

Position Specification

CSIRO

Executive Director People

October 2023

Heidrick & Struggles serves the executive leadership needs of the world's top organisations as a trusted advisor for leadership consulting, culture shaping and senior-level executive search services. Our data driven solutions empower senior executives and boards of directors to transform their organisations by leveraging top talent and accelerating performance across all layers of the organisation.

About

Organisation	Commonwealth Scientific and Industrial Research Organisation (CSIRO) is Australia's national science agency and innovation catalyst.
Website	www.csiro.au www.strategy.csiro.au/
Background	<p>For over a century, CSIRO have been improving the lives of people everywhere, through science.</p> <p>Since its origins as the Advisory Council of Science and Industry in 1916, CSIRO have advanced Australia with a range of inventions and innovations that have had significant positive impact on the lives of people around the world. These include fast Wi-Fi, polymer banknotes, the CSIRO Total Wellbeing Diet, and Aerogard, just to name a few.</p> <p>Today, CSIRO is one of the world's largest and most successful publicly funded research and development organisations with over 50 locations across Australia and internationally. CSIRO is committed to complementing its world-class science capabilities with outcome focused research that will generate economic, environmental, and social benefits for Australia in a global context.</p> <p>An Australian Government corporate entity, with its own Board and Chief Executive, the Science and Industry Research Act 1949 defines CSIRO's purpose and the functions they undertake for the benefit of Australia.</p> <p>CSIRO's goal is to carry out scientific research for any of the following purposes:</p> <ul style="list-style-type: none"> ▪ Assisting Australian industry; ▪ Furthering the interests of the Australian community; ▪ Contributing to the achievement of national objectives or the performance of the national and international responsibilities of the Commonwealth; and ▪ Any other purpose determined by the Minister. <p>CSIRO's secondary functions include international scientific liaison, training of research workers, publication of research results, technology transfer of other research, provision of scientific services and dissemination of information about science and technology. CSIRO operates through three lines of business:</p> <p>Impact science: Nine national research business units with a focus on the biggest challenges facing the nation.</p> <p>National Facilities and Collections: Managing infrastructure and biological collections for the benefit of research and industry.</p> <p>CSIRO Services: Commercial, customer-centric products and services for industry, government and the community.</p>

Purpose & Vision

Purpose: Solving the greatest challenges through innovative science and technology.

Vision: CSIRO are Australia's innovation catalyst, collaborating to boost Australia's innovation performance.

Diversity & Inclusion

CSIRO is committed to creating a better future for Australia, through fostering world-class dynamic teams, where people are enabled to work seamlessly in an inclusive one-CSIRO culture. CSIRO's success rests on its ability to bring out the best from a thriving culture, and in doing so CSIRO believes in, and respects, the power of diverse perspectives.

Read more about CSIRO's commitment to diversity and inclusion [here](#).

Strategic Pillars

For over 100 years, CSIRO have been the mission-led national science agency, collaborating across the innovation system. These primary objectives, guided by the SIR Act, help CSIRO to deliver on its purpose:

- Encourage the uptake of world-class scientific research.
- Mobilise and develop the best talent for the benefit of Australia.
- Manage national research infrastructure for the nation.
- Ensure the sustainability of CSIRO.

CSIRO's pillars guide the organisation's operations and how purpose and strategy is brought to life:

Customer focus: Focusing on customers' needs today and in the future by actively prioritising resources and relationships on the highest impact opportunities.

Thriving people and teams: Putting CSIRO's people and their safety first, while supporting them to thrive and adapt in a changing world.

Collaborative networks: Leveraging CSIRO's unique role as a connector with customers and partners to drive the uptake and adoption of solutions and improve Australia's innovation performance.

Solutions from science: Through excellent science, engineering, technology, and innovation, provide trusted, effective solutions for industry, government, and the community.

National benefit from global engagement: Connecting the world's best partners and capability to catalyse the uptake of CSIRO's science and solutions and strengthen Australia's security and competitiveness.

The Position

Position Title	Executive Director People
Reports To	Chief Executive Officer
Location	Negotiable
Term	3 years
Background	<p>CSIRO is seeking to appoint an Executive Director (ED) People to drive the organisation's People Safety and Culture programs. As an organisation that prides itself on its world leading capability and scientific impact, the person appointed will be an active member of a collaborative Executive Team, under the leadership of the newly appointed CEO.</p> <p>CSIRO is looking for an innovative, collaborative, inclusive and inspiring leader to bring dynamic and creative thinking in the development and implementation of the People strategy. The ED People will oversee the full suite of human resources, health safety and environment and change management programs, including:</p> <ul style="list-style-type: none">▪ values and culture;▪ diversity, inclusion and belonging;▪ talent attraction, retention and succession;▪ health safety and environment;▪ employee and industrial relations; and▪ learning and organisational development. <p>The successful applicant will be a dynamic and strategic leader bringing a track record of conceiving and implementing large-scale organisational transformation in complex environments. Driving CSIRO's cultural vision of collaborative, inclusiveness, empowerment, agility, and contributing to the overall risk appetite will be key areas of responsibility along with the need to listen and learn from staff to build mutual trust to drive change.</p> <p>The ED will recognise CSIRO's workforce to be a critical enabler of organisational performance and impact. As a visionary leader, the successful candidate will lead CSIRO to prepare for the future of work and manage multigenerational change to proactively shape and drive its values-based culture. Not just an executive, the person must be an experienced practitioner with deep hands on expertise when it comes to developing world class people, safety and culture programs.</p> <p>A key goal will be to ensure alignment of the day-to-day experience of working at CSIRO with the organisation's core purpose to solve Australia's greatest challenges with science and engineering.</p>

This alignment is critical to empowering CSIRO's people to operate with trust, independence, and agility.

As a member of the CSIRO Executive Team, the Executive Director People plays an important role in setting the strategic priorities and bringing the voice of the 6,000 strong Team CSIRO people to the table. The ED will effectively lead high impact, geographically dispersed functions that are valued across the business.

CSIRO work flexibly, offering a range of options for how, when and where you work. Talk to us about how this role could be flexible for you.

Find out more: [Balance](#)

Key Result Areas

Champion of Culture, Purpose and Safety

Work with the Executive Team to strengthen the organisation's culture enabling all employees to do their best work and deliver on our mission. Be a champion of culture, safety and values at all levels of the organisation by articulating CSIRO Strategy in the context of people. Participate as a true business partner on the Executive Team.

Architect & Owner of People Strategy

Design and deliver compelling workforce strategies and lead key people initiatives. Provide strategic leadership by articulating People needs and plans to the Executive Team, stakeholders and the Board. Lead key elements across all areas of the employee lifecycle including but not limited to talent management, health, safety environment and wellbeing, succession planning, change management, organisational development, performance management, learning and development and remuneration.

Organisational Change Leader

Guide and accelerate the organisation through transformations at scale and ensure organisational agility to drive progress. Be a change leader and bring CSIRO together on the culture journey and position the organisation for the future of work.

Trusted Advisor and Coach

Maximise effectiveness of the executive leadership by providing evidence-based guidance on talent risks and opportunities. Function as a strategic business advisor to the executive/senior management.

Functional Business Leader

Manage the People processes and systems as an effective business, using evidence-based insights and actions. Attract, develop and engage talent required for the people function to implement talent strategies. Streamline processes through agile methodology and project management. Lead and invest in cross-functional projects to build relationships and drive impact across the organisation.



The Heidrick Leadership Framework

Assessment	<p>The Heidrick Leadership Framework is a comprehensive competency-based assessment approach. Candidates will be assessed against the framework and Heidrick & Struggles' proprietary assessment tools.</p> <p>As Australia's Innovation catalyst, CSIRO has strategic actions underpinned by behaviours aligned to excellent science, inclusion, trust and respect, health, safety and environment, and delivery on commitments. Candidates will need to demonstrate alignment with these behaviours.</p>
Pivotal Experience & Expertise	<p>People & Culture Leadership Experience</p> <p>10+ years demonstrated experience providing strategic and visionary people and culture leadership in an organisation at or approaching the scale and complexity of CSIRO.</p> <p>Demonstrable experience fostering a high-performance, and psychologically safe innovation culture.</p> <p>Stakeholder Management</p> <p>Previous experience reporting to a senior level, with exposure to the CEO or Board on people related matters. A successful stakeholder management track record with board of directors, government, industry, staff association/unions, other research bodies or agencies.</p> <p>Organisational Alignment</p> <p>A demonstrated capacity to align employees with the organisation's core purpose. This alignment is critical to empowering CSIRO's people to operate with trust, independence and agility.</p> <p>Qualifications</p> <p>Tertiary qualifications in human resources or other relevant higher education.</p>
Leadership Capabilities	<p>Puts Customer First</p> <p>Leads as a customer ambassador and maintains a focus on the internal customer and the employer brand.</p> <p>Inspire & Influence</p> <p>Connects the organisation's mission and builds excitement and momentum. Influential and inclusive with the ability to create transformational change.</p>

Agility & Potential	<p>Lead Innovation</p> <p>Leads a people-centered innovation ecosystem and is an innovative thinker, comfortable with ambiguity, change, and ability to turn a vision into reality.</p> <p>Drive for Results</p> <p>Drives superior delivery and a culture of continuous improvement. Sets high goals and drives change for personal and group accomplishment; tenaciously works to meet or exceed goals while deriving satisfaction from that achievement and continuous improvement.</p>
	<p>Adaptability</p> <p>Understands and influences group dynamics and relationships across teams. Intentionally develops new leadership styles.</p> <p>Resilience</p> <p>Takes setbacks or failures in-stride and establishes an ownership mindset amongst other leaders.</p>
Culture Impact	<p>Alignment to CSIRO's Values</p> <ul style="list-style-type: none">▪ People First▪ Further Together▪ Making it Real▪ Trusted

Key personal attributes

Personal characteristics	<p>Integrity & Ethics: Lead with integrity, driving ethical decisions aligned to our values.</p> <p>Proven innovative leader: Leading successful teams with offices and teams working across multiple sites, complex change management experience, talent focus.</p> <p>Business leader: Business acumen, ability to assess and advise on critical people matters impacting on the business. Using domain, industry, financial, market and/or economic information to understand and improve impact; using one’s understanding of major business functions, industry trends, and own organisation’s position to contribute to effective workforce planning strategies and tactics.</p> <p>Engaging/Personable: Respectfully attends to the needs and feelings of others to develop effective partnerships and relationships; relates to people easily and with humility. Demonstrated managerial courage.</p> <p>Ability to operate effectively at multiple levels: Sit at executive table, work with the Executive Directors, build relationships with relevant external stakeholders and spend meaningful time building understanding with all levels of staff.</p> <p>Driving Execution: Translating strategic priorities into operational reality; aligning communication, accountabilities, resource capabilities, internal processes, and ongoing measurement systems to ensure that strategic priorities yield measurable and sustainable impact and outcomes.</p>
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More

More about CSIRO

CSIRO is one of the world's largest and most successful publicly funded research and development organisations with over 50 locations across Australia and internationally.

CSIRO is committed to complementing its world-class science capabilities with outcome-focused research that will generate economic, environmental, and social benefits for Australia in a global context.

CSIRO solves the greatest challenges through innovative science and technology.

Read more about CSIRO [here](#).

The Corporate Plan is CSIRO's key strategic planning document that demonstrates how the organisation will deliver on its purpose over the next four years. It outlines strategic initiatives that will enable CSIRO's commitment to science excellence and reflects the organisation's passion for solving the greatest challenges to make life better for all Australians.

CSIRO's Corporate Plan 2023-2024 is available [here](#).

How To Apply

CSIRO has appointed Heidrick & Struggles to advise on this appointment.

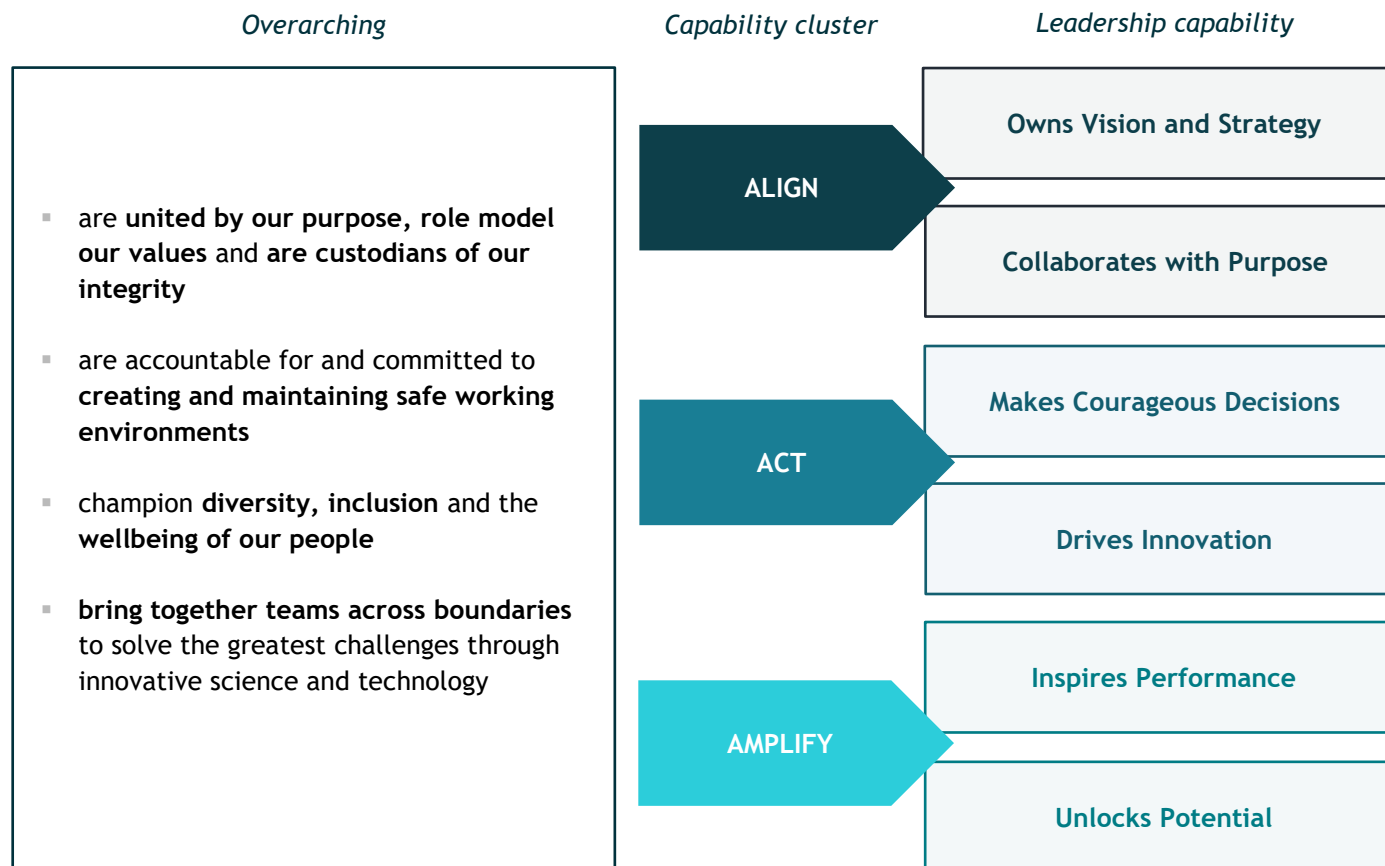
To apply for the role of Executive Director People at CSIRO, please submit your CV and cover letter, highlighting your alignment to the Pivotal Experience & Expertise of the Heidrick Leadership Framework (page 6) as well as your motivation in applying to execdirpeople@heidrick.com.

Only applications submitted via email to execdirpeople@heidrick.com will be considered. **Do not apply via any other application portal.**

Applications close at 11:59pm AEDT on Sunday October 29th, 2023.

Leading@CSIRO Framework

CSIRO leaders:



CSIRO leaders:

OVERARCHING

are united by our purpose, role model our values and are custodians of our integrity

are accountable for and committed to creating and maintaining safe working environments

champion diversity, inclusion and wellbeing of our people

bring together teams across boundaries through innovative science and technology

ALIGN

ACT

AMPLIFY

Capabilities

Owns vision and strategy

Aligns decisions and actions to CSIRO's purpose, strategic goals and systems of governance. Owns the strategy whilst being accountable.

Collaborates with purpose

Identifies and develops inclusive and productive relationships across and beyond CSIRO. Collaborates to achieve one-CSIRO outcomes and creates pathways for the future.

Makes courageous decisions

Takes accountability for ethical decisions. Engages appropriately with others, approaches challenges with adaptability, and sees decisions through.

Drives innovation

Adapts, considers risks and advocates for change to ensure CSIRO remains agile, relevant and keeps its value proposition.

Inspires performance

Drives and coaches for results, operates exceptionally and challenges the status quo in ambiguous and complex environments.

Unlocks potential

Prioritises HSE and builds high-performing teams. Identifies and develops capabilities in oneself and coaches others to enable one-CSIRO success.

Leader behaviours

Behaviours include:

- Leads with vision to inspire shared meaning and purpose
- Takes visible ownership of the CSIRO strategy
- Translates the strategy into the work of the team
- Authentically communicates CSIRO's purpose and strategy

Behaviours include:

- Effectively navigates CSIRO
- Brings together and unlocks the value of diverse and inclusive teams
- Influences others through support and understanding
- Builds purposeful connections as a trusted advisor
- Represents CSIRO internally and publicly

Behaviours include:

- Uses evidence to guide decisions
- Makes decisions in an intentional, ethical and risk-conscious way
- Makes challenging decisions in an efficient and effective way
- Visibly takes ownership of decisions

Behaviours include:

- Creates the conditions for innovation
- Advocates for progress as a change champion
- Adapts to ambiguous environments
- Brings in outside and future-focused thinking

Behaviours include:

- Takes accountability for results (of self and others)
- Effectively coaches for performance outcomes
- Creates environments for excellence
- Demonstrates business acumen
- Respectfully challenges the status quo

Behaviours include:

- Creates and ensures a safe and healthy workplace for all people
- Strengthens capability for the future
- Develops self and others
- Shares capability and encourages mobility
- Leads and motivates high performing environments

Engagement Team

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