

## Part 1: Formal Change Process

The College of Arts and Social Sciences (herein referred to as CASS or the College) released a change management proposal on 15 October 2020. The formal consultation period ran from 15 October 2020 to 29 October 2020 and, upon request, was extended by one day and closed on 30 October 2020. During this period, there was consultation undertaken and a level of understanding was expressed regarding the need for the proposed changes.

This document, the Change Management Implementation Plan (herein referred to as the Implementation Plan), reiterates the key details of the proposal, outlines the consultation and amendments incorporated from the consultation, and details the implementation schedule.

Colleagues and stakeholders are thanked for their contributions and feedback. Feedback was received from CASS staff, honorary staff, students and stakeholders external to the University. This reflected high levels of engagement and commitment to the delivery of programs and services from the College.

### **Background**

The College is one of the largest Colleges at ANU and ANU humanities and social sciences are consistently ranked No. 1 in Australia and in the top 20 in the world on the QS Index of universities.

The College is structured into two main research schools – Research School of Social Sciences and Research School of Humanities and the Arts - to enhance the multidisciplinary and interdisciplinary nature of our research and provides a research-intensive teaching environment that challenges and inspires our students.

In order to put the University on a sustainable financial footing from 2021, the ANU Council approved the development of the ANU Recovery Plan, designed to address the University strategic and financial challenges. The Recovery Plan outlines how ANU will meet its current and future financial obligations and achieve our strategic objectives as outlined in the Australian National University 2017-2021 Strategic Plan, with sustainable, stable and secure financial foundations. The ANU Recovery Plan outlines how we will continue this trajectory and reduce our size with a smaller student cohort; and in parallel, a smaller staffing profile.

The challenge for 2021 and beyond is to ensure the ongoing ability for the ANU to operate within our highly constrained projected revenue. It is not good enough just to survive the pandemic; we must thrive and help provide the building blocks for the national recovery.

The core outcome of the ANU Recovery Plan is that the ANU has to close a remaining financial gap of \$103 million per annum from 2021. This requires savings in both non-salary and salary expenditure and will require a reduction of positions across the University.

This Implementation Plan outlines the challenges we face and how the College will adapt to our new circumstances. It includes specific details and information on the confirmed changes within CASS – including in the structure of the College Education Portfolio, the administrative support structure within the Research School of Social Science (RSSS), the academic staffing profile in the Arabic Program within the Centre for Arab and Islamic Studies (CAIS) and the academic staffing profile within the Centre for Classical Studies (Classics). Details on the implementation schedule are outlined for each of these areas.

## Part 2: Overview of Consultation Process

### **Consultation Period**

Extensive consultation was undertaken with stakeholders across the University in the lead up to the preparation and release of the ANU Recovery Plan, with the formal consultation period for Phase I occurring from 14 September – 28 September 2020. Following on from this was the release of the College and Portfolio Recovery Plans document on the 13 October 2020, in which the recovery plan for the College was outlined.

The consultation period for the College Change Management Proposal commenced on Thursday 15 October and concluded on Friday 30 October 2020. The consultation period was originally scheduled to close on Thursday 29 October 2020, but was extended on the request of stakeholders.

A copy of the Change Proposal was provided to all College staff via email and to the University community via the Recovery Plan website, for consideration and feedback. A copy was also provided to the National Tertiary Education Union (NTEU) for consideration and feedback.

The consultation process has invited and enabled feedback from across the University Community. As outlined below, workshops were arranged for College staff and students to give them the opportunity to ask questions and discuss the Change Proposal in detail. In addition to these workshops individual meetings and discussions were offered for directly affected staff.

- Education Portfolio – two staff workshops
- CAIS Arabic Program – two staff workshops and one student workshop
- RSSL Administration – two staff workshops

The consultations, ensuing discussions and feedback and comments received have been critical in the development of this Implementation Plan.

### **Overview of Feedback**

The time and thought invested by university staff and broader community in providing valuable feedback regarding the change proposal are acknowledged and appreciated.

During the consultation period, a total of 42 formal submissions were received from ANU stakeholders both within CASS (32) and external to the College (10). The feedback was provided on an individual and team/group/area basis and each submission was formally acknowledged as it was received.

All feedback was given serious and detailed consideration. There were a number of positive and relevant suggestions presented throughout the consultation period, along with some clarification sought regarding the rationale behind the proposed changes and how certain elements of the proposed new structure or changes would be implemented to achieve the anticipated improvement in service/culture.

The key themes of the feedback during the consultation period included (in no order of priority):

- Consultation and information provided in relation to the status of CAIS and the Arabic Program
- Delivery of the Arabic teaching program, including online courses
- Opportunity for student consultation and feedback
- Clarification of roles, responsibilities and positions descriptions for both RSSL Administration and the Education Portfolio
- Consultation on the direct transfer of staff and career development opportunities in the RSSL Administration
- Clarification on the position of fixed term appointments in the RSSL Administration

### **Clarifications and Amendments**

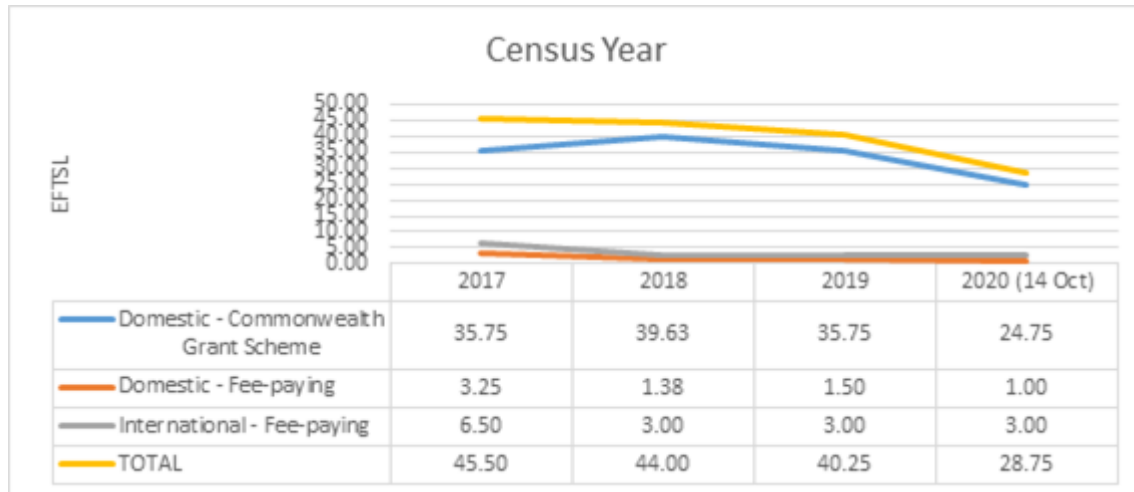
#### **1. Consultation and information provided in relation to the commitment to CAIS and the Arabic Program**

Feedback and comments received during the consultation period raised concerns about the ongoing commitment to delivery of the Arabic program. The College confirms it remains committed to the Arabic program and the program will continue to be an integral component of the CAIS education programs. This commitment was also confirmed to staff, students and external stakeholders during the consultation period.

**Teaching Load**

Further information was sought and questions asked during the consultation period regarding the student load data for the Arabic program. The College provided the following student load data. Table 1 identifies that the 28% decline in the program has been in the domestic undergraduate load cohort, and that the international student load had decreased from 2017, but was always a small percentage of total student load and had not been impacted by recent global events.

Table 1. Student Teaching Load 2017-2020



**Financial Repositioning**

The University needs to reduce its overall salary expenditure in order to survive its current financial challenges. The Arabic program was identified as an area where reductions can be made, whilst maintaining a commitment to our programs in 2021 (ANU Recovery Plan) based on number of students to ongoing staff.

In response to questions it has been acknowledged that past financial performance of the Arabic Program has not been a challenge. As in many areas of the College, areas are now being impacted by significantly reduced revenue.

The current revenue versus expenditure financial snapshot in Table 2, is provided as a baseline deficit projection under the current University model, and supports the financial unsustainability noted in the Change Management Plan. It was noted during consultation that this expenditure does not include any additional non-salary expenditure, including indirect costs such as administration, utilities, travel etc.

Table 2. Current Revenue and Expenditure

Teaching Revenue	\$282,297
Salary Costs	\$437,000
Baseline deficit	(\$154,703)

In response to requests for data on every language delivered on campus, it was noted in the consultation process that the viability of language programs within the College and University is affected by a range of factors other than total number of students. For example, the deployment of staff to teach across multiple programs and externally-funded teaching assistance.

It has been confirmed that the base case for assessing financial sustainability of the program used a conservative method given the large number of variables discussed (e.g. COVID-19

recovery, domestic and international enrolments for 2021 and beyond, student cap limits across the College and University).

Questions were also raised on the number of positions in CAIS that are funded from endowments. The Centre for Arab and Islamic Studies has three (3) endowments (listed below). These endowments support annually salary costs for approximately 2.1 FTE within the approved annual budget and in accordance with the endowment Agreements. The positions (partially and/or fully funded) contribute to the breadth of education and research activities across CAIS and, in one case, supports funding of one scholarship.

1. Al-Maktoum Foundation Endowment
2. Lectureship in Persian Language and Iranian
3. Lectureship in Turkish Language and Culture

## 2. Delivery of the Arabic teaching program, including online courses

Feedback and comments during the consultation period raised concerns about how the Arabic program would be delivered into the future with the proposed reduced academic staffing profile and how the quality of the learning experience and outcomes could be assured.

As with all programs, the College aims to offer the highest quality courses and the appropriate number of courses necessary to achieve the intended learning outcomes. While the precise details of the future delivery model for the Arabic Program is yet to be determined, the CAIS Director will engage with key stakeholders to finalise the design and delivery of the course offerings in Semester 1 2021 and beyond.

It was noted that CAIS remains committed to engaging in the normal College practice of assessing staff resources based on review and assessment of teaching load and student numbers. This process includes ongoing assessment of the number and engagement of casual sessionals to support teaching, and sits with the CAIS leadership and the Research School Director.

As it currently stands there is no indication that enrolment numbers will increase significantly in 2021 and during the slow recovery period outlined in the ANU Recovery Plan. The College must operate within its means and allocated budget and the available resources outlined within the Change Management Plan.

## 3. Recognition of student consultation and feedback

Feedback received from student bodies has recognised the contributions of current staff to the education experience and the desire to be involved in future design through continued consultation. This feedback has been acknowledged and there is a commitment from the College and CAIS leadership to continue to engage with student representatives during the implementation of the changes and the process of the program design.

## 4. Clarification of roles, responsibilities and positions descriptions for both RSSS Administration and the Education Portfolio

Feedback during the consultation period included comments regarding the clarification of current versus future roles, and requests for detailed descriptions of roles.

In relation to the RSSS Administration structure, it has been designed so the administrative and operational roles outlined in new organisational structure will service the entire Research School, and will be broader in scope than many of the existing roles within the individual schools and centres. Individual schools, centres, academics and executive staff will still receive the same high-level of individual service from the broader Administration team.

In response to feedback received, the titles and position descriptions of roles in the operations team were modified, to ensure that they align with both College and central portfolio functions.

In the Education Portfolio, the amalgamation of the Education Governance team into the team of the Associate Dean for Education means that staff will work across multiple facets of the Education team.

In both cases, this broadening of roles will support and enable skill development for staff, opportunities for professional development and advancement and continuity of services across the School during times of planned and unplanned leave and other short term resourcing issues that may arise in the normal course of the School operations.

Draft position descriptions for new positions in the new RSSS Administration and Education Portfolio organisational structures are included in Appendix 1 and Appendix 2.

5. Consultation on the direct transfer of staff and career development opportunities in the RSSS Administration

The RSSS Administration proposal was created and informed through discussions, consultation and information obtained from multiple different sources, including external School Reviews, College senior management and both professional and academic staff within the Research School and College and subject matter experts across the University.

The structure has been designed to meet the service requirements for administration across the entire Research School, and in doing so, reduces the current duplication of workload in the individual schools and centres. By consolidating all professional staff into a single structure, as well as a single building, opportunities for development and acting in other roles will be available, as well as cover for leave and succession planning.

Professional staff affected by the change proposal will be directly transferred at level. In the cases where no staff are at level, or less than the number of staff required are at level, or in the event that a staff member chooses to exit the University, then the positions will be advertised as per the recruitment and appointment process outlined in this Implementation Plan.

6. Clarification on the position of fixed term appointments in the RSSS Administration

There are currently a range of fixed term roles in the RSSS Administration team and questions were raised during the consultation to confirm how these positions would be part of the new RSS Administration structure.

Fixed term appointments and temporary transfers are in place in the Research School for a range of reasons and the factors which impact if these contracts cease as planned, or are extended, will differ from role to role. The School will continue to review contract arrangements as per the normal process for considering position requirements within the Research School. Staff who have specific questions about their current fixed term appointment should speak to their manager in the first instance.

### **Part 3: Drivers for the Change**

The College needs to position itself to emerge strongly after the current global pandemic. The College has been undertaking planning to reorientate the education portfolio to align with broader College curricula re-design, review all programs and courses run by the College to ensure they are both strategic and sustainable.

In tandem, the College has been considering administrative and support structures to support the education and research activity within the College. This includes how to adjust administrative structures to respond to and reflect the operational changes as a result of the majority of schools and centres in the Research School of Social Sciences now being housed in a single combined location.



**The Arabic Program within the Centre for Arab and Islamic Studies (CAIS):**

The Centre for Arab and Islamic Studies (Middle East & Central Asia) (CAIS) forms part of the Research School of Social Sciences. CAIS is Australia's premier location for studies in this field, with a high international standing and links with its major counterparts in the Arab and Muslim world, as well as in North America and Europe.

CAIS integrates the study of Middle Eastern and Central Asian contemporary politics, history, culture, political economy, economics, and the role of Islam within the broader framework of the changing global order. The Centre fosters the study of the region's most relevant languages of Arabic, Persian and Turkish. It also focuses on issues pertinent to Australia's interests in, and the development of its commercial, scientific and industrial ties with its areas of coverage.

CAIS is a multi-disciplinary teaching and research Centre, with cognate links with the ANU College of Asia & the Pacific, as well as professional association with other Colleges. Its activities are guided by a twenty-one member Advisory Board and a group of international advisers, made up of prominent scholars in Arab, Islam, Middle Eastern and Central Asian studies.

The mission of CAIS is to train students in area studies related to the regions of the Middle East and Central Asia with a focus on:

1. disciplinary paths which include political science, sociology, history and cultural studies; and
2. training in the target languages of these regions which include Arabic, Persian and Turkish.

The College continually reviews the delivery of its programs and courses, to ensure they are strategically aligned with the ANU Strategic Plan in promoting research and teaching excellence. The programs must be sustainable and be able to adapt, adjust and respond to rejuvenate our education and pedagogy and to ensure that the College is meeting the future needs of our students, as well as placing the University strongly in the global market.

The Arabic program was re-located to CAIS in 2005 and managed by one full-time academic member of staff. The program relied on fixed term contracts and sessional teaching to support the program until 2010, when an additional full-time, academic position was created to teach the program, due to increased student numbers. The number of student enrolments grew to a peak in 2017, with a third full-time, academic position created in 2017 to support the student load.

In the last two years there has been a steady decline in student numbers (Table 1), and there is no indication that enrolment numbers will increase significantly in 2021 and during the slow recovery period outlined in the ANU Recovery Plan. It has therefore become financially unsustainable for CAIS to continue to run the Arabic program with three full-time, academic members of staff.

On review of the financial position of the program, the confirmed change will see the academic staffing profile to support the program to be one full-time academic member of staff, supported by sessional teaching as required during peak periods. This change will make substantial financial savings to CAIS that will allow the program to continue to be viable and enable the CAIS to maintain and deliver the Arabic program without accumulating financial loss. The changes will also support the delivery of the Arabic program to enable it to meet the changing student demands and expectations. This will enable the program to be based on research-led teaching, thereby ensuring excellence in our educational standards.

**The Centre for Classical Studies (Classics)**

The Centre for Classical Studies (Classics) forms part of the Research School of Humanities and the Arts (RSHA). Classical Studies have been taught at ANU for over 50 years and are an essential element in the humanities offerings provided by the University. In 2015 a formal Centre for Classical Studies was established in the School of Literature, Languages and Linguistics (the School) to reflect this importance.

During 2018 the School as a whole was reviewed in line with ANU policy and procedure. The School Review identified significant issues relating to the Classics program and, as a result, the Head of the School commissioned an external independent review of Classics.

The external independent review (hereafter referred to as 'Review') of Classics was undertaken by a distinguished panel in June 2019, and a report with a series of recommendations was presented to the College and University in July 2019. The Review report outlined a range of recommendations to address the issues relating to staff culture, leadership, and the mission of Classics. In particular, the Review recommended a change in the academic staffing profile of Classics as a precondition for a comprehensive review of the curriculum.

The staffing profile of the Classics at the time of the Review comprised two (2) continuing Level C academics, one (1) continuing Level B appointment and two (2) fixed term Level B academic appointments.

The Panel recommended that the staffing profile should be changed to include a senior academic position Level D/ E1 (continuing) to provide appropriate leadership for Classics, three continuing Level B academic appointments and a part time (0.5 FTE) coordinator/curator for the Classics Museum, to move away from this being done on voluntary or honorary basis.

In November 2019, the recommendations of the Review were accepted by the Dean and Executive of the College and a copy of the Management Response provided to staff within Classics. Discussions with staff impacted by the recommendations within the Report commenced in December 2019 and continued into early 2020. The change management process was then halted in March 2020 due to the impact of COVID-19.

The 2019 independent external Review anticipated that the recommendations would be implemented by the end of 2020 and the College remains fully committed to implementing the recommendations of the Review. The timeline to achieve these recommendations has been adjusted and it is expected the implementation of the recommendations of the Review will commence in January 2021 and continue over the next 12 months.

### **College Education Portfolio:**

The College needs to position itself to emerge strongly after the current global pandemic. There is a vital need for ongoing sustainability and to rejuvenate the education and pedagogy to ensure that we are meeting the future needs of our students, as well as placing ourselves strongly in the global market.

The College education and governance services need to have improved functionality, strategy and sustainability to support academic pedagogy, curricula redesign across the College and ensure maintenance of a standard of excellence in the College provision of education.

The three operational units of the Student Experience Office and the Associate Dean Education (ADE) portfolio team are currently all focused on different functions and activities to support education excellence across the College. However, the units function independently and there is limited opportunity for staff to work across the separate and distinct teams, collaborate on projects and benefit from skill and knowledge sharing.

The Student Office is mainly student facing and is quite large and self-sufficient, but faces an existing problem of having two distinct streams for undergraduate and postgraduate facing roles. The Educational Design Studio, the Governance Team and the ADE Portfolio are mainly academic facing and have minimal staff in each unit, and therefore less agility to provide support for leave and absences or allow for succession planning and career advancement for professional staff.

The current structure also does not provide the ADE with direct management of the Governance Team, despite education governance falling under the ADE remit within the College. This is especially important as the Education Governance Team are essential to the support, ongoing governance and management of all of the programs and courses of the College.

The new organisational structure will enable the Education Portfolio to provide improved service delivery across the College. It will enable skill development and knowledge sharing for staff within the Portfolio, provide opportunities for professional development and advancement and ensure continuity of services during times of planned and unplanned leave and other short term resourcing issues that may arise in the normal course of the College operations.

**Research School of Social Science (RSSS) – Administration team**

The new RSSS building was completed in September 2020 and the Schools and Centres within RSSS, with the exception of the Centre for Arabic and Islamic Studies and the Centre for Aboriginal Economic Policy Research, have moved into one location for the first time since 1964.

Within the new RSSS building academic and professional staff members share facilities and common spaces with colleagues from multiple disciplinary groups. This was a conscious part of the design of the building and the integration of staff. The new building provides a dynamic environment and the open-plan, administration offices are integrated amongst academic offices to maximize face-to-face consultations and efficient and effective administration service delivery.

The Research School is committed to building its administrative capacity, to improve support for research, education and service activities. In anticipation of relocation to the new RSSS building, careful consideration and planning has been undertaken in relation to the RSSS administrative professional workforce. The School has a number of appointments, both continuing and fixed term for specific research and technical support, and these positions had been recruited to meet the demand of research projects.

The current administration structure within RSSS has multiple positions that deliver the same or similar services within separate Schools. Despite the similarities in the roles and responsibilities, the current RSSS administrative structure:

- does not allow positions to work within or as a team, nor provide a mechanism for staff to effectively support and assist each other;
- provides limited opportunities for knowledge sharing, although the multiple positions have similar operational issues to resolve;
- has an identified need for streamlined professional development and clear opportunities for career progression.

While the service delivery has been meeting the School's operational requirements, the current structure is lacking a senior leader who could make decisions about the planning and operations of the overall School administration and to support delivery of services within the School to the highest standard and to exceed expectations.

The new RSSS Administrative structure will address the challenges that have been identified and harness the opportunity to create a structure that aligns to the School and College strategic priorities, provides exceptional service to the School, and increases opportunities for staff to work in a team environment with clear opportunities for collaboration, professional development, and career progression.

The changes to the administrative structure within RSSS will impact professional staff members in administration stream positions within RSSS Directorate including the Centre for European Studies (CES) and Australian National Centre for Latin American Studies (ANCLAS), and five (5) Schools including School of Demography, School of History, School of Philosophy, School of Politics and International Relations (SPIR), School of Sociology.

The changes do not impact the professional staff positions within the Centre for Arab and Islamic Studies, Centre for Aboriginal Economic Policy Research and the Centre for Social Research Methods. However, it is acknowledged and anticipated there will likely be some implications and benefits to broader administration operations of the above Centres, as a result of the changes.

The new structure aims to mirror the role and responsibility of Research School administration to that of the CASS functional administration teams. This allows the RSSS administrative staff to work closely and collaboratively with the College functional teams and build an in-house functionally aligned team. The new structure of the RSSS administration means that the team could provide coverage and staff members could be seconded into College administration teams and/or Service Divisions as opportunity arises for their career development.

This RSSS administration model will create a centralised, joint administration group that will be separated into two distinct functions.



The *Administration Team* will be the single point of contact for broad school-based administration activities including secretariat support, teaching support, finance and HR administration as well as all business operation support (facilities and space management, procurement etc.).

The *Operations Team*, will lead the Schools' events & marketing activities, provide administrative support for visiting appointments, events coordination, social media and website management as well as research and research impact support.

This administration and service model provides a one-stop-shop for the academic clients for all operational matters and a single point of contact for College administrative functional teams for more efficient service turn-around. This model will provide the ability for agile resource allocation to manage high demand periods in Schools and also enable continuous and seamless support to be provided across Schools during periods of planned and unplanned staff absences.

As well as moving to a new administration model and team structure, the roles and responsibilities of all current administrative positions will be reviewed, revised and refreshed. It is anticipated there may need to be changes to form a functional team and some new positions established to provide specific service for the identified need for marketing and events coordination and research and research impact measures.

## Part 4: Nature of the Change

Summary of the confirmed changes:

1. Introduction of a new academic profile and structure in the Arabic Program within CAIS including;
  - Establishment of one (1) Level B academic position;
  - Disestablishment of one (1) Level C academic position;
  - Disestablishment of two (2) Level B academic positions;
  - Change in work practices within the Arabic Program.
2. Introduction of a new academic profile and structure in Classics including:
  - Establishment of one (1) Senior Academic leadership position (Level D or Level E);
  - Establishment of two (2) continuing Level B academic positions;
  - Establishment of one (1) part time coordinator/convenor position for the Classics Museum;
  - Direct transfer of one (1) continuing Level B academic position (VACANT);
  - Direct transfer of three (3) fixed term Level B academic positions;
  - Disestablishment of two (2) Level C academic positions;
  - Change in work practices within Classics.
3. Introduction of a new team structure for the College Education Portfolio;
  - Establishment of two (2) new professional staff positions in the College education portfolio;
  - Direct transfer of seventeen (17) professional staff positions in the College education portfolio;
  - Disestablishment of two (2) positions in the College education portfolio.
4. Introduction of new team structure in RSSS administration including:
  - Establishment of three (3) continuing professional staff positions;
  - Direct transfer of nine (9) continuing professional staff positions;
  - Direct transfer of seven (7) fixed term professional staff;
  - Disestablishment of three (3) (VACANT) positions in RSSS administration team.

These changes may also include a change in reporting or supervisory lines for some staff and positions; a change in work practices for some staff; and/or a change in conditions, including change that would be likely to lead to changed responsibility levels.

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**The Arabic Program in the Centre for Arabic and Islamic Studies****Summary of Staff Position Changes**

Currently, the academic profile supporting the Arabic program includes three (3) full-time, academic positions - one level C and two level B. The change in the academic profile to support the Arabic program involves the disestablishment of these three academic positions and the establishment of a new level B academic position which will have a revised scope of responsibility and experience to support the confirmed changes to the Arabic program.

This change will impact the workforce in the following areas:

1. Disestablishment of one (1) Level C and two (2) Level B positions;
2. Establishment of (1) Level B position with a focus on research-led teaching and education program convening and ability to develop and provide online content for the Arabic program.

**The Centre for Classical Studies****Summary of Staff Position Changes**

Currently the Centre for Classical Studies has five (5) academic members of staff – two (2) continuing Level C, one (1) continuing Level B (VACANT) and three (3) Level B fixed term academic positions. Of these positions, one (1) Level C is temporarily vacant while a team member is undertaking a DECRA. The fixed term positions were appointed to the Centre while the 2019 Review was being undertaken and to support the Centre during the period the team member is working on a DECRA.

The change in the academic profile and structure of the Centre reflects and implements the Review recommendations. It will change the staffing profile of the Centre and involves the disestablishment of two Level C academic positions, the establishment of a new Senior Academic position (level D or Level E), two additional continuing Level B positions and a part time coordinator/convenor for the Classics Museum. It will include a revised scope of responsibility and experience to support the changes to the Centre and its programs for the Level B roles within the Centre.

The impact of the change will be:

1. Disestablishment of two (2) Level C positions;
2. Establish one (1) Senior Academic (Level D or E) position
3. Establish two (2) continuing Level B positions
4. Establish (1) part time continuing coordinator/curator for the Classics Museum
5. Direct transfer of one (1) continuing Level B position (VACANT)
6. Direct transfer and extension of three (3) fixed term Level B appointments to enable support and delivery of Centre programs while implementation and recruitment for the new roles is undertaken
7. Revise and refresh the Level B position scope and responsibilities to ensure experience in research-led teaching and education program design and delivery, ability to develop and provide online content for the Classics program and research interests in classical studies and a publication record in relevant areas

**College Education Portfolio**

**Summary of Staff Position Changes**

**New Positions within the new organisational structure**

The following positions will be created within the new College Education Portfolio organisational structure. All new positions have been established to enable suitably qualified and experienced appointments with the skills, qualifications and attributes to improve subject matter expertise and, optimise the delivery of and outcome of administration support for the College and the University.

**Student Officer Manager, Senior Manager 1 (Administration) – 1 position**

This new position will be classified at Senior Manager 1 (Administration). This role will lead the Student Office team and oversee the activities and service delivery that supports the education outcomes of the College. The key accountability is to high-quality, strategic and operational advice and support on all student related matters, building professional relationships with internal and external stakeholders and promoting excellence in student service delivery. The role holds a responsibility as a member of the College Senior Administrative Network, and is expected to contribute significantly to develop and drive the implementation of College and University level initiatives.

**Project Support Officer, Education, ANU Officer Grade 5 (Administrator) – 1 position**

This new position role will be classified at ANU Officer Level 5 (Administration). The role undertakes a broad range of day-to-day administrative tasks to support College education and education governance related projects. The Administrator is expected to provide support to the Associate Dean Education portfolio, and work in partnership with the College functional groups and the University's Service Divisions.

Draft position descriptions for the new roles within the College Education Portfolio are included in Appendix 2.

**Positions to be directly transferred to the new structure:**

The following positions will be directly transferred into the new structure. All of the positions to be directly transferred are being transferred at level and will have a position description review and refresh as part of the implementation of the changes. This will enable the positions to be updated and aligned with the requirements of the new structure and ensure the positions are focused on the required capacity to deliver on the administration requirements of the College.

**Table 1: Directly transferred positions within the new structure**

<b>Current Position Title</b>	<b>New Position Title</b>	<b>Number of positions</b>
Deputy Manager Undergraduate/ Graduate Support	Deputy Manager, Student Office	2
Undergraduate Student Advisor	Student Advisor	3
HDR Coordinator	HDR Coordinator	2
Graduate Student Advisor	Student Advisor	2
Student Administrator	Student Administrator	1
Deputy Manager, Educational Technology	Deputy Manager, Educational Technology	1

Current Position Title	New Position Title	Number of positions
Educational Technologist	Educational Technologist	3
Education Project Officer	Project Officer, Education	1
Executive Officer, Education	Executive Officer, Education	1
Executive Support Officer, Student Experience	Project Officer, Education	1
<b>TOTAL</b>		<b>17</b>

### Positions to be disestablished

The following positions will be disestablished as they are no longer required or their duties have been or will be ceased or distributed elsewhere within the College Education Portfolio.

#### Student and Education Office Manager, Senior Manager 2 (Administration) – 1 position (VACANT)

This role will be disestablished. The new structure splits the Student Office from the Educational Development Studio and the Education Governance Team. The Student Office will be managed by a new SM1 managerial position and the Educational teams moved into the ADE portfolio and managed by an existing ANU08 position. The work associated to this position will be distributed to these positions in accordance with the University's classification standard and as part of the implementation of the changes to the Student Education Office.

#### Senior Education Governance Officer, ANU Officer Level 08 (Administration)

This role will be disestablished. The new structure moves the Education Governance Team into the ADE portfolio under the management of the existing ANU08 Executive Officer, Education. The work associated to this position and any remaining responsibilities will be distributed to existing positions within the ADE Portfolio team as part of the implementation of the changes to the Student Education Office.

The new organisational structure for College Education Office team are included in Appendix 3

## **RSSS Administration**

### **Summary of Staff Position Changes**

#### **New Positions within the new organisational structure**

The following positions will be created within the new structure. All new positions are recommended to ensure that suitably qualified and experienced staff have the skills qualifications and attribute to improve subject matter expertise to optimize the delivery of and outcome of administration support for the Research School, College and the University.

#### Operation Administration Manager, ANU Officer Grade 8 (Administration)

This new position will be classified at ANU Officer 8 (Administration). The role is responsible for the management of the day to day operation of RSSS including the supervision, mentoring and career development of a team of which coordinates the School's events, media, research outreach and impact & engagement activities. The Operations Manager will work closely with the RSSS School Manager and contribute to the development of AOU level strategy, budgeting, reporting and manage overall administration service to supports the research and education activities of the School.

Engagement and Impact Coordinator, ANU Officer Grade 6/7 (Administration)

This new position will be classified at ANU Officer Level 6/7. The role provides high level, comprehensive support in a diverse range of event, media, outreach and communications activities as well as support for research and research impact. The Engagement and Impact Coordinator will work closely with Operations Manager, the Central Divisions and the College functional teams. The key output of this position is in planning, coordination and execution of Research School events, outreach and research projects, as well as the implementation of various College and University-wide initiatives.

Administration Assistant, ANU Officer Grade 4 (Administration)

This new position will be classified at ANU Officer Level 4. The role assists in the undertaking a broad range of day-to-day administrative tasks to support academic staff members, students and visitors. The Administrator Assistant is expected to work in a team and work in partnership with the College functional groups and the Service Divisions.

Draft position descriptions for the new roles are included in Appendix 1.

**Positions to be directly transferred positions to the new structure:**

The following positions will be directly transferred into the new RSSS Administration structure. All of the positions to be directly transferred are being transferred at level. Some roles will require a role title change (these are detailed below) and all positions will have a position description review and refresh. This will enable the positions to be aligned with the requirements of the new structure and ensure the positions are focused on the required capacity to deliver on the administration requirements of the Research School and the College.

All fixed term roles will transfer directly to the new structure for the current term of their appointment.

Executive Officer, Senior Manager 1 (Administration) to School Manager, Senior Manager 1 (Administration)

This is a refreshed and retitled position and will continue to be classified as a Senior Manager 1. This role will lead the RSSS administration teams and will continue to be responsible for overseeing the activities and service delivery that supports the research and education outcomes of the Academic Organisational Unit (AOU) and the College. The role will continue to be accountable to provide a broad and strategic guidance in development and implementation of the operational plan that covers overall administration of the School. The role will continue to hold responsibility as a member of the College Senior Administrative Network, and is expected to contribute significantly to develop and drive the implementation of College- and University- level initiatives. The position will be otherwise unchanged.

School Manager, ANU Officer Level 8 (Administration) to Administration Manager, ANU Officer Level 8 (Administration)

This is a refreshed and retitled position and will continue to be classified as an ANU Officer Level 8. The role will be responsible for the management of the day to day operation of RSSS including the provision of leadership, mentoring and career development of a team that coordinates overall School administration activities.. The Academic Administration Manager will work closely with the RSSS School Manager and contribute to the development of AOU level strategy, reporting and overall management of administration service that supports the research and education activities of the School. The position will be otherwise unchanged.

Executive Assistant ANU Officer Level 5 to Administration Officer, ANU Officer Grade 5 (Administration)

This is a refreshed and retitled position and will continue to be classified as an ANU Officer Level 5. The role undertakes a broad range of day-to-day administrative tasks to support academic staff members, students and visitors. The Administrator is expected to work in a team and work in partnership with the College functional groups and the University's Service Divisions. The position will be otherwise unchanged.



Events Administrator ANU Officer Level 5 to Administration Officer, ANU Officer Grade 5 (Administration)

This a refreshed and retitled position and will continue to be classified as an ANU Officer Level 5. The role undertakes a broad range of day-to-day administrative tasks to support academic staff members, students and visitors. The Administrator is expected to work in a team and work in partnership with the College functional groups and the University's Service Divisions. The position will be otherwise unchanged.

**Table 2: Directly transferred positions within the new structure**

Current Position Title	New Position Title	Number of positions
Executive Officer Senior Manager 1	School Manager Senior Manager 1	1
School Manager ANU Officer Level 8	Administration Manager, ANU Officer Level 8	1
Project Officer (fixed term) ANU Officer Level 6/7	Project Officer (fixed term) ANU Officer Level 6/7	1
Senior School Administrator ANU Officer Level 6/7	Senior Administration Officer ANU Officer Level 6/7	1
Executive Assistant ANU Officer Level 5	Executive Assistant ANU Officer Level 5	1
School Administrator ANU Officer Level 5	Administration Officer ANU Officer Level 5	3
Executive Assistant (fixed term) ANU Officer Level 5	Administration Officer (fixed term) ANU Officer Level 5	2
School Administrator (fixed term) ANU Officer Level 5	Administration Officer (fixed term) ANU Officer Level 5	2
Events Media Officer ANU Officer Level 5	Engagement and Impact Officer ANU Officer Level 5	1
Events Administrator (fixed term) ANU Officer Level 5	Administration Officer (fixed term) ANU Officer Level 5	1
Web Support Officer (fixed term) ANU Officer Level 5	Engagement and Impact Officer (fixed term) ANU Officer Level 5	1
Assistant School Administrator ANU Officer Level 4	Assistant Administrator ANU Officer Level 4	1
<b>TOTAL</b>		<b>16</b>

**Positions to be disestablished**

The following positions will be disestablished as they are no longer required or their duties have been or will be ceased or distributed elsewhere within the revised RSSS Administration structure.

Executive Officer, School of Politics International Relations (SPIR) & School of Sociology, Senior Manager 1 (Administration) (VACANT)

This role will be disestablished. The new structure has three new managerial positions, at SM1 and ANUO8 classifications, which are responsible for strategic leadership and management of overall, streamlined administrative operations. The work associated to this position will be permanently

reduced and any remaining responsibilities distributed to existing positions within the RSSS Administration team as part of the implementation of the confirmed changes.

Senior School Administrator, School of History and School of Philosophy, ANU Officer Level 6/7 (Administration) (VACANT)

This role will be disestablished. This role provides high level administration support to the academic cohort within the School of History and the School of Philosophy. The work associated to this position will be permanently reduced and any remaining responsibilities distributed to existing positions within the RSSS Administration team as part of the implementation of the confirmed changes.

Administrator, School of Demography, ANU Officer Grade 5 (Administration) (VACANT)

This role will be disestablished. This role provides administration support to the academic cohort of within the School of Demography. The work associated to this position will be permanently reduced and any remaining responsibilities distributed to existing positions within the RSSS Administration team as part of the implementation of the confirmed changes.

The new organisational structure for RSSS Administration team are included in Appendix 4.

## Part 5: Staffing Principles

The transition to the new organisational structures within CAIS, Classics, the College Education Portfolio and the RSSS Administration teams will be via the following steps and staffing principles. Any reductions in staffing are managed in accordance with the job security provisions outlined in clause 67 of the ANU Enterprise Agreement 2017-2021 (ANU Enterprise Agreement).

In accordance with Clause 67 of the ANU Enterprise Agreement, any staff reductions within the College will be managed and achieved through the following principles:

- natural attrition;
- permanent transfer;
- redeployment;
- voluntary conversion to part-time work;
- fixed term pre-retirement agreements; or
- Voluntary separation.

### **ACADEMIC STAFF: STAFFING PRINCIPLES**

The following principles will apply in determining academic staff position changes:

#### **Direct Transfers**

There are no direct transfers of continuing academic positions identified as part of the confirmed changes within CAIS and Classics. The current fixed term Level B appointments within Classics will be directly transferred to the new structure to enable support and delivery of Centre programs while implementation and recruitment for new roles is undertaken.

#### **New Positions within the Arabic Program and Classics**

To support the new academic profiles within the Arabic Program and Classics, the College and the University will be seeking to appoint:

- One (1) full time academic to the Arabic program within CAIS with research-led teaching and education program convening experience and demonstrated ability to develop and provide online content for the Arabic program (Level B)
- One (1) full-time Senior Academic to Classics with School or Centre leadership experience and teaching experience and research interests in classical studies, a publication record in relevant areas and an interest in and experience of education design and management in particular (Level D or E).
- Two (2) full time academic positions with teaching experience and research interests in classical studies and a publication record in relevant areas (Level B).

It is expected these positions will be created and available for application during Q4 2020 and it is proposed that there would be an Expression of Interest (EOI) process conducted for the positions with affected Arabic Program and Classics staff provided the opportunity to lodge applications through an EOI process for (at level) positions within their work area.

A selection process will be undertaken based on the standard recruitment process of assessing applicants against the selection criteria for the roles. This selection process will include a formal selection panel and interviews may be held for short-listed candidates.

If EOI processes do not result in appointments, vacant positions will be subject to internal (ANU wide) and external recruitment and formal selection processes.

### **Phase 1 - Management of Staff Requests**

Consult with all affected staff for all possible options, in accordance with clauses 67 and 68 of the ANU Enterprise Agreement.

### **Phase 2 – Notification of Disestablishment of Positions & Redeployment**

Affected staff will be advised in accordance with subclauses 56.5 and 68.19-68.20 of the ANU Enterprise Agreement that their substantive position is surplus to requirements. The formal redeployment processes under clauses 56.7 to 56.13 of the ANU Enterprise Agreement will apply.

Staff whose positions have been identified as surplus will be formally advised in writing. Action will be taken to identify suitable alternate positions for such staff - or the staff member may seek approval for an early separation. In such a case, they will be paid the balance of the 12 week redeployment period.

In accordance with clause 56.8 of the ANU Enterprise Agreement, a suitable alternative position means a position which has substantially the same duties, classification level and career standing as the redundant position and for which the staff member currently possesses the skills and experience (or could reasonably be expected to develop the required skills within a limited period) to satisfactorily perform the duties of the position.

If the process of identifying suitable positions results in more than one staff member being interested in the position then a selection process will be undertaken for the role based on a standard appointment process. The assessment will be against the selection criteria for the role. The selection process will be that applicable to a standard appointment process with a formal selection panel formed and assessments made against the position selection criteria.

In accordance with the ANU Enterprise Agreement the staff member that best meets the selection criteria for the position, or could be expected to meet the selection criteria with appropriate training within a reasonable timeframe, will be appointed to the position.

### **Phase 3 - Notice of termination due to Redundancy**

Following the 12 week redeployment period, where the staff member cannot be redeployed, in accordance with clause 56.14 of the ANU Enterprise Agreement the University will notify the affected staff member(s) in writing that his or her position is to be declared redundant and his or her employment may be terminated; the reason for the redundancy; and the timeline for this action.

This notification advice will also provide the staff member with at least 6 weeks formal notice in accordance with clause 56.15 of the ANU Enterprise Agreement that their employment is to be terminated due to redundancy from a specified date. At the discretion of the University payment in lieu of notice may be provided.

The following termination payments will apply to staff made redundant:

- For Academic staff a redundancy payment of 3 weeks' salary for each year of service with a minimum payment of 5 weeks' pay and maximum of 68 weeks' pay;

- Academic Employment Transition Payment of up to 16 weeks salary for academic staff, provided the total redundancy payment for academic staff does not exceed 78 weeks (excluding accrued annual and long service leave); and
- Payment of accrued annual leave and, if eligible, long service leave.

**PROFESSIONAL STAFF: STAFFING PRINCIPLES**

The following principles will apply in determining professional staff position changes:

**Phase 1 – Management of Staff Requests**

Consult with all affected staff for all possible options, in accordance with clauses 67 and 68 of the ANU Enterprise Agreement

**Phase 2 – Recruitment and Appointment Process**

Finalise position descriptions for positions. Recruitment for vacant and new positions will commence once position descriptions have been reviewed and approved by the University Staffing Committee.

Once position descriptions are finalised, direct transfers will be confirmed where possible and staff identified to have a change in position title, description or supervisor will be provided with revised position descriptions and written notification of any supervision changes.

An Expression of Interest (EOI) process will then be conducted for newly established and vacant positions with affected staff provided the opportunity to lodge applications through an EOI process for (at level) identified positions within the new structure. A selection process will be undertaken based on the standard recruitment process of assessing applicants against the selection criteria for the role. This selection process will include a formal selection panel and interviews may be held for short listed candidates.

If EOI processes do not result in an appointment, vacant positions will be subject to internal (ANU wide) and external recruitment and formal selection processes.

All other new or vacant positions, not subject to an EOI process for affected staff, will be subject to external recruitment processes.

It is expected that the recruitment processes may take up to three months to finalise. Temporary appointments may be made to these positions during this period to ensure continuity of service delivery.

**Phase 3 - Notification of Disestablishment of Positions & Redeployment**

Affected staff will be advised in accordance with subclauses 56.5 and 68.19-68.20 of the ANU Enterprise Agreement that their substantive position is surplus to requirements. The formal redeployment processes under clauses 56.7 to 56.13 of the ANU Enterprise Agreement will apply.

Staff whose positions have been identified as surplus will be formally advised in writing. Action will be taken to identify suitable alternate positions for such staff - or the staff member may seek approval for an early separation. In such a case, they will be paid the balance of the 12 week redeployment period.

In accordance with clause 56.8 of the ANU Enterprise Agreement, a suitable alternative position means a position which has substantially the same duties, classification level and career standing as the redundant position and for which the staff member currently possesses the skills and experience (or could reasonably be expected to develop the required skills within a limited period) to satisfactorily perform the duties of the position.

If the process of identifying suitable positions results in more than one staff member being interested in the position then a selection process will be undertaken for the role based on a standard appointment process. The assessment will be against the selection criteria for the role. The selection

process will be that applicable to a standard appointment process with a formal selection panel formed and assessments made against the position selection criteria.

In accordance with the ANU Enterprise Agreement the staff member that best meets the selection criteria for the position, or could be expected to meet the selection criteria with appropriate training within a reasonable timeframe, will be appointed to the position.

#### **Phase 4 - Notice of Termination Due to Redundancy**

Following the 12 week redeployment period, where the staff member cannot be redeployed, in accordance with clause 56.14 of the ANU Enterprise Agreement the University will notify the affected staff member(s) in writing that their position is to be declared redundant and his or her employment may be terminated; the reason for the redundancy; and the time line for this action.

This notification advice will also provide the staff member with at least six weeks' formal notice in accordance with clause 56.15 of the ANU Enterprise Agreement that their employment is to be terminated due to redundancy from a specified date. At the discretion of the University, payment in lieu of notice may be provided. The following termination payments will apply to professional staff whose positions are made redundant:

- A redundancy payment of three weeks' salary for each year of service with a minimum payment of five weeks' pay and maximum of 64 weeks' pay; and
- Payment of accrued annual leave and long service leave

### **Part 6: The University's Commitment**

#### **Status:**

Following the release of the formal Change Management Proposal on 15 October 2020, and the conclusion of the formal consultation period on 30 October 2020, the ANU has prepared this Change Implementation Plan has been prepared to confirm the process for progressing workplace change in relation to College of Arts and Social Sciences.

It is foreseeable that the impact of this proposal will include:

1. Introduction of a new academic profile and structure in the Arabic Program Student within CAIS including:
  - Establishment of one (1) Level B academic positions;
  - Disestablishment of one (1) Level C academic position;
  - Disestablishment of two (2) Level B academic positions;
  - Change in work practices within CAIS.
2. Introduction of a new academic profile and structure in Classics including:
  - Establishment of one (1) Senior Academic leadership position (Level D or Level E);
  - Establishment of two (2) continuing Level B academic positions;
  - Establishment of one (1) part time coordinator/convenor position for the Classics Museum;
  - Direct transfer of one (1) continuing Level B academic position (VACANT);
  - Direct transfer of three (3) fixed term Level B academic positions;
  - Disestablishment of two (2) Level C academic positions;
  - Change in work practices within Classics.
3. Introduction of a new team structure both within the College Education Portfolio;
  - Establishment of two (2) new professional staff positions in the College education portfolio;
  - Direct transfer of seventeen(17) professional staff positions in the College education portfolio;
  - Disestablishment of two (2) positions in the College education portfolio.



4. Introduction of new team structure in RSSS administration including:

- Establishment of three (3) continuing professional staff positions;
- Direct transfer of nine (9) continuing professional staff positions;
- Direct transfer of seven (7) fixed term professional staff ;
- Disestablishment of three (3) (VACANT) positions in RSSS administration team.

Staff redundancies, if unavoidable, will be subject to the University’s redundancy provisions.

**Notification:**

The University is drafting this document to set out its specific proposal for your information and it is being circulated to:

- Centre for Arabic and Islamic Studies;
- Centre for Classical Studies;
- College of Arts and Social Sciences Education Office;
- Research School of Social Sciences;
- College of Arts and Social Sciences staff;
- ANU Executive;
- College Deans, Research School Directors, Service Division Directors, General Managers and School Managers;
- Available on the ANU Recovery website [here](#)
- Nominated staff representatives including the NTEU;
- Other relevant stakeholders as required.

**Representation:**

Throughout this process staff members may be represented, and seek advice or assistance at any time from a person of their choice as outlined in the ANU Staff Representation Procedure which may be accessed via this link

[http://policies.anu.edu.au/procedures/staff\\_representation\\_procedure/procedure](http://policies.anu.edu.au/procedures/staff_representation_procedure/procedure)

Staff may not request representation by a legal practitioner unless they are directly involved in a formal disciplinary or termination of employment processes.

**Part 7: Implementation Timetable**

The ANU has set out the below timetable to meet and confer with the staff members concerned (and their chosen representatives). The ANU endeavours to reach agreement about the implementation of change and to work consultatively with people affected by change.

Date	Details of Implementation
Thursday 15 October 2020	Release the Change Management Proposal to the College and University Community Consultation Period Commences
Friday 30 October 2020	Close of Consultation period
Thursday 15 October – Friday 6 November 2020	Collation of feedback from Consultation and preparation of Implementation Plan
Thursday 12 November 2020	Publication of Implementation Plan
12-14 November 2020	Feedback on Implementation Plan
Week commencing 16 November 2020	Commencement of Implementation

**Contacts**

This implementation of the changes for the College will be led by Professor Rae Frances, Dean, ANU College of Arts and Social Sciences and Matt Talbot, General Manager, College of Arts and Social Sciences in consultation with the Human Resources Division.

Name	Position	Contact details
Professor Rae Frances	Dean ANU College of Arts and Social Sciences	<a href="mailto:Dean.cass@anu.edu.au">Dean.cass@anu.edu.au</a> ph:(02) 6125 3050
Mr Matt Talbot	General Manager ANU College of Arts and Social Sciences	<a href="mailto:Gm.cass@anu.edu.au">Gm.cass@anu.edu.au</a> ph:(02) 6125 5984
Professor Paul Pickering	Director, Research School of Arts and the Humanities	<a href="mailto:director.rsha@anu.edu.au">director.rsha@anu.edu.au</a> ph:(02) 6125 3451
Professor Catherine Waldby	Director, Research School of Social Sciences	<a href="mailto:director.rsss@anu.edu.au">director.rsss@anu.edu.au</a> ph:(02) 6125 2449
Ms Belinda Farrelly	Associate Director, Organisational Change	<a href="mailto:org.change@anu.edu.au">org.change@anu.edu.au</a> <a href="mailto:belinda.farrelly@anu.edu.au">belinda.farrelly@anu.edu.au</a> ph: (02) 6125 3012

**Support for Staff**

Staff seeking additional support or advice should contact:

Name	Position	Contact Details
Gail Frank Dr Maaria Haque	Adviser to staff Adviser to staff	ph: (02) 6125 3616 ph: (02) 6125 8283 <a href="mailto:staff.adviser@anu.edu.au">staff.adviser@anu.edu.au</a>
Employee Assistance Providers	Assure Relationships Australia	ph: 1800 808 374 ph: (02) 6122 7100

## Appendices

- Appendix 1 – RSSS Position Descriptions
- Appendix 2 – College Education Office Position Descriptions
- Appendix 3 – New College Education Office Structure
- Appendix 4 – New RSSS Administration Team Structure



Australian  
National  
University

## Position Description

<b>College/Division:</b>	ANU College of Arts and Social Sciences (CASS)
<b>Faculty/School/Centre:</b>	Research School of Social Sciences (RSSH)
<b>Department/Unit:</b>	RSSH Administration
<b>Position Title:</b>	School Manager, Research School of Social Science (RSSH)
<b>Classification:</b>	Senior Manager 1 (Administration)
<b>Position number:</b>	
<b>Responsible to:</b>	RSSH Director
<b>Number of positions that report to this role:</b>	3
<b>Delegations assigned:</b>	D5

### PURPOSE STATEMENT

The School Manager provides high-level advice and executive support to the RSSH Executive. The Administration Officer is responsible for the development and implementation of strategic plans, maximising the Research School's performance in terms of staff and students and supporting the leadership of the College General Manager in establishing a common College culture and approach to administration.

### KEY ACCOUNTABILITY AREAS

#### Position Dimension & Relationships:

The School Manager leads and manages the RSSH administration team, being responsible for the provision of strategic advice and the management of all administrative related processes including: general and student administration and human resources and financial support to staff, students and visitors of the Research School, working in partnership with colleagues in College functional areas. The School Manager is a member of the College Senior Administrative Network and supports the leadership of the College General Manager to ensure consistent direction and practices in administration across the College.

#### Role Statement:

Under broad direction, the School Manager will:

1. Provide strategic support to the RSSH Director, playing a key role on the RSSH Executive Committee, including the development, implementation and monitoring of strategic and operational plans and data collection, analysis and reporting, producing strategic reports and briefing papers on key issues and leading local consultation processes, where needed.
2. Work closely with the College Finance team on financial management and planning including: budgeting, monitoring expenditure and resource allocation by analysing RSSH requirements and strategic priorities.

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3. Lead and manage the RSSS administrative teams, including coaching, mentoring, skill and career development, feedback on performance and performance management, where required.
4. Provide strategic direction and advice to RSSS staff and students on a range of University and College policies and procedures, and develop RSSS procedures within a framework that supports and facilitates continuous review and improvement.
5. Play a leadership role in identifying and realising new development and promotional opportunities to support the Schools' strategic objectives and promote the interests of RSSS and linkages with the University and external agencies, working closely with the College Marketing team to develop and implement appropriate promotional strategies, including on new media.
6. Play a key role in College-wide planning, policies and activities to achieve efficiencies and streamlining of procedures, and represent RSSS on College-wide committees as required. Maximise opportunities for external funding for the School and manage the research outcome data collection, in liaison with the College Research Office.
7. Comply with all ANU policies and procedures, and in particular those relating to work health and safety and equal opportunity.
8. Perform other duties as requested, consistent with the classification level of the position and in line with the principle of multi-skilling.

## SELECTION CRITERIA

1. Relevant postgraduate qualifications and demonstrated extensive management experience and expertise in a complex administrative environment or an equivalent combination of relevant experience and qualifications. Professional training will be highly regarded, as will experience in an education environment.
2. Proven extensive experience providing strategic advice to senior management, including drafting and implementing policies, procedures and strategic plans and reporting on strategic initiatives.
3. Demonstrated high level analytical, problem-solving and decision-making skills and experience retrieving and analysing data from multiple sources, assessing and/or forecasting the impact of various initiatives.
4. Demonstrated people management experience, with an ability to coach and mentor staff, to prioritise workloads and to lead the team to deliver on challenging objectives timely and on budgets.
5. High level of interpersonal, liaison and negotiation skills with demonstrated effective communication skills and experience producing executive reports and briefs and leading consultation processes on complex, cross-departmental issues.
6. Demonstrated computer skills with experience using online data management platforms and proficiency using the MSOffice suite, including high-level skills in Excel and experience using Visio for complex business diagrams.
7. A demonstrated high-level of understanding of equal opportunity principles and occupational health and safety in the workplace and a commitment to the application of these principles in a university context.

**References:** [Professional Staff Classification Descriptors](#)



<b>College/Division:</b>	ANU College of Arts and Social Sciences
<b>Faculty/School/Centre:</b>	Research School of Social Science (RSSS)
<b>Department/Unit:</b>	RSSS Administration
<b>Position Title:</b>	Operations Manager
<b>Classification:</b>	ANU Officer Grade 8 (Administration)
<b>Position No:</b>	
<b>Responsible to:</b>	School Manager, RSSS
<b>Number of positions that report to this role:</b>	3
<b>Delegation(s) Assigned:</b>	D6

### **PURPOSE STATEMENT:**

The Operations Manager provides high-level support to the Research School Manager, RSSS Executive and academic staff to ensure effective and efficient development and implementation of strategic plans, assisting with strategic projects aimed at maximising the School's performance and overseeing the day-to-day administrative operations of the School.

### **KEY ACCOUNTABILITY AREAS:**

#### **Position Dimension & Relationships:**

The Operations Manager supervises the RSSS operations team, being responsible for the day-to-day administrative operation of RSSS, including: events, media, outreach, research and research impact support to staff, students and visitors, working in partnership with the College functional teams. The Operations Manager also supports the RSSS School Manager in the management of strategic projects and provides committee support for various RSSS and/or College committees, ensuring action items are followed-up and completed.

### **Role Statement:**

Under broad direction of the RSSS School Manager, the Operations Manager will:

1. Provide high level support to the RSSS School Manager in the development, implementation and monitoring of strategic and operational initiatives and in data collection, analysis and reporting to inform discussion papers and executive briefs on key issues.
2. Provide financial management and planning support, including budgeting, monitoring expenditure and resource allocation by analysing School requirements and strategic priorities and making recommendations to the RSSS Manager on various financial aspects.
3. Provide day-to-day supervision to the RSSS administrative team, including coaching, mentoring, skill and career development, feedback on performance, workload management and, where required, support the RSSS School Manager in performance management processes.
4. Provide high level advice to RSSS staff and students in relation to University and College policies and procedures, and provide high level support in the development of RSSS procedures and strategic initiatives within a framework that supports and facilitates continuous review and improvement.
5. Promote RSSS interests and linkages with the University and external agencies, and coordinate and implement appropriate marketing and communication strategies including the development of web content, contributions to the annual report and outreach materials.
6. Develop a close working relationship with the College Administration Group to achieve efficiencies

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and streamlining of procedures, and represent RSSS on College-wide committees as required.

7. Comply with all ANU policies and procedures, and in particular those relating to work health and safety and equal opportunity.

### **SELECTION CRITERIA:**

1. Progress towards relevant postgraduate qualifications and demonstrated extensive experience in a complex administrative environment. Professional training will be highly regarded, as will experience in higher education.
2. Proven ability to provide strategic advice to support senior management and experience in managing the implementation of policies, procedures and strategic initiatives, including the relevant reporting on such initiatives.
3. Demonstrated analytical, problem-solving and decision-making skills and experience in retrieving and analysing data from multiple sources.
4. Demonstrated supervisory experience, with an ability to coach and mentor staff, to prioritise workloads and to coordinate an administrative team in the efficient delivery of projects.
5. High level of interpersonal and liaison skills with demonstrated effective communication skills and experience drafting executive reports and briefs.
6. Demonstrated computer skills with experience using online data management platforms and proficiency using the MSOffice suite. High-level skills in Excel and experience using Visio for complex business diagrams will be highly regarded.
7. A demonstrated high-level of understanding of equal opportunity principles and occupational health and safety and a commitment to their application in a university context.

**Supervisor/Delegate Name:**

**Date:**

### **References:**

[Professional Staff Classification Descriptors](#)

[Academic Minimum Standards](#)



## Position Description

<b>College/Division:</b>	ANU College of Arts and Social Sciences
<b>Faculty/School/Centre:</b>	Research School of Social Science (RSSS)
<b>Department/Unit:</b>	RSSS Administration
<b>Position Title:</b>	Administration Manager
<b>Classification:</b>	ANU Officer Grade 8 (Administration)
<b>Position No:</b>	
<b>Responsible to:</b>	School Manager, RSSS
<b>Number of positions that report to this role:</b>	5
<b>Delegation(s) Assigned:</b>	D6

### PURPOSE STATEMENT:

The Administration Manager provides high-level support to the RSSS Manager to ensure effective and efficient development and implementation of strategic plans, assisting with strategic projects aimed at maximising the School's performance and overseeing the day-to-day administrative operations of the School.

### KEY ACCOUNTABILITY AREAS:

#### Position Dimension & Relationships:

The Administration Manager leads a collaborative team of professional staff to deliver customer-focused support to the academics, students and visitors of RSSS. The Manager will also work closely with colleagues in CASS and the ANU service divisions to ensure the seamless delivery of day-to-day operations for RSSS, in particular in the areas of student and teaching support and service; human resources; facilities; finance and research; general administration; and governance. They also support the School Manager in the management of strategic projects and provides committee support for various RSSS and/ or College committees, ensuring action items are followed-up and completed.

### Role Statement:

Under the broad direction of the School Manager, the Administration Manager will:

1. Lead a collaborative team to deliver seamless, transparent, personalised and consistent service excellence at all points of contact to RSSS staff, students and visitors.
2. Provide high level support to the School Manager in the development, implementation and monitoring of strategic and operational initiatives and in data collection, analysis and reporting to inform discussion papers and executive briefs on key issues.
3. Provide financial management and planning support, including budgeting, monitoring expenditure and
4. Provide day-to-day supervision to the School's administrative team, including coaching, mentoring, skill and career development, feedback on performance, workload management and, where required, support the School Manager in performance management processes.
5. Provide high level advice to School staff and students in relation to University and College policies and procedures and provide high level support in the development of School procedures and

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strategic initiatives within a framework that supports and facilitates continuous review and improvement.

6. Promote School interests and linkages with the University and external agencies and develop a close working relationship with CASS and ANU Service Divisions to achieve efficiencies and streamlining of procedures, and represent RSSS on College-wide committees as required.
7. Comply with all ANU policies and procedures, and in particular those relating to work health and safety and equal opportunity.
8. Perform other duties as requested, consistent with the classification level of the position and in line with the principle of multi-skilling.

### **SELECTION CRITERIA:**

1. Progress towards relevant postgraduate qualifications and demonstrated extensive experience in a complex administrative environment. Professional training will be highly regarded, as will experience in higher education.
2. Proven ability to provide strategic advice to support senior management and experience in managing the implementation of policies, procedures and strategic initiatives, including the relevant reporting on such initiatives.
3. Demonstrated analytical, problem-solving and decision-making skills and experience in retrieving and analysing data from multiple sources.
4. Demonstrated supervisory experience, with an ability to coach and mentor staff, to prioritise workloads and to coordinate an administrative team in the efficient delivery of projects.
5. High level of interpersonal and liaison skills with demonstrated effective communication skills and experience drafting executive reports and briefs.
6. Demonstrated computer skills with experience using online data management platforms and proficiency using the MSOffice suite. High-level skills in Excel and experience using Visio for complex business diagrams will be highly regarded.

A demonstrated high-level of understanding of equal opportunity principles and occupational health and safety and a commitment to their application in a university context.

<b>Supervisor/Delegate Name:</b>		<b>Date:</b>	
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### **References:**

[Professional Staff Classification Descriptors](#)

[Academic Minimum Standards](#)



## Position Description

<b>College/Division:</b>	ANU College of Arts and Social Sciences
<b>Faculty/School/Centre:</b>	Research School of Social Science (RSSS)
<b>Department/Unit:</b>	RSSS Administration
<b>Position Title:</b>	Senior Administration Officer
<b>Classification:</b>	ANU Officer Grade 6/7 (Administration)
<b>Position No:</b>	
<b>Responsible to:</b>	Administration Manager, RSSS
<b>Number of positions that report to this role:</b>	5
<b>Delegation(s) Assigned:</b>	TBA

### PURPOSE STATEMENT:

The Senior Administration Officer provides general administrative support, contributing to the efficient coordination of the day-to-day operations of the School through liaising with staff and students and providing advice and assistance on a wide range of general and student administration, financial and human resources matters.

### KEY ACCOUNTABILITY AREAS:

#### Position Dimension & Relationships:

The Senior Administration Officer undertakes a broad range of administrative tasks relating to day-to-day activities, acting as a first point of contact for administrative services and providing support to a variety of stakeholders including staff, students and visitors, working in partnership with team members and with colleagues in Central Services.

### Role Statement:

Under general direction, the Senior Administration Officer will:

1. Act as the first point of contact, including responding to enquiries and providing first-level advice on a wide range of policies and procedures, redirecting enquiries to the relevant staff, when needed, and drafting various reports and general correspondence as requested.
2. Provide high level administrative support, liaising with staff, students and visitors to ensure the efficient and effective delivery of:
  - Financial administration including the accurate processing of financial transactions and running various periodic and ad-hoc reports.
  - Human resources administration, including the preparation of various paperwork for approval, basic HR system processing and reports and providing support in staff recruitment and appointments and local area induction.
  - Student and education services, including timetabling, student assessment, higher degree by research administration and the coordination of sessional academic staff.
3. Provide general administrative and secretarial support on a range of other matters including, but not limited to: international and domestic travel coordination, providing assistance and training on the online Travel

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Approval process, committee and event management support, room allocation and booking, collating and placing stationery orders, arranging access cards and IT access and ensuring appropriate maintenance of office space and equipment.

4. Comply with all ANU policies and procedures, in particular those relating to work health and safety and equal opportunity.
5. Perform other duties as directed, consistent with the classification level of the position and in line with the principle of multi-skilling.

### **SELECTION CRITERIA:**

1. Demonstrated relevant experience in an administrative role in a complex environment. Relevant qualifications will be highly regarded, as will experience in finance, student administration or human resources.
2. Demonstrated high level customer service with effective communication skills and experience drafting business correspondence, reports and meeting papers and an ability to liaise effectively with stakeholders in a culturally diverse environment.
3. Proven organisational skills and attention to detail, with a demonstrated ability to prioritise own workload and to work effectively both independently and as part of a team, meeting competing deadlines and delivering high-quality outcomes.
4. Proficiency using the MSOffice suite and experience with online data management platforms.
5. A demonstrated understanding of equal opportunity principles and policies and a commitment to their application in a University context.

<b>Supervisor/Delegate Name:</b>		<b>Date:</b>	
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### **References:**

[Professional Staff Classification Descriptors](#)

[Academic Minimum Standards](#)





## Position Description

<b>College/Division:</b>	ANU College of Arts and Social Sciences
<b>Faculty/School/Centre:</b>	Research School of Social Science (RSSS)
<b>Department/Unit:</b>	RSSS Administration
<b>Position Title:</b>	Administration Officer
<b>Classification:</b>	ANU Officer Grade 5 (Administration)
<b>Position No:</b>	
<b>Responsible to:</b>	Senior Administration Officer
<b>Number of positions that report to this role:</b>	N/A
<b>Delegation(s) Assigned:</b>	TBA

### PURPOSE STATEMENT:

The Administration Officer provides general administrative support, contributing to the efficient coordination of the day-to-day operations of the Research School through liaising with staff and students and providing advice and assistance on a wide range of general and student administration, financial and human resources matters.

### KEY ACCOUNTABILITY AREAS:

#### Position Dimension & Relationships:

The Administration Officer undertakes a broad range of administrative tasks relating to day-to-day activities, acting as a first point of contact for administrative services and providing support to a variety of stakeholders including staff, students and visitors, working in partnership with team members and with colleagues in Central Services.

### Role Statement:

Under general direction, the Administration Officer will:

1. Act as the first point of contact, including responding to enquiries and providing first-level advice on a wide range of policies and procedures, redirecting enquiries to the relevant staff, when needed, and drafting various reports and general correspondence as requested.
2. Provide high level administrative support, liaising with staff, students and visitors to ensure the efficient and effective delivery of:
3. Financial administration including the accurate processing of financial transactions and running various periodic and ad-hoc reports.
4. Human resources administration, including the preparation of various paperwork for approval, basic HR system processing and reports and providing support in staff recruitment and appointments and local area induction.
5. Student and education services, including timetabling, student assessment, higher degree by research administration and the coordination of sessional academic staff.
6. Provide general administrative and secretarial support on a range of other matters including, but not limited to: international and domestic travel coordination, providing assistance and training on the online Travel

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Approval process, committee support, room allocation and booking, collating and placing stationery orders, arranging access cards and IT access and ensuring appropriate maintenance of office space and equipment.

7. Comply with all ANU policies and procedures, in particular those relating to work health and safety and equal opportunity.
8. Perform other duties as directed, consistent with the classification level of the position and in line with the principle of multi-skilling.

### **SELECTION CRITERIA:**

1. Demonstrated relevant experience in an administrative role in a complex environment. Relevant qualifications will be highly regarded, as will experience in finance, student administration or human resources.
2. Demonstrated high level customer service with effective communication skills and experience drafting business correspondence, reports and meeting papers and an ability to liaise effectively with stakeholders in a culturally diverse environment.
3. Proven organisational skills and attention to detail, with a demonstrated ability to prioritise own workload and to work effectively both independently and as part of a team, meeting competing deadlines and delivering high-quality outcomes.
4. Proficiency using the MSOffice suite and experience with online data management platforms.
5. A demonstrated understanding of equal opportunity principles and policies and a commitment to their application in a University context.

**Supervisor/Delegate Name:**

**Date:**

### **References:**

[Professional Staff Classification Descriptors](#)

[Academic Minimum Standards](#)



## Position Description

<b>College/Division:</b>	ANU College of Arts and Social Sciences
<b>Faculty/School/Centre:</b>	Research School of Social Science (RSSS)
<b>Department/Unit:</b>	RSSS Administration
<b>Position Title:</b>	Assistant Administration Officer
<b>Classification:</b>	ANU Officer Grade 4 (Administration)
<b>Position No:</b>	
<b>Responsible to:</b>	Administration Manager, RSSS
<b>Number of positions that report to this role:</b>	N/A
<b>Delegation(s) Assigned:</b>	TBA

### PURPOSE STATEMENT:

The Assistant Administration Officer provides general administrative support, contributing to the efficient coordination of the day-to-day operations of the Research School through liaising with staff and students and providing advice and assistance on a wide range of general and student administration, financial and human resources matters.

### KEY ACCOUNTABILITY AREAS:

#### Position Dimension & Relationships:

The Assistant Administration Officer undertakes a broad range of administrative tasks relating to day-to-day activities, acting as a first point of contact for administrative services and providing support to a variety of stakeholders including staff, students and visitors, working in partnership with team members and with colleagues in Central Services.

#### Role Statement:

Under general direction, the Assistant Administration Officer will:

1. Attend to general enquiries, including provision of first-level advice on a wide range of policies and procedures, redirecting enquiries to the relevant staff, when needed, and drafting various reports and general correspondence as requested.
2. Provide administrative support, liaising with staff, students and visitors to ensure the efficient and effective delivery of:
3. Financial administration including the accurate processing of financial transactions and running various periodic and ad-hoc reports.
4. Human resources administration, including the preparation of various paperwork for approval, basic HR system processing and reports and providing support in staff recruitment and appointments and local area induction.
5. Student and education services, including timetabling, student assessment, higher degree by research administration and the coordination of sessional academic staff.

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6. Provide general administrative and secretarial support on a range of other matters including, but not limited to: international and domestic travel coordination, providing assistance and training on the online Travel Approval process, committee support, room allocation and booking, collating and placing stationery orders, arranging access cards and IT access and ensuring appropriate maintenance of office space and equipment.
7. Comply with all ANU policies and procedures, in particular those relating to work health and safety and equal opportunity.
8. Perform other duties as directed, consistent with the classification level of the position and in line with the principle of multi-skilling.

### **SELECTION CRITERIA:**

1. Year 12 and extensive relevant work experience in an administrative role in a complex environment. Relevant qualifications will be highly regarded, as will experience in finance, student administration or human resources.
2. High level customer service with effective communication skills and experience drafting business correspondence, reports and meeting papers and an ability to liaise effectively with stakeholders in a culturally diverse environment.
3. Proven organisational skills and attention to detail, with a demonstrated ability to prioritise own workload and to work effectively both independently and as part of a team, meeting competing deadlines and delivering high-quality outcomes.
4. Proficiency using the MSOffice suite and experience with online data management platforms.
5. A demonstrated understanding of equal opportunity principles and policies and a commitment to their application in a University context.

<b>Supervisor/Delegate Name:</b>		<b>Date:</b>	
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### **References:**

[Professional Staff Classification Descriptors](#)

[Academic Minimum Standards](#)



Australian  
National  
University

## Position Description

<b>College/Division:</b>	ANU College of Arts and Social Sciences
<b>Faculty/School/Centre:</b>	Research School of Social Science (RSSS)
<b>Department/Unit:</b>	RSSS Administration
<b>Position Title:</b>	Engagement and Impact Coordinator
<b>Classification:</b>	ANU Officer Grade 6/7 (Administration)
<b>Position No:</b>	
<b>Responsible to:</b>	Operations Manager, RSSS
<b>Number of positions that report to this role:</b>	N/A
<b>Delegation(s) Assigned:</b>	TBA

### PURPOSE STATEMENT:

The Engagement and Impact Coordinator provides high level, comprehensive support on a diverse range of media, events, outreach, research and research impact support, ensuring the effective and efficient delivery of activities. The Engagement and Impact Coordinator liaises with senior management and provides robust assistance and advice on a wide range of services, policies, procedures and guidelines, and coordinates initiatives to support the achievement of the University's strategic goals and build strong relationships with research partners.

### KEY ACCOUNTABILITY AREAS:

#### Position Dimension & Relationships:

The Engagement and Impact Coordinator works closely with other members of the RSSS operations team and with relevant Central Divisions and College functions, liaising with and providing high level, comprehensive services and advice to a wide variety of stakeholders. The Engagement and Impact Coordinator is responsible for the planning, coordination and execution of media, events, outreach, research and research impact projects, and supports the implementation of various local and University-wide initiatives, and building of research partnerships.

### Role Statement:

Under broad direction, the Engagement and Impact Coordinator will:

1. Coordinate operational aspects and provide high level advice and services on a wide range of sometimes complex media, events, outreach, research and research impact matters, ensuring compliance with the University's branding, advertising and publishing requirements and associated policies, procedures, guidelines and legal requirements.
2. Coordinate the implementation of strategies including advertising, digital and other publications, event management, outreach, research initiatives and website content development. As required also oversee the ambassadors and contractors. This may occasionally require work outside of the ordinary span of hours and may involve domestic/international travel.
3. Work closely with Research School staff and College Research, Advancement and Marketing & Communications teams to identify and develop mutually beneficial strategic partnership opportunities and

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research proposals.

4. Provide accurate and timely advice to applicants, and respond to general enquiries, on guidelines, funding rules, and conditions of award related funding applications, their submission and research milestones.
5. Coordinate the timely preparation and distribution of periodic and ad hoc reports, ensuring that the information produced is accurate, presenting data with recommendations and/or solutions, to inform strategic marketing and research decisions.
6. Contribute to new initiatives and provide input to develop and improve the area's practices and processes, with a commitment to continuous improvement and best practice in stakeholder engagement and web-based experience.
7. Assist in the mentoring and development of junior team members and in the coordination of various local and University-wide initiatives, ensuring timely and high quality delivery.
8. Proactively liaise with staff across the University, exchange ideas and information, fostering collaboration across Central services and College functional areas to maximise the effectiveness of the activity undertaken.
9. Comply with all ANU policies and procedures, in particular those relating to work health and safety and equal opportunity.
10. Perform other duties as requested, consistent with the classification level of the position and in line with the principle of multi-skilling.

### **SELECTION CRITERIA:**

1. Degree in a relevant field in a complex organisation or an equivalent combination of relevant experience and qualifications/ training. Experience in the higher education sector will be highly regarded.
2. Sound knowledge of and demonstrated experience with web, social media management and/or research management and the ability to interpret and apply guidelines, policies, procedures and legislative requirements.
3. Demonstrated high level customer service and communication skills, with experience and an ability to liaise effectively with stakeholders in a culturally diverse environment.
4. Demonstrated analytical and problem-solving skills, with a proven ability to use initiative, investigate issues, collect and analyse data and to make recommendations on solutions.
5. Proven organisational skills and ability to prioritise own workload and to work effectively both independently and as part of a team, meeting demanding deadlines and delivering high quality outcomes.
6. Highly developed computer skills, including using contemporary relevant office and marketing and communications tools.
7. A demonstrated understanding of equal opportunity principles and policies and a commitment to their application in a University context.

*ANU Officer Levels 6 and 7 are broad banded in this stream. It is expected that at the higher levels within the broadband occupants, through experience, will have developed skills and expertise enabling them to more independently perform the full range of duties at a higher level, and that more time will be spent on the more complex functions of the position.*

**Supervisor/Delegate Name:**

**Date:**

### **References:**

[Professional Staff Classification Descriptors](#)

[Academic Minimum Standards](#)

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## Position Description

<b>College/Division:</b>	ANU College of Arts and Social Sciences
<b>Faculty/School/Centre:</b>	Research School of Social Science (RSSS)
<b>Department/Unit:</b>	RSSS Administration
<b>Position Title:</b>	Engagement and Impact Officer
<b>Classification:</b>	ANU Officer Grade 5 (Administration)
<b>Position No:</b>	
<b>Responsible to:</b>	Operations Manager, RSSS
<b>Number of positions that report to this role:</b>	N/A
<b>Delegation(s) Assigned:</b>	TBA

### PURPOSE STATEMENT:

The Engagement and Impact Officer provides comprehensive support on a diverse range of media, events, outreach, research and research impact activities across the Research School, contributing to the effective and efficient delivery of activities. The Engagement and Impact Officer liaises with academic staff member and College functional teams and provides robust assistance on a wide range of services, guiding the clients through the University's policies, procedures and guidelines to support and coordinates initiatives that aligns with the School's strategic goals.

### KEY ACCOUNTABILITY AREAS:

#### Position Dimension & Relationships:

The Engagement and Impact Officer works closely with other members of the RSSS Operations team and with relevant Central Divisions and College functions, liaising with and providing quality service and advice to a wide variety of stakeholders. The Engagement and Impact Officer supports the planning and delivery of projects, including the timely organisation, administration and delivery of media, events, research and outreach.

#### Role Statement:

Under general direction, the Engagement and Impact Officer will:

1. Act as the first point of contact for general event, media, research and outreach enquiries, managing the flow of incoming and outgoing written correspondence and phone calls, providing accurate advice on the application of and compliance with the University's policies, procedures, guidelines and legislative requirements, and escalating more complex enquiries when needed.
2. Provide comprehensive event, media and outreach support for operational aspects such as assisting in the planning, organising, administration and delivery of strategies, preparation, editing and producing multimedia materials. This may occasionally require work outside of the ordinary span of hours and/or on weekends, and may involve domestic/international travel.
3. Assist in the development, implementation and update of the area's web communications tools including website content, social media and other emerging online tools.

4. Provide accurate and timely advice to applicants, and respond to general enquiries, on guidelines, funding rules, and conditions of award related funding applications, their submission and research milestones.
5. Assist the supervisor and/ or manager in the implementation and roll-out of various local or University-wide projects, providing timely and high-quality support.
6. Build networks within the campus community, including proactive liaison and fostering collaboration across Central services and College functional teams towards the University's strategic goals.
7. Develop a broad base of skills, and actively participate in the continuous improvement of practices, processes and quality service delivery.
8. Comply with all ANU policies and procedures, in particular those relating to work health and safety and equal opportunity.
9. Perform other duties as directed, consistent with the classification level of the position and in line with the principle of multi-skilling.

### **SELECTION CRITERIA:**

1. Demonstrated experience in an Engagement and Impact role or an equivalent combination of relevant experience and qualifications/ training. Experience in the higher education sector will be highly regarded.
2. The ability to interpret and apply guidelines, policies and procedures and a keen interest in using new media for effective communications.
3. Demonstrated high level customer service and effective communication skills with an ability to write clearly and concisely and to consult and liaise effectively with a wide range of stakeholders in a culturally diverse environment.
4. Proven organisational skills and attention to detail, with a demonstrated ability to prioritise own workload and to work effectively both independently and as part of a team, meeting competing deadlines and delivering high quality outcomes.
5. Demonstrated experience using current relevant office event organisation and communications tools. Experience using a website development platform will be advantageous.
6. A demonstrated understanding of equal opportunity principles and policies and a commitment to their application in a University context.

<b>Supervisor/Delegate Name:</b>		<b>Date:</b>	
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### **References:**

[Professional Staff Classification Descriptors](#)

[Academic Minimum Standards](#)



## Position Description

<b>College/Division:</b>	ANU College of Arts and Social Sciences (CASS)
<b>Department/Unit:</b>	College Administration
<b>Position Title:</b>	Executive Officer, Education
<b>Classification:</b>	ANU Officer Grade 8 (Administration)
<b>Position number:</b>	
<b>Responsible to:</b>	Associate Dean, Education
<b>Number of positions that report to this role:</b>	3
<b>Delegations assigned:</b>	D8

### PURPOSE STATEMENT

The Executive Officer Education provides high level executive and strategic support to the College Associate Dean (Education) and Associate Dean (Student Experience), particularly in support of College strategic planning and projects in education. Key tasks include providing analysis of, and advice about, policies and plans to support the achievement of strategic goals, preparing plans and briefings, and planning in the areas of education, program development, and student experience.

### KEY ACCOUNTABILITY AREAS

#### Position Dimension & Relationships:

The Executive Officer Education is a member of the College Senior Administrative Network and supports the College Associate Deans (Education and Student Experience) to achieve strategic and operational goals, and ensure consistent direction and practices in education and student experience across the College.

The Executive Officer Education provides high-level executive support in the achievement of strategic goals, working effectively across a wide range of internal and external stakeholders including the College Executive. The Executive Officer Education is responsible for coordinating the day-to-day administrative operations of the College Education Portfolio, working closely with the student administration team, and other College and Service Divisions.

#### Role Statement:

Under broad direction, the Executive Officer Education will:

1. Advise on and support the development, implementation and reporting of strategic initiatives and effective analysis of policies, and contribute to strategic planning and continuous process improvements.
2. Provide support to various committees, including the preparation of papers, drafting reports and regularly reporting on committee outcomes.
3. Undertake research, write reports, draft submissions and correspondence relating to projects, provide high-level input in the ongoing review of policies and coordinate various initiatives aimed at ensuring legal compliance, as appropriate.
4. Provide operational support and management for new and ongoing projects, including functional reviews and the implementation of recommendations. Report on and improve the area's performance.

5. Be a point of liaison and coordination between the members the Education portfolio, Schools, Colleges and Divisions, key student organisations and key groups and individuals external to the University.
6. Comply with all ANU policies and procedures, and in particular those relating to work health and safety and equal opportunity.
7. Perform other duties as requested, consistent with the classification level of the position and in line with the principle of multi-skilling.

## **SELECTION CRITERIA**

1. Relevant Tertiary qualifications or demonstrated experience providing executive support in a complex environment.
2. An understanding of the challenges facing the Australian higher education sector and research led universities' operations.
3. Proven experience providing strategic advice and reporting to senior management and an ability to successfully manage projects through to completion, on time and on budget.
4. Demonstrated high-level organisational skills and the ability to strategically prioritise workloads and use sound judgement in decision making. A demonstrated ability to take innovative approaches leading to process improvement and the achievement of strategic goals is required.
5. Demonstrated high level interpersonal and communication skills, both written and oral, including demonstrated ability to liaise effectively with key internal and external stakeholders and proven experience drafting management documents.
6. Well-developed computer skills, including experience in the use of online data management and reporting systems. Advanced Excel skills will be highly regarded.
7. A demonstrated high-level of understanding of equal opportunity principles and occupational health and safety and a commitment to their application in a university context.

**References:** [Professional Staff Classification Descriptors](#)



## Position Description

<b>College/Division:</b>	ANU College of Arts and Social Sciences (CASS)
<b>Department/Unit:</b>	College Administration
<b>Position Title:</b>	Project Officer, Education
<b>Classification:</b>	ANUO Level 6/7
<b>Position number:</b>	
<b>Responsible to:</b>	Executive Officer, Education
<b>Number of positions that report to this role:</b>	0
<b>Delegations assigned:</b>	Nil

### PURPOSE STATEMENT

The Education Project Officer is a member of the Education Portfolio and works on a range of complex education and student experience related projects. The Education Project Officer will contribute to the education portfolio of the College through providing high level administrative and project support to the College education committees, the Associate Dean (Education) and the Associate Dean (Student Experience). The role is required to be responsive to the strategic direction of education and student experience set by the College and align activities with education policies at the College and University.

### KEY ACCOUNTABILITY AREAS

#### Position Dimension & Relationships:

Reporting to the Executive Officer, Education and working within the Education Portfolio team, the role works closely with CASS academic organisational units (Schools and Centres) and administrative staff to provide high level administration support for College programs and courses. The role is responsible for the provision of high level committee secretariat services for the College Education Committee, the College Coursework Sub-Committee and other ad-hoc education committees, and for maintaining and editing entries in the Programs & Courses enterprise system according to committee decisions. The role provides broad and varied support to the implementation of student experience strategies and the promotion of a culture of excellence in student experience.

#### Role Statement:

Under the broad direction of the Executive Officer, Education:

- Project support for the Associate Dean (Education) and Associate Dean (Student Experience):**  
Contribute to the education portfolio of the College through collaborating on education and student experience research projects and providing high level administrative and project support to the College committees, events and the Associate Deans (Education and Student Experience). Prepare complex background and briefing papers on education and student experience projects within the College.
- Programs and Courses:** Maintaining and editing College courses and programs in the Programs & Courses enterprise system according to committee decisions.

3. **Student Appeals:** Provide an initial assessment of all written appeals of student results ensuring that all relevant material is provided as well as draft written responses to appeals of student matters.
4. **Secretariat services:** Deliver high level secretariat support services for the College Education Committee, College Coursework Sub-Committee and any other assigned committees.
5. **Liaison and networking:** Maintain effective networks with other academic and administrative units across the University as required; provide a point of liaison and coordination between the Associate Dean (Education) and Associate Dean (Student Experience) and College Schools, Centres, administrative areas and other University Colleges and Service Divisions.
6. **Policies and procedures:** Comply with all ANU policies and procedures, and in particular those relating to work health and safety and equal opportunity.

## SELECTION CRITERIA

1. Relevant tertiary qualifications and experience or an equivalent combination of extensive experience and education/training, preferably in an education institution.
2. A commitment to high quality client service, excellent organisational skills and the ability to interpret policy and procedures to provide advice;
3. Excellent oral and written communication skills and the ability to interact effectively with a diverse client base maintaining a high level of professionalism and respect;
4. High level computing skills, with experience in the use of MS Office, the Web and information management systems;
5. Proven experience in providing secretariat and project support with the ability to undertake research and analyse data, to deliver outcomes,
6. Ability to work autonomously and in a team environment, establish priorities, and meet conflicting deadlines;
7. A demonstrated knowledge and understanding of equal opportunity principles and WHS policies and a commitment to their application in a university context.

**References:** [Professional Staff Classification Descriptors](#)





## Position Description

<b>College/Division:</b>	ANU College of Arts and Social Sciences
<b>Position Title:</b>	Project Support Officer, Education
<b>Classification:</b>	ANU Officer Grade 5
<b>Position No:</b>	
<b>Responsible to:</b>	Executive Officer, Education
<b>Number of positions that report to this role:</b>	0
<b>Delegation(s) Assigned:</b>	Nil

### **PURPOSE STATEMENT:**

The Project Support Officer, Education supports the Education Portfolio with education and student experience matters across the College. The Associate Dean (Education) is responsible for education planning, governance, and education excellence across the College. The Associate Dean (Student Experience) is responsible for providing advice on the strategic direction and coordination of student experience activity for the College. The Project Support Officer, provides broad and varied administrative and project support to the Education Portfolio and the Associate Deans toward the achievement of these responsibilities.

### **KEY ACCOUNTABILITY AREAS:**

#### **Position Dimension & Relationships:**

Reporting to the Executive Officer, Education the Project Support Officer is part of the Education Portfolio team. They will work in close liaison with relevant College Committees and the College Student Office. They will also interact with the School Administrators within the College on education and student experience matters as well as central University Divisions.

#### **Role Statement:**

Under the general direction of the Education Executive Officer:

8. Deliver administrative and project support to the Associate Deans; including the preparation of papers, reports and timetables for education events, and the coordination of appointments and proactively resolving conflicting demands and commitments;
9. Deliver secretariat support to the Associate Deans and related committees; including the preparation of agendas, minutes, the distribution of minutes and follow-up on action items to ensure resolution within the agreed timeframes;
10. Provide governance support to the Education Portfolio team through maintaining and editing courses and programs in the Programs & Courses enterprise system according to committee decisions and as directed by the Associate Dean (Education);
11. Provide student experience support to the Education Portfolio team to manage and provide paperwork and an initial assessment of all written appeals of student results ensuring that all relevant material is provided;

12. Act as the first point of contact, including responding to enquiries and providing first-level advice on a wide range of policies and procedures, redirecting enquiries to the relevant staff, when needed, and drafting various reports and general correspondence as requested.
13. Provide a point of liaison and coordination between Associate Deans, Research Schools; College administrative offices; University Service Divisions; and other Colleges of the University;
14. Comply with all ANU policies and procedures, and in particular those relating to work health and safety and equal opportunity

### **SELECTION CRITERIA:**

1. A combination of relevant qualifications and demonstrated experience in an administrative role in a complex environment. Experience in an educational institution will be highly regarded.
2. A commitment to high quality client service including excellent oral and written communication skills and the ability to interact effectively with a diverse client base, maintaining a high level of professionalism and respect;
3. Proven organisational and project support skills to deliver outcomes,
4. Accurate computing skills, with experience in the use of the MSOffice suite;
5. Proven experience in providing secretariat support, and the ability to interpret policy and procedures to provide advice;
6. Ability to work in a team environment, establish priorities, and meet conflicting deadlines;
7. A demonstrated knowledge and understanding of equal opportunity principles and WHS policies and a commitment to their application in a university context.

<b>Supervisor/Delegate Signature:</b>		<b>Date:</b>	
Printed Name:		<b>Uni ID:</b>	

### **References:**

[Professional Staff Classification Descriptors](#)



# Position Description

<b>Position Title:</b>	Manager, Student Administration
<b>Classification:</b>	Senior Manager 1 (Administration)

## PURPOSE STATEMENT

The Manager, Student Administration is the principal advisor to senior management on all student administration and service related matters, providing high level, operational and strategic advice, guidance and support to senior management in the development, design and implementation of student administration practices and service delivery throughout the student lifecycle. The Manager, Student Administration manages complex matters related to student administration and ensures the delivery of high quality, robust and flexible services to students and staff, where applicable, supporting the achievement of the University's strategic goals.

## KEY ACCOUNTABILITY AREAS

### Position Dimension & Relationships:

The Manager, Student Administration manages the Student Administration team, working in close collaboration with senior management to provide high-quality, strategic and operational advice and support on all student related matters, building professional relationships with internal and external stakeholders and promoting excellence in student service delivery. The Manager, Student Administration manages the day-to-day provision of high quality, professional advice on all student administration matters. The Manager, Student Administration, develops and implements initiatives related to student services, including student recruitment and administration.

### Role Statement:

Under broad direction of the College General Manager, the Manager, Student Administration will:

1. Provide effective leadership, management and engagement to the Student Administration team members, ensuring that workloads are managed and all objectives and deadlines are met, supporting their career development and knowledge sharing and building a highly performing team.
2. Provide high level advice to the Dean of the College, the Dean of Education, the College General Manager, members of the College Executive and other academic and administrative staff concerning the administration of the College's academic programs.
3. Prepare strategic and operational reports and analytics, investigating issues and providing strategic and operational recommendations on various student related matters and develop strategic and operational plans to support the achievement of the area's objectives.
4. Design, implement and manage various initiatives in accordance with strategic education plans aimed at improving student administrative practices and processes, with a commitment to continuous improvement.
5. Create an environment which ensures the effective delivery of student administration and services to meet institutional and local requirements, developing and evaluating practices and procedural arrangements to improve outcomes, ensuring adherence to all University policies, procedures and relevant legislation, and the

development and maintenance of effective working relationships and networks across campus and with external stakeholders.

6. Perform an effective liaison role for University wide initiatives related to student administration and services, promoting them and managing the local area consultation and roll-out, if applicable, and represent the College in a range of activities, workgroups and networks across campus, as required.
7. Comply with all ANU policies and procedures, and in particular those relating to work health and safety and equal opportunity.
8. Perform other duties as requested, consistent with the classification level of the position and in line with the principle of multi-skilling.

### **SELECTION CRITERIA:**

1. Relevant postgraduate qualifications and demonstrated extensive management experience, preferably in a tertiary environment or an equivalent combination of relevant experience and education/ training.
2. Proven ability to provide strategic and operational advice to support senior management in the planning, development and implementation of policies, procedures and operational plans to deliver outcomes to support strategic goals.
3. Demonstrated experience with contemporary administration and management practices or equivalent and proven analytical, problem-solving and decision-making skills, including experience analysing data from multiple sources and making recommendations to inform strategic and operational plans.
4. Demonstrated people management and engagement experience in a culturally diverse environment, with an ability to coach and mentor staff, to prioritise workloads and to lead the team to deliver on challenging objectives in a timely manner and on budget.
5. High level of interpersonal, liaison and consultation skills with demonstrated effective communication skills and the ability to deliver oral presentations. Demonstrated experience in developing and delivering comprehensive written documentation and reports, including local policies, procedures and guidelines.
6. Demonstrated computer skills with experience using large enterprise systems and proficiency using the MsOffice suite. High-level skills in Excel will be highly regarded.
7. A demonstrated high-level of understanding of equal opportunity principles and occupational health and safety and a commitment to their application in a university context.

**References:** [Professional Staff Classification Descriptors](#)



<b>Department/Unit:</b>	Student Advisor
<b>Position Title:</b>	ANU Officer Grade 6/7 (Administration)

## PURPOSE STATEMENT

The Student Advisor provides comprehensive, high level support and quality service delivery in a diverse range of student administration activities for staff and students. The role liaises with staff and students to provide robust advice and guidance on a wide range of student related policies, procedures, services and initiatives supporting the achievement of the local area and University strategic goals.

## KEY ACCOUNTABILITY AREAS

### Position Dimension & Relationships:

The Student Advisor is part of the College Student Office and works closely with student administration practitioners across campus, liaising with and providing high quality student-related advice and service delivery. The role supports the Student Administration Manager in the implementation of various local and University-wide student-related initiatives to support student lifecycle improvements. Supervision of junior team members may be required.

### Role Statement:

Under broad direction of the Manager, Student Administration, the Student Advisor will:

1. Provide students and alumni with services and advice in all aspects of the student life cycle including admissions, enrolment, exchange opportunities, and one-to-one advice on managing current degrees and future study plans.
2. Provide advice and services on a wide range of student administration matters, including admissions, enrolment, academic progress, coursework scholarships, quality assurance, timetabling and class scheduling, graduation, higher degree by research, program and course administration, quality service delivery while ensuring compliance with the University's policies, procedures and current legislation.
3. Coordinate and maintain College level student and course related content including handbooks and academic curriculum information.
4. Coordinate the timely preparation and distribution of periodic and ad hoc student and academic curriculum reports, ensuring that information produced is accurate, undertaking thorough investigative action and analysis of enrolment and progression and presenting data with informed recommendations and/or solutions.
5. Initiate, develop and improve student related practices and processes, through continuous process improvement and best practice customer service to improve the student experience.
6. Coordinate various local and University-wide student-related initiatives, ensuring timely and high-quality delivery, and in the mentoring and development of junior team members.
7. Comply with all ANU policies and procedures, in particular those relating to work health and safety and equal opportunity.
8. Perform other duties as requested, consistent with the classification level of the position and in line with the principle of multi-skilling and team coverage.

## SELECTION CRITERIA

1. Tertiary qualification with demonstrated experience in student administration in a complex organisation or an equivalent combination of relevant experience and education/ training. Experience in the higher education sector will be highly regarded.
2. Demonstrated experience with administrative practices in a complex organisation and the ability to interpret and apply policies, procedures and legislative requirements.
3. Demonstrated analytical and problem-solving skills and a high degree of attention to detail, with a proven ability to use initiative, investigate issues, collect and analyse data and to make evidence based recommendations.
4. Proven organisational skills and ability to prioritise own workload and to work effectively both independently and as part of a team, meeting demanding and competing deadlines while delivering high quality outcomes.
5. Demonstrated high-level communication skills with experience producing various reports and an ability to consult and liaise effectively with stakeholders in a culturally diverse environment.
6. Highly developed computer skills, including proficiency using a large enterprise system and MsOffice suite
7. A demonstrated understanding of equal opportunity principles and policies and a commitment to their application in a University context.

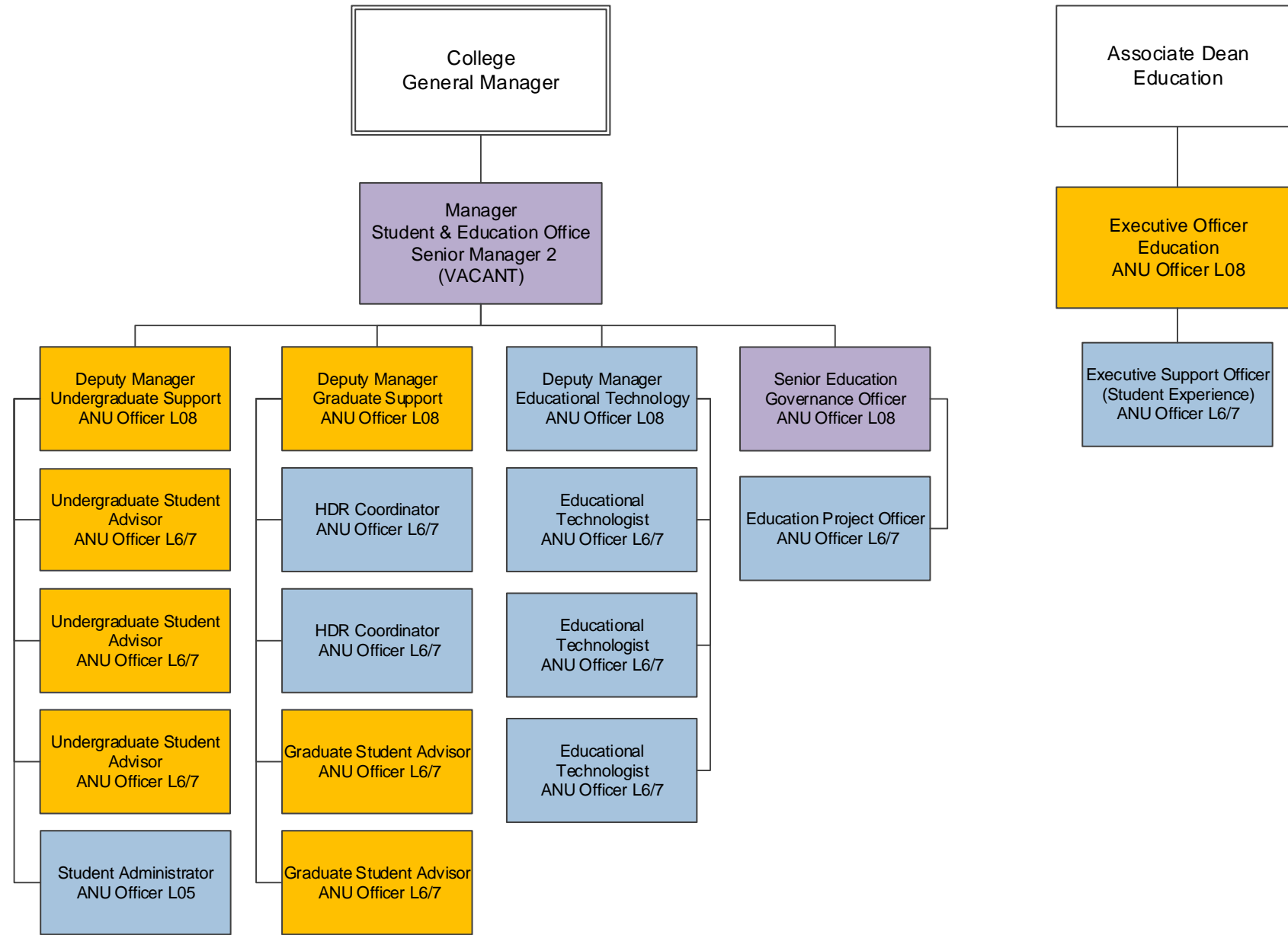
*ANU Officer Levels 6 and 7 are broad banded in this stream. It is expected that at the higher levels within the broadband occupants, through experience, will have developed skills and expertise enabling them to more independently perform the full range of duties at a higher level, and that more time will be spent on the more complex functions of the position.*

**References:** [Professional Staff Classification Descriptors](#)

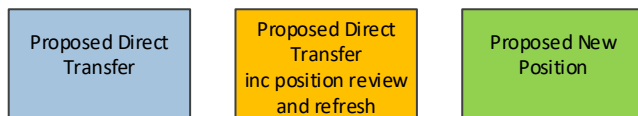
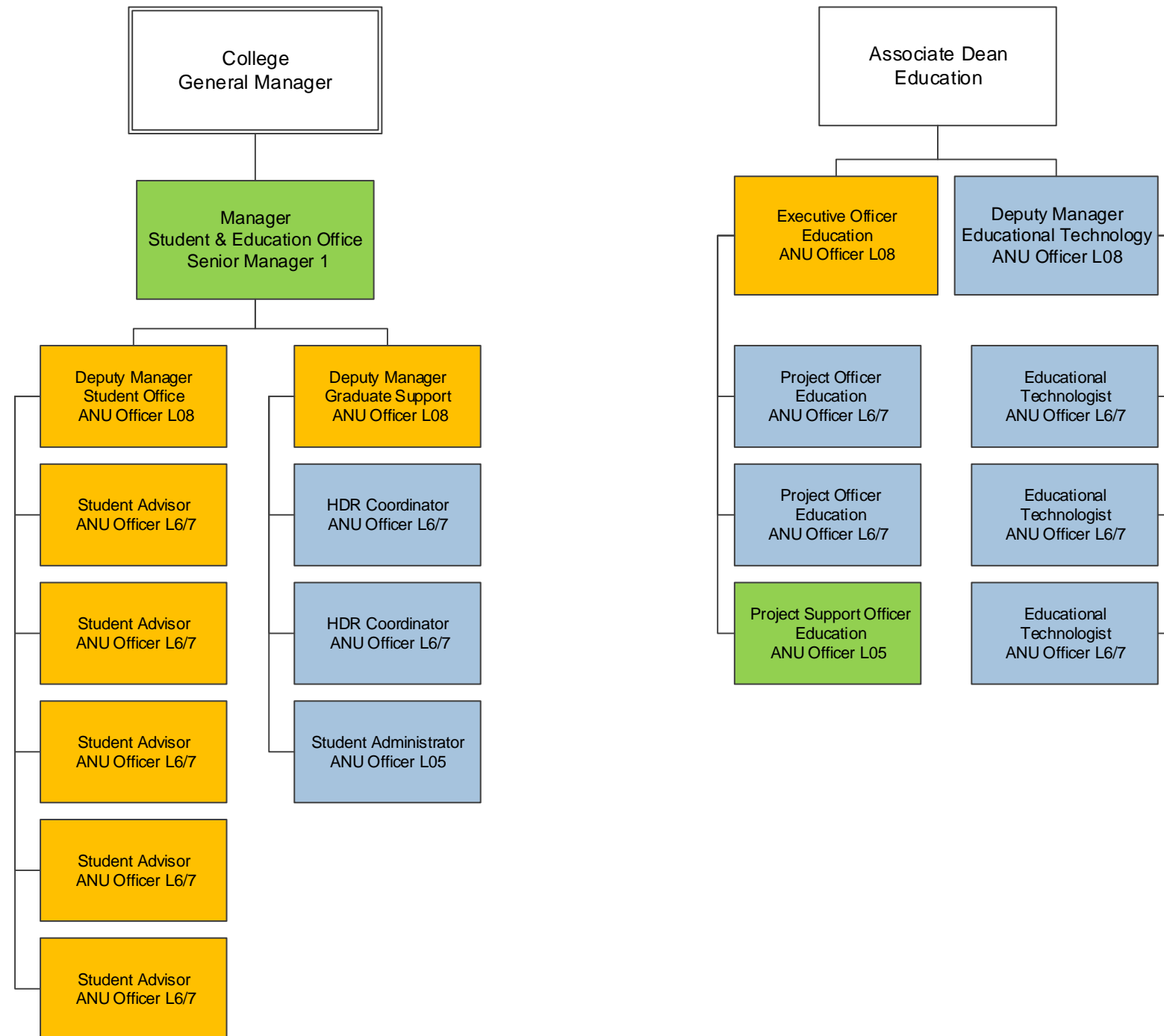


**COLLEGE OF ARTS AND SOCIAL SCIENCES  
CURRENT STUDENT EDUCATION OFFICE  
AND EDUCATION SERVICES TEAM  
October 2020**

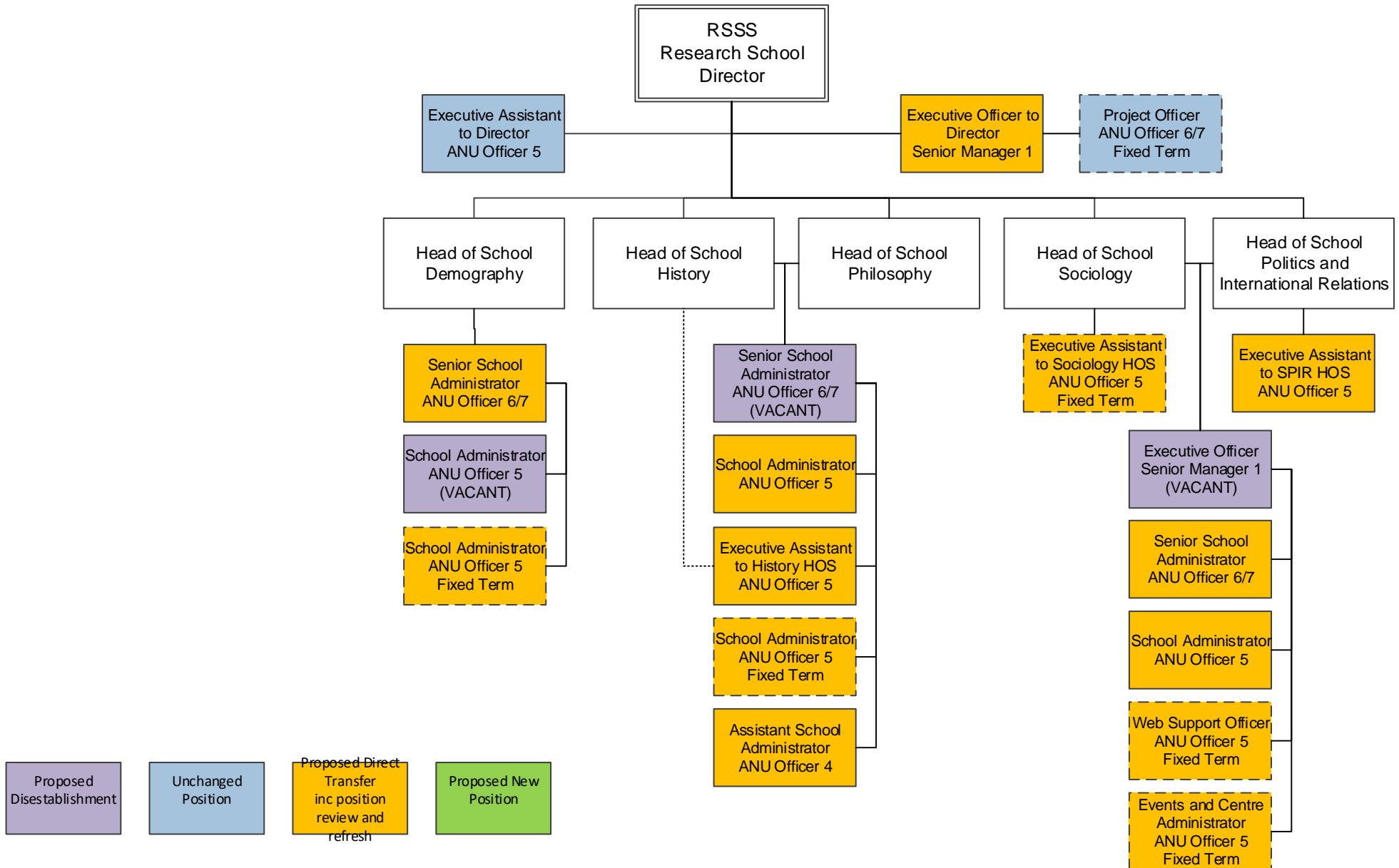
**APPENDIX 3**



COLLEGE OF ARTS AND SOCIAL SCIENCES  
 NEW EDUCATION PORTFOLIO AND  
 STUDENT EDUCATION OFFICE  
 November 2020



COLLEGE OF ARTS AND SOCIAL SCIENCES  
 CURRENT RSSS PROFESSIONAL STAFF  
 October 2020



**COLLEGE OF ARTS AND SOCIAL SCIENCES  
NEW RSSS PROFESSIONAL STAFF  
November 2020**

