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## **5.0 ORGANISATIONAL STRUCTURE**

### **5.1 Analysis of Existing Organisational Structure**

With the future Institute model in mind and the transition arrangements that will apply over the next 3 to 5 years, it is apparent that the existing organisational structure (see Appendix 7) will not provide the versatility and flexibility necessary to meet customer/client needs. The existing hierarchical model of organisational design is inflexible and reinforces “more of the same” with a siloed approach to service delivery.

Human, physical and financial resources are not easily moved from one specialty area to another. As a result, there is limited career development and progression for scientists who reach a ceiling at a relatively low level unless they take on a management role with little or no science built into their day to day duties. However, the Taskforce notes that the recently introduced Conditional Advancement Scheme for the professional and technical streams enables QHSS staff to apply for advancement based on specified criteria.

Accordingly there is little cross fertilisation of skills and experience across QHSS, multi-skilling or freedom to move staff and skills to match shifting work priorities and demands. Scientists generally have also become removed from senior management for a variety of reasons (as stated earlier), and the current organisational design has reinforced this. At present there is a blurring of management and scientific roles which affects accountabilities and responsibilities for middle managers.

### **5.2 Proposed Organisational Structure**

To address the concerns raised above and to best position the Institute into the future, a revised organisational structure is proposed (see Appendix 8).

The CEO will need to be a leader with strong business and change management skills and experience. The occupant will need to be experienced at aligning organisational strategies to meet customer demands. In doing this, the person will need to mobilise change and ensure all staff understand and act in a manner that reflects the business priorities.

The CEO will need vision and the ability to capture the interest of customers and staff to establish the Institute as a preferred provider and employer for forensic and scientific services in Australia. This position will replace the positions of Director and General Manager.

It is intended that the position of Chief Scientist would be created at a Senior Executive level and require an incumbent with a highly respected career working in forensic and/or public health sciences. The person occupying this position would be required to fully represent all areas of science, even if they had specialist skills/experience in one area. The occupant must have the scientific acumen to represent the Queensland Government in various forums and be the respected scientific expert for the Institute.

The Chief Scientist would co-ordinate, lead and direct the research, quality, accreditation, training and scientific development needs of the Institute as well as provide the links to the university sector and to sciences more generally in and outside the Queensland Government.

The Director of Business Services is intended to provide strategic and tactical advice and support to the CEO and other executive members of the Institute in relation to business and corporate service issues. Transactional services would be provided by the Shared Service Provider – Corporate & Statewide (SSP – C&S) with contract management oversight and co-ordination forming a vital part of this position’s role. Key skills and acumen in managing the Institute for commercial partnerships now and into the future will be essential. Introduction of a business focus and proper pricing and costing initiatives in years one to three will be priorities. Customer relationships and co-ordination of performance management reporting, as well as accountability for

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capital/infrastructure planning and development, will be critical for this position. Other responsibilities will include business continuity planning, risk management, security, and facility management, particularly as other services are incorporated onto the site.

Under the proposed structure:

- Forensic Toxicology and Forensic Chemistry would be merged with one overall Manager;
- Investigative Chemistry, Inorganics and Organics in Public Health Sciences would be merged with one overall Manager; and
- Bacteriology and Virology in Public Health Sciences would be merged with one overall Manager.

Cross fertilisation of skills and better management of priorities would also be integral in these mergers.

Forensic Biology will be retained under a manager. The position of Chief Scientist, Forensic Biology will be abolished.

Forensic Pathology will be retained, however the Chief Pathologist/Manager, Forensic Pathology will be responsible for all the functions within Forensic Pathology.

All sciences and services in the Institute would be represented by seven senior managers who report directly to the CEO. The existing positions of Manager, Forensic Sciences and Manager, Public Health Sciences would be abolished in the new structure. Subject to the outcomes of the job evaluation process, each of the four laboratory management positions and the Director of Business Services could be at the Senior Officer level. The Chief Pathologist/Manager, Forensic Pathology is a medical position.

It is recognised that a sound relationship exists between Anatomical Pathologists in QHPSS and Forensic Pathologists. This professional relationship should continue under the Institute model and move into the future as a professional relationship only – not a reporting relationship. This is discussed further in Section 9.2.

It is proposed that an Executive Management Committee (EMC) made up of the seven senior managers and the CEO would meet regularly. The Executive Management Committee would lead the planning, strategy development, priority setting, resource allocation and performance monitoring agenda for the Institute.

Under the proposed structure, scientists can have an enhanced career progression to PO6 before moving into a management position. This raises the ceiling considerably for scientists who wish to progress as scientists and not managers. Scientists would become part of a more fluid team who would have the opportunity to move across the Institute according to organisational priorities and staff development needs. The Taskforce proposes that seed funding be provided to progress the strategy to allow a number of bench scientist positions to be upgraded. This would address perceptions of parity with equivalent positions in other government agencies. It is considered the cost of introducing this strategy would be approximately \$194,000 per annum.

The Taskforce recognises that there are limitations in the ability to move between some specialty areas. A range of competencies would be developed and position descriptions reviewed for each classification level.

This competency based progression strategy would enhance the already established Conditional Advancement Scheme for the professional and technical streams which allows for individual scientists to progress within that specialty area.

Inflexible staffing structures would be removed and the number and classification of positions would be determined based on work priorities, skills required, staff development needs, succession planning and fiscal limitations.

All staff within each functional area would report to their manager who will be accountable and responsible for achieving organisational priorities and strategies allocated to that functional area.

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The proposed organisational design is much flatter than the present model ensuring the CEO is in direct contact with each functional area.

The estimated additional cost of the proposed management structure is \$373,000. However, if any of the current Team Leaders are successful in obtaining a management position, the resultant savings are to be redirected to provide support to the Business Services area and the Chief Scientist.

***Recommendation 4:***

*It is recommended that the Chief Executive Officer of the Institute:*

- (i) Implements the new organisational structure as detailed in Appendix 8 **immediately**;*
- (ii) Establishes the Executive Management Committee comprising the Chief Executive Officer of the Institute and the seven senior managers by **31 October 2005**; and*
- (iii) Develops and implements the competency based progression strategy, including the review of position descriptions by **31 January 2007**.*

*(Estimated recurrent costs: \$567,000 per annum)*