



## POSITION DESCRIPTION

<b>Position Title:</b>	General Manager Minerals
<b>Cluster / Business Unit / Division</b>	Commercial Services and Products
<b>Section or Unit:</b>	Minerals
<b>Classification:</b>	Band 9
<b>Job Family:</b>	Organisational Leadership
<b>Position Description Number:</b>	PD-1471
<b>Work Contract Type:</b>	Professional
<b>STEMM/NON-STEMM:</b>	STEMM

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### POSITION PURPOSE

The primary objective of the General Manager Minerals is to ensure the safe, sustainable and profitable delivery of consulting, process development & research services to the Australian Minerals and Minerals Processing industry. A key function of this role is to provide leadership, direction and advice to the Minerals business unit teams to ensure successful establishment and implementation of business strategies that contribute to achievement of commercial and longer-term Governmental objectives.

### ORGANISATIONAL ENVIRONMENT

ANSTO leverages great science to deliver big outcomes. We partner with scientists and engineers and apply new technologies to provide real-world benefits. Our work improves human health, saves lives, builds our industries and protects the environment. ANSTO is the home of Australia's most significant landmark and national infrastructure for research. Thousands of scientists from industry and academia benefit from gaining access to state-of-the-art instruments every year.

The Minerals business unit is a key part of ANSTO's Commercial Products and Services (CPS) group which includes several other businesses delivering commercial revenue back into ANSTO.

ANSTO Minerals is funded predominantly from commercial revenue sources, via income from commercial contract programs with industry along with a varying degree of contribution from government grants. The Minerals team includes more than 60 consultants and technicians with expertise that covers metallurgy, chemistry, chemical engineering, mineralogy, analytical and radiation safety. ANSTO's Minerals business provides practical solutions and innovative technology to deliver financial and environmental benefits to the mining and metallurgy industries.

Importantly, the Minerals business unit undertakes applied research work in the Critical Minerals (including rare earths and lithium), uranium and other metallurgical industries including those affected by NORM (naturally occurring radioactive materials). The business unit seeks to develop technologies that will:

- increase the competitiveness and environmental sustainability of mining and mineral processing operations in Australia and globally;
- strengthen ANSTO Minerals' commercial consulting services to industry; and
- foster collaborative relationships with industry and other key stakeholders.

### ACCOUNTABILITIES & RESPONSIBILITIES

#### Key Accountabilities

##### Leadership

- Lead the Minerals business to ensure safe, sustainable and profitable delivery of services to the Minerals industry.

- Provide leadership, direction, and advice to the Minerals teams and ensure alignment with ANSTO and CPS strategies and objectives such that the business remains sustainable and continues to enhance ANSTO's reputation.
- Responsible for the delivery of the Minerals P&L and ensuring alignment with the Integrated Business Planning Process.
- Lead the development and delivery of a safe work environment and culture throughout all the Mineral's business.
- Report to the Director ANSTO Businesses, Group Executive CPS and other relevant bodies on progress against the ANSTO Minerals strategy.
- Participate in sharing of knowledge and experiences across ANSTO and the CPS cluster and ensure currency regarding international developments in the Minerals industry.
- Develop a high performing team and with strong bench strength to support the long-term success of the business.
- Participate in CPS leadership team and other organisational teams and forums.
- Work with internal and external stakeholders to shape an environment which enables prosperity of Australia's Minerals industry and ensure alignment of ANSTO's activities

### Strategic

- Lead development and delivery of the Minerals long & short-term business strategies to maximise customer and stakeholder value, whilst delivering to agreed profitability targets and consistent with ANSTO and CPS's strategies.
- Develop and implement plans, goals, targets, and priorities to achieve the Minerals strategies.
- Provide leadership to and the development of key strategic programs and projects in ANSTO Minerals and ensure sufficient cross-functional support is provided to successfully execute.
- Provide direction on the development of the Minerals business Intellectual Property to ensure future ongoing streams of revenue
- Organisational strategies that deliver sufficient skills and supporting structures to optimise business outcomes.  
Responsible for the development and execution of key account & stakeholder strategies and nurturing C-suite relationships.

### Objective Delivery

- Achieve agreed revenue and profitability targets for Minerals based upon commercial R&D, consulting and other revenue sources such as government grant revenue. Set guidelines for project management of commercial work to help underpin these targets and update forecasts to the Minerals Budget.
- Ensure the safe, sustainable and profitable delivery of commercial services including consulting and process development, to the Minerals industry.
- Implementing and maintaining organisational excellence at all levels of the operation. Develop and implement systems and processes to achieve continuous improvement across all the Mineral's business.
- Ensure successful negotiation of complex client legal agreements with the support of ANSTO's Legal Team and Minerals' Principal Consultants
- Oversee the development of ANSTO Minerals Intellectual Property, supported by the Process Development & Research Manager/ Principal Consultant Role.

### Customers & Stakeholder Management

- Build and foster professional networks to develop opportunities for the Minerals' business unit, supported by the Business Development Manager/ Principal Consultant Role.
- Represent and promote ANSTO's Minerals capabilities to external stakeholders including to clients and customers of the Minerals business, the Government Critical Minerals Office and regulatory bodies.

- Make a strategic contribution to ANSTO by externally enhancing the reputation of the overall ANSTO brand and internally enhancing the reputation of Minerals within ANSTO.
- Provide timely, expert and authoritative advice to the Director ANSTO Businesses and Group Executive Commercial Products & Services on issues and priorities to inform the Executive, government and industry.

#### People

- Leadership and development of the Minerals business teams to provide a sustainable technical and client focused capability supporting achievement of the ANSTO Minerals business strategies.
- Develop all staff within the Minerals business to ensure the required levels of capability are maintained to ensure continued delivery against commercial objectives but also long-term Governmental requirements.

#### Safety & Compliance

- Development of a behaviourally based strong safety culture that encourages reporting of all incidents to ensure continuous improvement.
- Maintain a strong quality and environmental focus across the Minerals team, ensuring ongoing improvement as well as maintenance of current Quality and Environmental Accreditations.
- Responsible for ensuring compliance with all legal, statutory, and other regulatory standards.

#### Other

- Undertake additional duties as required and during periods of leave of other staff.

#### **Decision Making**

- The position is a key role within the Commercial Products & Services group and for delivering against ANSTO's strategic market growth initiatives.
- The position works within the broadly defined outcomes of ANSTO's Commercial Products & Services group, and within a framework of legislation, policies, professional standards, and resource parameters. Within this framework the role has considerable independence in determining how ANSTO Minerals will achieve its objectives, including deciding on methods and approaches, business and project planning, and allocation of resources within its direct remit.
- The ANSTO values and organisation corporate plan, business plan and organisational excellence programs provide the context for the position.
- The position is fully accountable for the accuracy, integrity and quality of the content of advice provided to the Director ANSTO Businesses, Group Executive Commercial Products and Services and Chief Executive Officer.
- This role determines key work priorities within the context of the agreed Minerals strategic plans and projects and will consult with the Director ANSTO Businesses and Group Executive Commercial Products and Services on the more complex, sensitive and political issues that have a significant impact on the organisation's functions.
- The levels of authority delegated to this position are those approved and issued by the Chief Executive Officer. All delegations will be in line with the ANSTO Delegation Manual AS-1682 (as amended or replaced).

#### **Key Challenges**

- Organisational change as a result of an organisation with impending key retirements and external competition for talent putting pressure on maintaining younger experienced staff.
- The need to support the Governments Critical Minerals agenda whilst balancing the demands of the commercial areas of the business and a requirement from ANSTO for increased profitability.
- Development of a strong leadership culture to support the existing business and expansion into new areas whilst improving the level of profitability.

- Overseeing discussions between ANSTO and Minerals' clients regarding protection of ANSTO IP and confidential information.
- Technical training and development as well as recruitment to sustain and develop the desired organisation.
- Maintain ANSTO Minerals' reputation in the key fields of NORM management, Uranium Processing and Rare Earths and expand ANSTO Minerals reputation in Critical Metals.
- Enhancing the Minerals' business systems to improve the efficiency and effectiveness of the current organisation whilst utilising and applying ANSTO's organisational excellence and overall framework of business systems.
- Development of a robust, behaviourally based safety culture against a backdrop of demanding commercial clients.

## KEY RELATIONSHIPS

Who	Purpose
<b>Internal</b>	
Group Executive/Manager	<ul style="list-style-type: none"> <li>• Provide expert, authoritative and evidence-based advice on all aspects of the business</li> <li>• Negotiate and report on budgets and resources consistent with strategic plans and goals</li> </ul>
Direct Reports	<ul style="list-style-type: none"> <li>• Business Development Manager/Principal Consultant Role is responsible for developing a Marketing Plan for Minerals which feeds into the overall Minerals Business Plan</li> <li>• Operations, Safety and Quality Manager Role is responsible for developing and implementing systems to achieve continual improvements in Quality and Safety and developing the Asset and Capital Management Plan</li> <li>• Process Development &amp; Research Manager/ Principal Consultant Role is responsible for overseeing the Minerals Research Plan and Minerals Patent/IP Portfolio which feeds into the overall Minerals Business Plan</li> <li>• Pilot Plant Manager/ Principal Consultant Role is responsible for maintaining the Pilot Plant Schedule, overseeing pilot programs and facilities and identifying major risks/upside to revenue associated with piloting work</li> <li>•</li> <li>• Personal Assistant</li> </ul>
Indirect Reports	<ul style="list-style-type: none"> <li>• All employees within Minerals</li> </ul>
<b>External</b>	
Clients and industrial partners	<ul style="list-style-type: none"> <li>• Support Direct Reports in managing relationships with external commercial clients and negotiate legal agreements</li> </ul>
Government agencies	<ul style="list-style-type: none"> <li>• Liaison to help develop opportunities that are of mutual benefit for the group and ANSTO.</li> </ul>
Professional Networks	<ul style="list-style-type: none"> <li>• Promotion of Minerals and ANSTO within the mining and mineral processing industry and develop opportunities that are of mutual benefit for the group and ANSTO as a whole</li> </ul>
Wider ANSTO	<ul style="list-style-type: none"> <li>• Promote Minerals within the wider ANSTO community</li> </ul>

## POSITION DIMENSIONS

<b>Staff Data</b>	
Reporting Line	Reports to Director ANSTO Businesses

Direct Reports	4 Senior Managers 1 Personal Assistant
Indirect Reports	The Minerals Teams comprises 75 people including 10 Casuals and 7 Year-in-Industry

<b>Financial Data (2021/2022)</b>	
Revenue / Grants	Approximately \$10 -11 M/year
Operating Budget	\$1 M
Staffing Budget	\$7-8 M
Capital Budget	\$0.6 M
Assets	

<b>Special / Physical Requirements</b>	
Location:	Lucas Heights
Travel:	May be required travel to mine/client sites and attend meetings/conferences interstate from time to time.
Physical:	Office based physical requirements (sitting, standing, minimal manual handling, movement around office and site, extended hours working at computer). Public speaking and manning booths at conferences.
Radiation areas:	Oversee duties in an area where radioactive materials are handled under tightly controlled safety conditions. Oversee duties in an area where hazardous chemicals or materials are handled under tightly controlled safety conditions.
Hours:	Willingness to work extended and varied hours based on operational requirements.
Clearance requirements:	Satisfy ANSTO Security and Medical clearance requirements. Obtain and maintain appropriate federal government clearance.

<b>Workplace Health &amp; Safety</b>	
Specific role/s as specified in <u>AP-2362</u> of the ANSTO WHS Management System	All Workers Officer (definitions found in appendix A of AP-2362) Managers / Leaders / Supervisors Other specialised roles identified within the guideline a position holder may be allocated to in the course of their duties

## ORGANISATIONAL CHART

On file.

## KNOWLEDGE, SKILLS AND EXPERIENCE

1. Experience in leading and managing consulting or services teams in a highly technical industry, including financial and safety performance management.
2. Strong strategic thinking and planning skills with the experience and capacity to develop innovative solutions to complex, multi-faceted issues and problems
3. Relevant tertiary qualifications in a technical/chemistry-based area, with a business qualification and/or relevant equivalent experience managing and growing businesses.
4. Experience at a senior professional level managing client/customer relationships, developing proposals and negotiating with clients in the mining or similar technical industry.
5. Ideally experience in the mining or similar technical industry including an understanding of the processing of materials containing radioactivity.

6. High level verbal and written communication skills with an emphasis on negotiating with stakeholders at various levels.
7. Strong business management skills.
8. Demonstrable evidence for delivering continuous improvement.
9. Extensive leadership skills and experience, including coaching and mentoring.

**VERIFICATION**

<b>Line Manager</b>		<b>Delegated Authority</b>	
Name:	Jayne Senior	Name:	Oleh Nakone
Title:	Director ANSTO Businesses	Title:	Group Executive Commercial Products & Services
Signature:		Signature:	
Date:		Date:	