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## Program Management – Future Farm Industries CRC

The research and development, and education and training activities of Future Farm Industries CRC (FFI CRC) are managed as projects within programs. Programs define the scope and focus of the CRC, and program leaders play a critically important role in the CRC achieving its goal – through science leadership, industry engagement, and marshalling projects to generate FFI CRC products.

The Program Leader is a substantial position in time allocation and responsibility, and can be a great opportunity for career development and advancement. The emphasis is on leadership; management and administration is the responsibility of the CRC's senior executive and support staff. Program leaders form program leadership teams to devolve and strengthen program management. Appointed program leaders are inducted into the job, and participate in training and team building activities that benefit the CRC and the occupants' careers.

### Programs

There are seven programs in FFI CRC listed here. A full description is in a separate fact sheet.

- Future Livestock Production
- Future Cropping Systems
- New Woody Crop Industries
- Farming Saline Landscapes
- Biodiversity and Water
- Economic, Social and Policy Analysis
- Education and Training

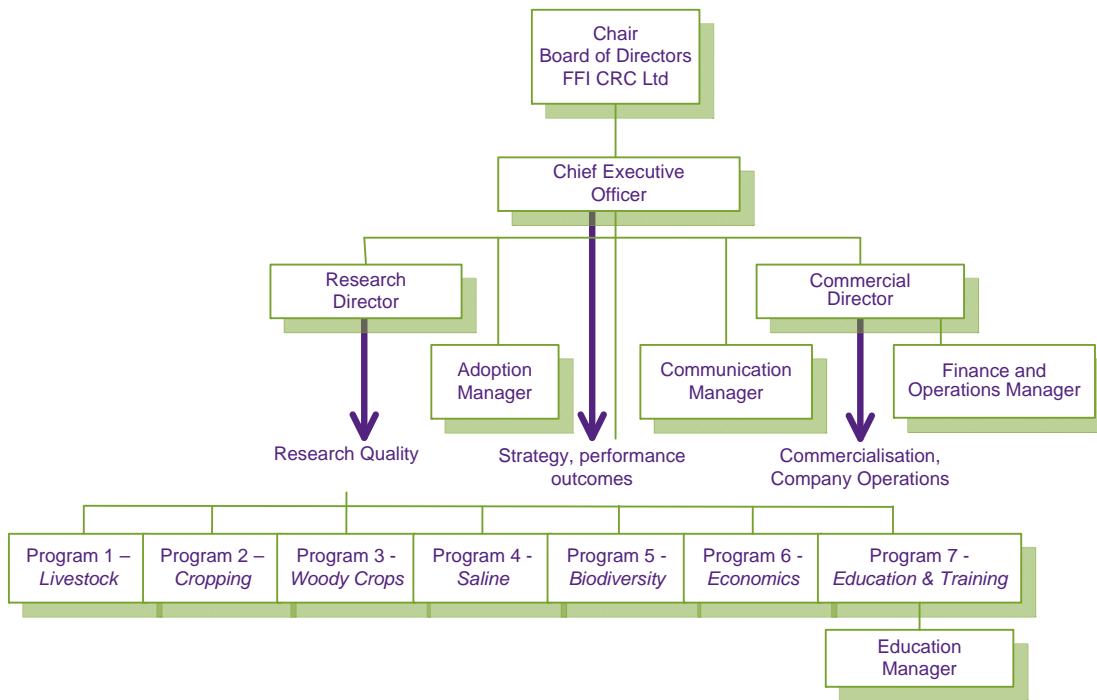
### Roles and Responsibilities

The roles and responsibilities of Program Leader are described in detail in the attachment to this fact sheet. There are three functions, described here:

- **Program leadership:** The Program Leader is responsible for drawing project leaders and key researchers into an effective program leadership team and through team building develop a program culture focussed on delivering CRC products and outputs, on science excellence, on path to adoption and on milestone-based performance.
- **Industry and stakeholder engagement:** The Program Leader works closely with FFI participants in project management, particularly with industry participants in project development and review. The Program Leader and the program leadership team consult with industry and stakeholder communities relevant to that program, and engage them in project activities, particularly the path to adoption aspects. The role includes building an understanding of the strategic environment in which the program and projects are located, with stakeholders.
- **CRC management:** The Program Leader works with the Senior Executive and supports it in CRC strategy development, management decisions and output performance. This includes participation in the CRC's Management Committee and support to senior executives in their responsibilities – adoption and commercialisation, research and science quality, and operations and resources management.

# Organisational Management

The management of the CRC comprises a senior executive – Chief Executive Officer, Research Director, Commercial Director and Adoption Manager – and senior management at the program level (Figure 1).



**Figure 1. FFI CRC Organisation chart**

The subtlety of this organisational chart requires further description, regarding differentiation of responsibilities and working relationships:

- Program leaders report directly to the CEO in a flat structure. This is the line of direction and accountability for program performance and its contribution to CRC outputs as a whole.
- Senior executives interact closely with program leaders according to their portfolios, and receive their help to develop and implement strategies, policies and standards for the CRC.
- Program leaders join with the Senior Executive in a Management Committee of the CRC, which considers coordination of activities across programs and makes recommendations on CRC management matters to the CEO for decision. This includes pre-consideration of strategic items going to the Board.
- Management and administration of the CRC will be consolidated under the Senior Executive, interacting with FFI CRC's participants and members on issues of resourcing the CRC, its programs and projects.

## Resourcing Program Leadership

Program Leaders are participant employees made available from in-kind resources as part of the participant's investment. They are selected for appointment based on leadership capability for that program, including their relevant knowledge and standing in that industry or sector. The geographic distribution of the seven appointments across the CRC's target zone can be a consideration.

The indicative time commitment of the appointee varies with the size and complexity of the program; and is open to variation taking into account the Program Leader's involvement in project activities within the program and the degree of devolution with project leaders.

<b>Program</b>	<b>Time Commitment (FTE)*</b>
Future Livestock Production	0.6
Future Cropping Systems	0.6
New Woody Crop Industries	0.4
Farming Saline Landscapes	0.6
Biodiversity and Water	0.4
Economic, Social and Policy Analysis	0.4
Education and Training	0.4

\*Indicative time commitment

There is a CRC policy for resourcing program leaders; half their allotted time has a salary off-set and the other half is an in-kind contribution credited as equity in the CRC. An administrative budget may be provided including assistance with airport business lounge membership.

## **Duration of Appointments**

The appointments are open-ended and subject to annual performance reviews conducted by the CEO. Where circumstances change – for instance, a re-organisation of the program structure – then the CEO will consult as far in advance as possible regarding consequential changes of program leaders.

## **Professional Development**

The FFI CRC will support appointed program leaders with professional development training relevant to the effective conduct of program leadership and project management, including team building skills.

## **Further Information**

### **Key contacts**

Kevin Goss	Chief Executive Officer
Mike Ewing	Research Director
Mark Stickells	Commercial Director
John Powell	Adoption Manager

### **Address**

Future Farm Industries CRC  
The University of Western Australia (M081)  
35 Stirling Highway  
Crawley WA 6009

### **Phone**

Sarah Colombera - Executive Assistant: (08) 6488 1952

### **Mobile**

Kevin Goss: 0418 274 361

### **Email**

Kevin Goss: [kevin.goss@futurefarmcrc.com.au](mailto:kevin.goss@futurefarmcrc.com.au)

### **Web**

[www.futurefarmcrc.com.au](http://www.futurefarmcrc.com.au)



## Program Leader Job Description

### **Program Leader**

- Lead the program team, including project leaders and key researchers, in effective program and project management and generation of products and outputs
- Provide science leadership and oversee internal processes for innovation, creative generation of potential projects, sound methodology, rigorous analysis for project development and review, and integration of output on the path to adoption
- Ensure milestones and reporting requirements are met under the CRC business plan, relevant strategies and the annual operating plan
- Ensure effective management and development of IP within projects, consistent with CRC policy

### **Industry and Stakeholder Engagement**

- Work directly with FFI participants concerning CRC strategic and operational planning relevant to program and project development and review
- With the program leadership team, consult more widely with industry and community interests on the program's path to adoption
- Lead the ongoing scan of trends, risks and issues relevant to program activities and program funding

### **CRC Management**

- Participate in framing and implementing the high level strategies of the CRC; adoption and commercialisation, research and development, and education and training
- Work with the senior executive in management of the CRC, including participation in the Management Committee
- Work with the senior executive in science and leadership, rigorous analysis and project development through the Project Evaluation Committee
- Support the senior executive in organisational development and continuous improvement on CRC matters