

Entry from Register of Consultants
 Division of Forestry and Forest Products

Assignment 3

Support implementation of Change Management for Forestry and Forest Products (June 2002 – November 2002)

Division/ Unit	reasons for contracting out services	nature and purpose of consultancy	method (if quotations / tenders not sought note reference to explanation; all real or apparent conflicts of interest to be documented)	contract period	consultant name	expenditure	name of delegate
<i>This is in relation to Assignment 3 - Support implementation of Change Management</i>							
CSIRO Forestry and Forest Products	Immediate resource and expertise required	Working with divisional senior management with implementation of the renewal strategy. Task included management of the change process, staff communication strategies, and improvement to Divisional performance	Consultant perceived as most suitable and expert for the tasks needing to be provided. Selection of consultant seen as most cost-effective and outcomes showed value for money. Further information available from HR Director.	June 2002 to December 2002	Ian Dean	\$50,000	P Cotterill Chief FFP

Entry from Register of Consultants
Division of Livestock Industries

Assignment 4

Executive coaching / Divisional leadership review (February to June 2003)

Division/ Unit	reasons for contracting out services	nature and purpose of consultancy	method (if quotations / tenders not sought note reference to explanation; all real or apparent conflicts of interest to be documented)	contract period	consultant name	expenditure	name of delegate
<i>This is in relation to Assignment 4 - Executive coaching / Divisional leadership review</i>							
CSIRO Livestock Industries	External expert review of team function and implementation of a tailored coaching program for Divisional Executive team. Resource/skills not available internally	Executive coaching and Divisional leadership review	Written proposal sought from consultant and accepted by Divisional Executive. Consultant on CSIRO preferred supplier list. Advice sought from Chief FFP on consultant's performance in a completed assignment Refer TRIM file BRI03/105 for approval documentation	February to June 2003	Ian Dean trading as Groman Consulting	\$94,755	Shaun Coffey Chief Livestock Industries

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Division of Livestock Industries

Assignment 5

Divisional change and performance improvement, including senior staff coaching and pilot programs (July to September 2003)

Division/ Unit	reasons for contracting out services	nature and purpose of consultancy	method (if quotations / tenders not sought note reference to explanation; all real or apparent conflicts of interest to be documented)	contract period	consultant name	expenditure	name of delegate
<i>This is in relation to Assignment 5 - Divisional change and performance improvement, including senior staff coaching and pilot programs</i>							
CSIRO Livestock Industries	Need for change agent/facilitator. Development of pilot training programs by an external provider experienced in required areas. Resource not available internally	Divisional change and performance improvement program (including development and delivery of pilot training programs in leading change and systems thinking)	Written proposal sought from consultant and accepted by Divisional Executive. Consultant on CSIRO preferred supplier list and engaged in linked L&D corporate projects. Refer TRIM file BRI03/105 for approval documentation	July to September 2003	Ian Dean trading as Groman Consulting	\$110,841	Shaun Coffey Chief Livestock Industries

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Corporate

Assignment 6

Assistance in shortlisting candidates for Executive Team building (February 2003)

Division/Unit	reasons for contracting out services	nature and purpose of consultancy	method (if quotations / tenders not sought note reference to explanation; all real or apparent conflicts of interest to be documented)	contract period	consultant name	expenditure	name of delegate
<i>This is in relation to Assignment 6 - Assistance in shortlisting candidates for Executive Team building</i>							
Office of the Chief Executive	Seeking independent advice	Assist in shortlisting providers of team building services	Preferred supplier list and previous knowledge of organisation	February 2003	Ian Dean	\$5,284	Geoff Garrett

Entry from Register of Consultants
 Division of Petroleum Resources

Assignment 7
 Support Woodside/Shell/WA ERA Workshop (February - March 2003)

Division/Unit	reasons for contracting out services	nature and purpose of consultancy	method (if quotations / tenders not sought note reference to explanation; all real or apparent conflicts of interest to be documented)	contract period	consultant name	expenditure	name of delegate
<i>This refers to Assignment 7 – Support Woodside/Shell/WAERA Workshop</i>							
Petroleum	Independent facilitator requested by joint venture partners	Workshop planning and facilitation	Selective quotation based on previous relevant experience	5 days	Groman consulting	\$8,020 (Net \$2,673 by CSIRO with \$5,347 recovered from Woodside and Shell)	G Thill A/Chief

Entry from Register of Consultants
Business Development & Commercialisation

Assignment 8

Provide consulting and facilitation for the Global Research Alliance (GRA) Technology Fusion Workshop on Water as per agreement with the Global Research Alliance (March-April 2003)

Division/Unit	reasons for contracting out services	nature and purpose of consultancy	method (if quotations / tenders not sought note reference to explanation; all real or apparent conflicts of interest to be documented)	contract period	consultant name	expenditure	name of delegate
<i>This refers to Assignment 8 - Provide consulting and facilitation for the Global Research Alliance (GRA) Technology Fusion Workshop on Water as per agreement with the Global Research Alliance (GRA)</i>							
CSIRO BD&C	This was part of an arrangement with CSIR S.Africa made at the GRA Principals meeting in New Delhi in January 2003, where CSIRO undertook to pay for the Conference and facilitation expenses and the conference and facilitation was managed and expenses approved by GRA from their office in CSIR S.Africa	Facilitation of GRA Water Workshop on behalf of GRA	Reference reasons for contracting out services	31 st March – 4 th April 2003	Ian Dean	\$12,455	Peter Osman

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Assignment 9
Development of human resource managers (June 2003)

Division/ Unit	reasons for contracting out services	nature and purpose of consultancy	method (if quotations / tenders not sought note reference to explanation; all real or apparent conflicts of interest to be documented)	contract period	consultant name	expenditure	name of delegate
<i>This in relation to Assignment 9 – Development of Human Resource Managers</i>							
People Development	Due to the tight timeframe of one month to design and deliver the project for presentation at a network meeting, it was decided that there was no one suitably qualified that could be deployed to complete the task within a very tight timeframe within CSIRO. Ian Dean was available, conveniently located, well qualified and had been involved in the workshop the year prior where the first steps in the project were taken.	<p>OBJECTIVE</p> <p>Finalize the L and D matrix components for CSIRO HR Practitioners such that it can be circulated to the PD Network for final critiques and approval</p> <p>Prepare a plan (in draft) setting out the proposed milestones, actions, timings and accountabilities to help CSIRO HR Practitioners upgrade/diversify their L and D competences</p> <p>PERFORMANCE AGAINST DELIVERABLE</p> <p>Learning and Development Competencies required by PD Practitioners in CSIRO defined</p> <p>A framework of core and level specific L and D Competencies suitable for implementation by the PD Network developed</p> <p>Action steps to renew and upgrade the L and D competencies in the PD Network proposed</p>	<p>Nil for this report - justification as follows:</p> <p>Given the short time frames on the assignment, Ian Dean was considered to be the most suitable person to complete the work (along with the fact that Ian assisted with a 2002 workshop which was closely related to this task).</p> <p>Groman Consulting Group was also on CSIRO's list of preferred suppliers.</p> <p>Key staff Corporate People Development staff provided positive comments on the report and the report was well received by the wider People Development network. Ian provided regular updates by email on his progress and provided early advice on the need to alter agreed deadlines. The assignment was completed on time and to specification.</p>	June 2003 The assignment was completed within 30 days to allow for presentation for outcomes at a key People Development Meeting	Groman Consulting	\$11,100	Kate Boxsell

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Assignment 10

Develop the coursework for the Leading Team A and Leading Team B modules. Deliver Module A in August. (July-August 2003)

Division/Unit	reasons for contracting out services	nature and purpose of consultancy	method (if quotations / tenders not sought note reference to explanation; all real or apparent conflicts of interest to be documented)	contract period	consultant name	expenditure	name of delegate
<i>This in relation to Assignment 10 – Develop the Courseware for the Leading Team A and Leading Team B modules.</i>							
Learning & Development	<p>The reasons for contracting out this service were;</p> <p>Previous use of Groman Consulting in the L&D field for developing curriculum at a strategic level was impressive.</p>	<p>OBJECTIVE</p> <p>To help in the development of the L&D curriculum by:</p> <p>Designing the coursework process for the proposed Leading Teams Module A and Leading Teams Module B.</p> <p>Deliver Module A in August 2003 as a pilot.</p> <p>PERFORMANCE AGAINST DELIVERABLE</p> <p>Discussion with appropriate people about possible content and learning needs.</p> <p>Develop materials and pilot course Leading Teams Module A (now called Leading Teams – Leading Change).</p> <p>Develop draft materials for Leading Teams Module B (now called Leading Teams – Strategic Leadership).</p>	Groman Consulting was on the Executive Coaching Preferred Providers List	July – August 2003	Groman Consulting	33,000	Patrick Blades

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Assignment 11

Joint consultancy with the University of Queensland (UQ) to assess the effectiveness of collaboration between CSIRO and UQ, with particular reference to the shared facility, Queensland Biosciences Precinct (August 2003)

Division/Unit	reasons for contracting out services	nature and purpose of consultancy	method (if quotations / tenders not sought note reference to explanation; all real or apparent conflicts of interest to be documented)	contract period	consultant name	expenditure	name of delegate
<i>This refers to Assignment 11 - Joint consultancy with the University of Queensland (UQ) to assess the effectiveness of collaboration between CSIRO and UQ, with particular reference to the shared facility, Queensland Biosciences Precinct</i>							
Science Planning	<p>Needed independent advice. Relevant background and expertise. Familiarity with the Queensland R&D environment. Work was needed urgently. Quoted price considerably less than ————— quote for a similar task.</p>	<p>Review of collaboration between University of Queensland and CSIRO in Queensland, particularly focusing on the Queensland Bioscience Precinct</p>	<p>Consultant on preferred supplier list approached to provide a proposal</p>	<p>June-August 2003</p>	<p>Ian Dean, Groman Consultancy</p>	<p>\$8,985 (\$17900 split with University of Queensland)</p>	<p>Michael Barber</p>

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Assignment 12

Development / assessment interviews of potential senior leaders; participation in change leadership discussion (September 2003)

Division/Unit	reasons for contracting out services	nature and purpose of consultancy	method (if quotations / tenders not sought note reference to explanation; all real or apparent conflicts of interest to be documented)	contract period	consultant name	expenditure	name of delegate
<i>This refers to Assignment 12 - Development / assessment interviews of potential senior leaders; participation in change leadership discussion</i>							
Office of the Chief Executive	Seeking independent advice	Assessment of potential future leaders	Consultant on Preferred Supplier List	September 2003	Ian Dean	\$2,485	Geoff Garrett

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Assignment 13

Support in evaluating the implementation of the 2002 L&D plan (October 2003)

Division/Unit	reasons for contracting out services	nature and purpose of consultancy	method (if quotations / tenders not sought note reference to explanation; all real or apparent conflicts of interest to be documented)	contract period	consultant name	expenditure	name of delegate
<i>This in relation to Assignment 13 – Support in evaluating the implementation of the 2002 L&D Plan</i>							
People Development	As Groman Consulting was engaged in the initial review of Learning and Development group work priorities, it was decided that Groman Consulting was suitable to revisit their initial findings to report back on progress or issues that need attention. Please see below report for the initial engagement of Groman Consulting	<p>Task Required</p> <p>To review the current the Learning and Development group work priorities</p> <p>Evaluation Criteria</p> <p>Meet with all Learning and Development staff, identify current and future work priorities and consider the alignment of these with CSIRO-Strategic Action Plan and the Learning and Development strategy launched in 2002.</p> <p>Experience in auditing and redeveloping L&D functions in an R&D context</p> <p>Able to deliver the required results in the prescribed timeframe (by November)</p> <p>Make recommendations to People Development Director or Acting Learning and Development Manager on the alignment or realignment of these priorities.</p>	<p>Nil for this report as justification was explained in original procurement method of 2001.</p> <p>quotations / tenders were not sought because: The nature of the work was time critical.</p> <p>Extreme limitations on suitable skilled and experienced providers. A full tender process for L&D providers in 1999 failed to produce any providers with the level of skills and experience to carry out this level of task. This view was reinforced by CSIRO's own knowledge of the marketplace for these type of consultants in Australia over the ensuing period of time. CSIRO's research of international consultants had identified only two consultants with this type of experience; Stargate Consulting, Canada and Groman Consulting, South Africa. Assessment meetings with Stargate Consulting (1999) indicated that they did not have the necessary organisational expertise to carry out assignments of this nature.</p> <p>Assessment of the total costs for engaging Groman Consulting, inclusive of travel costs was comparable to locally recruited consultants</p> <p>Groman was on Preferred Supplier List</p>	1 Month of November 2003	Groman Consulting	\$6447	Warren Smith

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Assignment 14

Study current “change” environment within CSIRO, including perceptions about rate of change, apparent barriers and suggestions for improving CSIRO’s approach (October-November 2003)

Division/Unit	reasons for contracting out services	nature and purpose of consultancy	method (if quotations / tenders not sought note reference to explanation; all real or apparent conflicts of interest to be documented)	contract period	consultant name	expenditure	name of delegate
<i>This refers to Assignment 14 - Study current “change” environment within CSIRO, including perceptions about rate of change, apparent barriers and suggestions for improving CSIRO’s approach</i>							
Office of the DCE	Skills not available in organisation; preferable to have work carried out by independent agent	Brief study of current ‘change’ environment in CSIRO	Consultant on the list of preferred suppliers in the area of Leadership Development and Support	October to November 2003	Ian Dean, Groman Consultancy	\$19,800	Ron Sandland

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Assignment 15
Leading the Research Enterprise (LRE) assignment (December 2003)

Division/Unit	reasons for contracting out services	nature and purpose of consultancy	method (if quotations / tenders not sought note reference to explanation; all real or apparent conflicts of interest to be documented)	contract period	consultant name	expenditure	name of delegate
<i>This refers to Assignment 15 - Leading the Research Enterprise (LRE) assignment</i>							
Office of the DCE	Work was needed urgently. Was selected because of extensive experience in the area of change and change management.	To undertake preparatory work on the key learning and development programs as well as leading the research enterprise (LRE).	Consultant on the list of preferred suppliers in the area of Leadership Development and Support	Up to 3 months from December 2003	Ian Dean, Groman Consultancy	\$36,720	Ron Sandland