onsite & Online

• Digital SMI (UQx)
  – Postgraduate Coursework
  – CPD

• RHD

• Next WorkForce
Next Steps for Program Implementation

• Late October: Program Leader Welcome and Orientation
• November: Confirmation of ‘home Program’ for all research and research professional staff
• November – December: Tailored professional development for Program Leaders, e.g. project management skills, business development, budgeting, etc.
• 1 January 2016: Program arrangements formally commence*

*Some Programs may commence earlier, by negotiation.
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Response to Staff Feedback on the 2015 Engagement Survey Results, including links to Next SMI Activities

After the 20 August information session, 23 responses were received. The comments could be divided into 5 key areas. These were:

1. Workplace culture
2. Leadership
3. Career planning and progression
4. Inefficiencies with policies, procedures and administration
5. Change management

We have taken this feedback on board and worked to map these areas for improvement onto our existing Next SMI plan.

A summary paper, including detailed responses from the Leadership Team, will be available on the Next SMI Intranet page. https://internal.smi.uq.edu.au/node/1328
QUESTIONS?