The Next SMI
Information Session
Professional staffing arrangements

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Institute Director
19 November 2015
Background – Why Change?

1. Consolidation of professional support services and staff at Institute level.
2. Smaller SMI (at least in near term) means a smaller professional staff cohort.
3. Creation of a structure that is platform for growth that can expand as needs increase.
4. Through Next SMI a shift from Centres to Programs of Work as SMI’s major organisational subunit for the purposes of budget and research staffing.
5. The SMI Project Lifecycle task area will result in improved project and portfolio management.
6. Requirement to work within UQ policy/systems and be responsive to University-wide changes made through the Enhancing Systems and Services (ESS) program.
Next SMI Work Timetable

**SMI Strategy**
- Vision & Strategic Plan
- Business Development & Engagement
- Education strategy

**Governance**
- Operating Model
- Financial Model
- Programs

**Proj Mgt**
- RPM Process Improvements
- PM across the proj. lifecycle
- Centralisation of SMI Professional Support Services

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**Cultural Change – Embedded across all activities**

- Design, development & testing

**Vision & Strategic Plan**
- Design, development & testing

**Business Development & Engagement**
- Design, development & testing

**Education strategy**
- Planning

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

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

**Programs**
- Design, development & testing

**Proj Mgt**
- Design etc

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**SMI 2016 Budget set**

**Draft Programs determined**

**Governance Implementation**

**New Operating Model Finalised**

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**Centralisation of SMI Professional Support Services**

**Planning**
- Design, dev, testing

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

**SMI Strategy Implementation**
- Strategic Plan 2015-2019 Complete

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**Positioning For Growth Workshop: 25-26 June 2015**
- Design, development & testing
Next SMI - professional staffing structure

Key figures

• 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. The changes made as a result of the current process will bring this figure to approximately 30%.

• Professional staff salaries as a proportion of total expected expenditure for 2016:17%

• Professional staff salaries as a proportion of total salaries in 2016: 27%
Proposed Professional Support Structure (as per consultation document)

**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 (as per consultation document)

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)

- Legal Support Officer
- Finance Manager
- Strategy & Projects Coordinator

- Head of Legal (Reports to SMI Director)
- Finance Officers
- HR Manager
- IT Manager
- WHS & Facilities Manager

- Operations Manager (covered by DDO 2016)
  - Marketing & Comms Coord. Approx. HEW6
  - Director EA & Admin Coord. (current Director EA)
  - Travel Coordinator (servicing all of SMI) Approx. HEW6
  - Admin Officer (reception) St Lucia
  - Admin Officers Aligned to pairs Approx. HEW6

- DDO
  - Finance Officers
  - HR Support
  - HR Managers
  - IT Officers
  - Indooroopilly Facilities Coord. Approx. HEW6

- SMI Director
  - Education leadership?
  - PG Coursework Coordinator
  - RHD Coordinator
  - RHD Support

- Out of scope of this change placeholder only
- Approx. HEW6

- FTE to be determined

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.

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<th>Date</th>
<th>Activity</th>
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<tr>
<td>7 October</td>
<td>Consultation document provided to all SMI staff and students</td>
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<td>7-19 October</td>
<td>Information sessions and small group meetings to discuss proposal</td>
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<td>19-23 October</td>
<td>Formal consultation period closes</td>
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<td>Week of 19 26-27 October</td>
<td>Feedback collated and consideration by SMI Leadership Team</td>
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<td>26-28 October – 6 November</td>
<td>Amendments made to proposal and further discussion with affected staff as required</td>
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<tr>
<td>Week of 9 November</td>
<td>Next SMI professional staffing structure approved and communicated</td>
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Summary of feedback received: 7-23 October

• Aspects of the proposed structure, for example the number and types of roles in the structure and the proposed reporting lines.
• Detail of the roles, for example the duties of each role/team, the division of work between roles and workload management.
• The implementation process, including around timeframes and transition processes.

Areas
  – Staff workloads
  – Change management
  – Administrative services/ administrative officer positions
  – Travel coordinator position
  – Portfolio support team
  – Research and Projects Manager position
  – Marketing and communications function
Final Next SMI professional staffing structure
## Next steps: November

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| Week of 16 November | • Information sessions held at St Lucia and Indooroopilly sites to discuss the structure and implementation process.  
                    • Provide notice of fixed-term contract renewal or non-renewal to affected staff with contract expiry dates in late 2015 and early 2016. |
| 20 November       | • Administration Officer (Centre-aligned) positions (3FTE) advertised via an internal of SMI expression of interest.  
                    • Travel Coordinator (1 FTE) and Portfolio Support Officer (1 FTE) to be advertised on UQ Jobs and Seek websites. |
| 27 November       | • Closing date for expressions of interest for Administration Officers (3FTE) and applications for Travel Coordinator and Portfolio Support Officer positions. |
| 30 Nov - 2 Dec    | • Shortlisting of candidates for above positions.                         |
## Next steps: December - January

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<td>3 - 11 December</td>
<td>• Interviews for short-listed candidates for above positions.</td>
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<td>15 December</td>
<td>• Target date to advise all candidates of the selection process outcomes.</td>
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<td>Mid December</td>
<td>• Appointments formalised for Administration Officers, Travel Coordinator and Portfolio Support Officer positions, (with January 2016 start date.</td>
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<td>• Target timeframe to advertise the additional 1FTE Business Manager (over and above the 1.6FTE of current Centre Managers).</td>
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<td>• <em>Date TBC: Career Transitions workshops to be held</em></td>
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<td>January 2016</td>
<td>• Commencement of new structure, including commencement for appointees to Administration Officer, Travel Coordinator, Business Manager and Portfolio Support Officer positions.</td>
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<td>• The transition process into the new year will be consultative, with staff involved in creating their own futures and that of SMI.</td>
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Potential trajectories

- All staff members affected directly by the changes are fixed term employees.

- Where current positions will not continue into the new structure, the incumbents will be given formal notice that their fixed-term contracts will not be renewed beyond the existing expiry date.

- Some of those affected members of staff may have current fixed term expiry dates in 2016. Where any of those members of staff are appointed to one of the new positions within the structure, they will be offered a fixed term contract in the new role, with a new expiry date.
Potential trajectories

• There may be members of staff whose current positions are not part of the new structure, who have a fixed-term contract expiry date in 2016 and who are not appointed to another role in the structure. In that situation supervisors will work with the staff member(s) to discuss duties to be undertaken for the remaining months until their fixed-term contract expiry date.

• In all of the above scenarios, SMI HR staff will provide support and advice through that process, to ensure both the staff member(s) and supervisor(s) are aware of processes, responsibilities, and opportunities.
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 the change processes, responsibilities, and opportunities.

• SMI HR are organising a Career Transitions workshop to be held in December – date will be advertised in SMI This Week.
QUESTIONS?