



## Part 1: Background

This document outlines the proposed changes within the College of Health & Medicine (*herein referred to as the College or CHM*) to support and respond to the [ANU Recovery Plan](#) for The Australian National University (*herein referred to as ANU or the University*). The ANU Recovery Plan, approved by ANU Council, addresses the current strategic and financial challenges faced by the University, and provides for a sustainable financial footing from 2021 in the context of significant resource constraints.

CHM was formed in 2017 by bringing together the John Curtin School of Medical Research (est. 1946) (JCSMR), the Research School of Psychology (est. 1990) (RSP), the ANU Medical School (est. 2004) (ANUMS), and the Research School of Population Health (est. 2012) (RSPH). These Schools have produced four Nobel Laureates, contribute strongly to the University's scientific standing and health policy reputation, and are significant ways in which the University pays attention to its national and international roles and to the needs of the Australian Capital Territory and the surrounding regions, as legislated in *The Australian National University Act 1991* (Cth). Academic and professional staff across the College have been lauded for their leadership and response to the 2020 bushfire and pandemic crises.

Despite these accolades and the track record of significant contribution across health, medicine and psychology nationally and internationally, ANU is being outpaced in these areas because it lacks sufficient scale, distinctiveness, and income-generating capacity to compete with other research-intensive universities, including those in the Group of Eight (Go8) and several outside the Go8. With a strong focus on teaching and high teaching demands, the smaller scale of the academic staffing profile across the Schools in CHM compared to their peers has limited the ability of many talented researchers to fulfil their potential, and made it difficult for the Schools to consistently deliver both teaching and research excellence.

ANU has not yet capitalised on major increases in available translational research funding in health and medicine and secures less than 3% of available National Health and Medical Research Council (NHMRC) and Medical Research Future Fund (MRFF) research funds, and health-related government, industry and philanthropic partnerships are underdeveloped. ANU Council accepted that these issues created an existential challenge for health, medicine and psychology at the University and, in February 2021, endorsed a College Strategic Plan to turn this situation around.

The global pandemic has had significant impact on all universities, including ANU. The ANU Recovery Plan identified that the key financial challenge for 2021, and the immediate future, is to ensure the ongoing ability of the University to operate within highly constrained financial circumstances. For sustainability and to manage current and future financial obligations, the University must close a remaining financial gap of at least \$103 million per annum from 2021, through reduction in salary and non-salary costs. Furthermore, it is made clear in the ANU Recovery Plan that, in doing so, ANU must still thrive, continue to pursue the strategic objectives outlined in the *Australian National University 2021-2024 Strategic Plan*<sup>1</sup>, and proactively contribute to the national recovery. CHM's inspired contributions during 2020-21 have been exceptional, however to build on them and to thrive in the future with a smaller staffing profile requires significant change.

The longer-term strategy for success as a top global university, serving the nation, improving people's lives in Australia and the world, is spelled out in the recently endorsed College of Health and Medicine Strategic Plan, called TRANSFORM (*herein referred to as the College Strategic Plan*). It was developed following critical appraisal of the College strengths and opportunities, increasing clarity gained in 2020 about our distinctiveness and national role, and extensive consultation across the College and with external stakeholders. It takes into account the new financial context, and tackles the issues of scale, distinctiveness and the need for new sources of revenue. It also draws strongly on the original purpose of the University in providing the knowledge and expertise needed to navigate Australia through its greatest challenges.

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<sup>1</sup> <https://www.anu.edu.au/about/strategic-planning/anu-strategic-plan-2021-2024>



In the College Strategic Plan, it is recognised that redesign is essential to meet financial imperatives, to emerge strongly from the pandemic-induced recovery situation, and to lay the foundations to thrive and flourish in the longer-term.

This Managing Change Proposal outlines the rationale for, and nature of the changes proposed within the College. It provides specific details and information on the proposed changes, seeks consultation and feedback on the proposed changes, and sets out guiding principles that will support any confirmed changes that may need to be implemented.

## Part 2: Rationale for Change

To emerge strongly, changes to the College must be well considered and savings must be realised and achieved in a way that preserves our College's core teaching and research activities and supports delivery of both College and University strategic priorities. Noting that the required savings are in addition to those already achieved in 2020 and early 2021 (through voluntary separations, natural attrition and not backfilling vacant positions), consideration must also be given to how we could reorganise in a way that would address and fill these existing gaps, as well as achieve further budget savings.

Simply considering and applying budget cuts uniformly across the College, or seeking savings through any one School, would adversely impact many of our research and teaching capabilities which, in many areas, are already overstretched. Additionally, medicine and biomedical science, population health, and psychological science are all vital disciplines to continue at ANU, and important synergies exist between them.

The 2021 recurrent budget for CHM is 20% less (\$12 million) than the initial 2020 budget and 10% less (\$6 million) than the revised and actual 2020 budget (post the implementation of the University Expenditure Control Framework in 2020). Of the available recurrent funds to support operating expenditure (the 'R' funds) 84% are allocated to salary costs. Given the proportion of the College budget that is dedicated to salary expenditure, a reduction in operating expenditure of this nature, more than the total operating budgets of two of our four Schools, requires consideration of the organisational structure and a reduction in the number of continuing academic and professional staff positions across the College.

The proposed changes put forward for CHM and its Schools are based on all that we have learned about positioning ANU for future success in population health, medicine and psychological science, and aim to achieve both goals—meeting the financial imperative, and supporting staff and students to flourish in our core activities and strategic priorities.

We anticipate the proposed changes will deliver the following benefits:

- Financial sustainability, greater efficiency and optimal arrangements for revenue generation to support future growth;
- Better teaching experience for staff and students, through better distribution of teaching loads, and greater professional support where it is most needed;
- Research success through directing available resources to narrowed areas of focus with critical mass, and strengthening clinical and applied research in key areas;
- Greater external profile, and better support for community, Government and industry engagement;
- Reduced burdensome administrative/organisational layers and silos, and better support for academics and academic activities from consolidated and shared administrative services, especially during periods of high volume/demand, and planned and unplanned absences;
- Improved retention of professional staff and increased opportunities for career development and pathways;
- Laying the necessary foundation for capitalisation and investment in TRANSFORM, securing of major partnerships, and creation of contemporary forward-looking models of medical and health-professional education; and
- Enabling the College to best support the vision being developed in ANU 2025, and distinctiveness as the national university.



Nevertheless, both salary and non-salary savings are still necessary, and not all positions within the College can be retained. Recognising that implementation of any confirmed changes may have both intended and unintended consequences, the College will maintain an active risk register, put in place methods to monitor and report on progress toward the anticipated benefits, and seek out and evaluate any unintended benefits and other outcomes.

### **Our core activities and strategic priorities**

The College Strategic Plan was developed on the basis that medicine and biomedical science, population health, and psychological science are vital core disciplines that must flourish at ANU, with the caveat that two significant shifts are required:

a. Accommodating translational research beside discovery science

We must become more competitive in translation-oriented research schemes, which currently attracts approximately three quarters of Australian health and medical research funding. As the funding pendulum swings between discovery and applied research, we should champion both. That means we must now complement long-standing strengths in fundamental science with grant or philanthropy-supported clinical, policy, industrial and community-based applied research; and

b. Complementing disciplinary expertise with interdisciplinary and interprofessional approaches

In the wake of the pandemic there is growing acceptance that the biological, psychological, social and environmental aspects of human health and wellbeing are inseparable. The ANU needs to show leadership in supporting the transition of health professional education from the century-old discipline-based silos, to a more contemporary approach that connects and integrates understanding of physical health, mental health, public health and human behaviour.

As the national university, ANU has unique obligations and opportunities to engage with the major health and societal issues confronting Australia. These include the health and wellbeing of Indigenous Australians, bushfire affected communities and our regional neighbours, as well as strengthening health systems and the national health workforce. Our contributions during the pandemic have shown national leadership, through expert advice to Government, surge capacity and secondments, public communication, assisting with policy development and evaluation, rapidly initiating relevant research, delivering front-line services, and strengthening the capabilities of our public services. A high-level of organisation and different ways of working are needed to support this level of external engagement, and to ensure it offers value to our partners, serves our national mission, brings recognition, and resources to the University, and helps our staff and students to flourish.

The University and the College have committed to providing a student experience second to none, and new educational opportunities suited to our core mission have been identified. Consolidation and sharing of our supports and platforms are needed to ensure students get an outstanding and contemporary experience, staff are optimally supported, and that our education offerings create influential alumni, build reputation and generate revenue.

The University, and our College, has a significant reputation to uphold in paradigm-shifting research. Doing so requires that available funds are concentrated in research areas that can be among the world's best that will tackle important challenges, and make the most of translational research and commercial opportunities. This necessitates narrowing of research focus to a few key strategic areas.

Our commitment to research, teaching, engagement, impact, and staff and student wellbeing in a resource-constrained environment depends on efficient and effective professional services. Our College needs to be optimally organised to best serve academic needs, share capabilities, reduce unnecessary duplication, and optimise performance.

### **New College structure**

The current CHM structure has four largely independent Schools with each School Director responsible for planning, management, resourcing and performance of teaching and research within their School. It is recognised that, over time, organisational arrangements have resulted in a considerable duplication of activities and support services across Schools, high academic and professional staff workloads, and little capacity for innovation or strategic growth within the current organisational arrangements.



A reorganisation of the College is proposed: to lay a foundation for addressing our challenges of scale and distinctiveness, to open up potential for new resource streams, and to address inefficiencies identified with the current structure.

It is proposed the College will be renamed the College of Health, Medicine and Psychological Science (CHMPS) to properly represent its discipline-based expertise. It is proposed the College will include two research Schools: (i) JCSMR, and (ii) the National Centres for Epidemiology, Psychology and Population Health (NCEPPH). The College and the Schools within it will continue to be headquartered at the ANU Acton Campus.

JCSMR will continue to be the home of biomedical science, and it will incorporate clinical biomedical sciences from ANUMS, and support the development of both laboratory scientists and clinician scientists.

NCEPPH will be formed by bringing together and incorporating the research activities and capabilities from RSPH, RSP and the non-biomedical research from ANUMS.

JCSMR and NCEPPH will each be led by a Director who is responsible for research activities and overall research performance, strategy, finance, operations, platforms, and all School-based professional staff. It is proposed NCEPPH will eventually establish national centres within it, with the head of each reporting to the NCEPPH Director.

Academic staff members (excluding clinical teachers) will have a proposed primary appointment within JCSMR or NCEPPH, and each will continue to provide and be appraised on teaching, research and service contributions.

It is proposed that all education programs will be elevated to the College-level in three professional discipline streams referred to as 'ANU Medicine,' 'ANU Psychology,' and 'ANU Population Health,' each of which will be led by a new Deputy Dean of the College (Deputy Dean, Medicine; Deputy Dean, Psychology; and Deputy Dean, Population Health).

Programs will draw on academic expertise from across the entire College and beyond. The College level education governance and support will continue to be provided by the Science Teaching and Learning Centre (STLC) and College Student Administration, overseen by the current Deputy Dean, Education of both CHM and the College of Science. This will be supplemented by a new consolidated College-level Centre for Health Education and Leadership (CHEL) that supports professional, continuing and executive education, with academic leadership from the new discipline-based Deputy Deans.

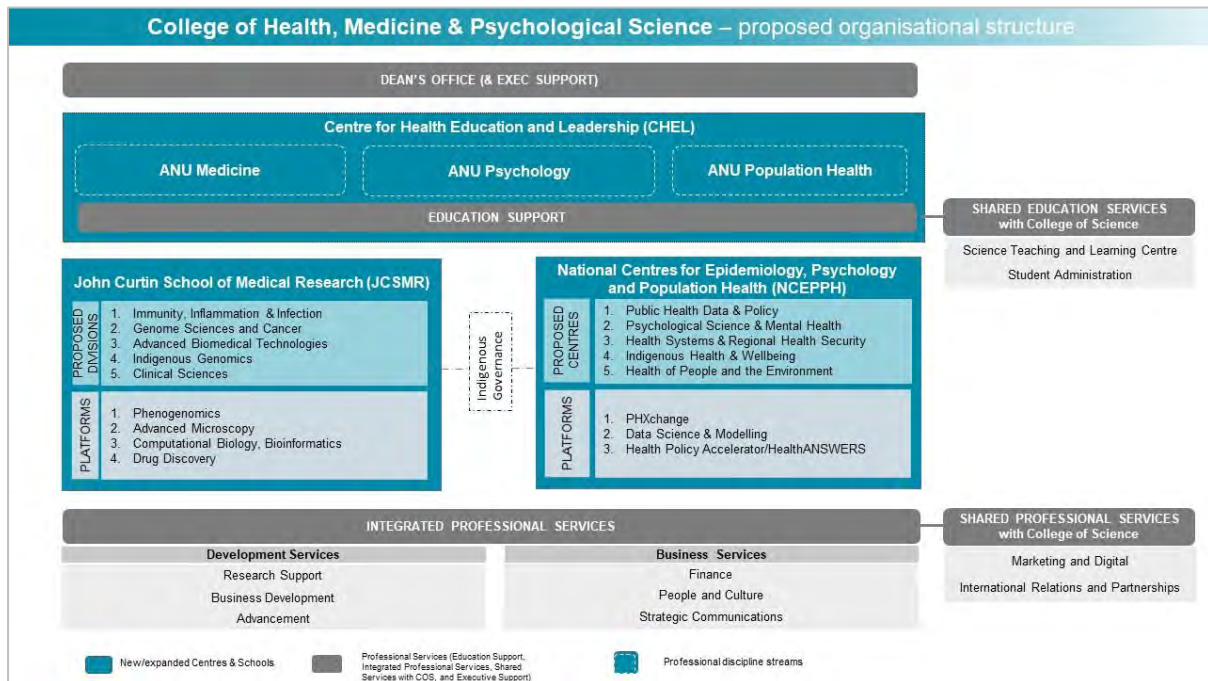
It is proposed that the new Deputy Deans will lead the professional disciplines and be responsible for disciplinary integrity. Their primary roles and responsibilities will include:

- (i) training of future practitioners and leaders through all relevant education programs;
- (ii) career development support for academics in the discipline, including mentoring and advising on their research careers in conjunction with the relevant School Director;
- (iii) liaison with the professions more broadly, including on matters of accreditation; and
- (iv) supporting the involvement of clinicians through partnership arrangements with health services in Canberra, southern NSW and further afield.

It is proposed that each clinical campus, such as Canberra Health Services, the Rural Clinical School, Calvary Health System, and the Sydney Adventist Hospital in Sydney, will have an Associate Dean who is responsible for managing the relationships with health service leaders and clinical teaching staff, and coordinating on-site teaching activities.



Figure 1: Proposed Organisation Structure - College of Health, Medicine & Psychological Science



### The John Curtin School of Medical Research

The JCSMR has, and continues to be, a flagship of research excellence at the ANU since its foundation. However, in order to grow and lead internationally while remaining financially viable, it is proposed that JCSMR narrow the focus of its research and research training. This focus must enhance the ability for scientists to flourish and be productive, and for the School to pursue strategic research goals and generate external revenue.

On the basis of current trajectory, the competitive landscape, and emerging opportunities, the research areas at JCSMR with greatest potential for future success are:

- Immunity, Inflammation and Infection,
- Genome Sciences and Cancer, and
- Advanced Biomedical Technologies, including Phenogenomics, Advanced Microscopy, and Computational Biology/Bioinformatics.

JCSMR will continue to pursue national and international leadership in each of these areas through a talent acquisition plan, and build research 'pipelines' that link discovery science, clinical translation and commercialisation to ensure each area maximises opportunities to bolster sustainability through grant success and other forms of revenue generation, including commercial partnerships.

Furthermore, given the prioritisation of translational research in recent funding awarded from the NHMRC and MRFF, clinician scientists have become increasingly critical to the success of medical research. A talent acquisition plan will include developing, with our clinical partner organisations, more clinician scientists whose practice and expertise align with our discovery research strengths, and it is proposed that a new Division of Clinical Sciences within the JCSMR, including academics from both ANUMS and the current JCSMR will lead these developments.

Since the National Centre for Indigenous Genomics (NCIG) exercises responsibilities under a special statute of the *Australian National University Act (1991)*, its activities will be directly accountable to the School through its own Division.

A proposed division of Advanced Biomedical Technologies will bring together, focus and strengthen existing research platform capabilities under academic leadership. In this way JCSMR will better support the other research divisions, drive innovation in these platforms and foster strategic collaboration with other strengths of ANU in, for example, the Research School of Physics and the



National Computational Infrastructure. The development of new technologies, potential applications such as drug screening and drug discovery, and optimising operations of the technology platforms will have significant scientific and financial benefits for the College and ANU more broadly.

However, for the College to narrow its focus and concentrate its resources within biomedical research, some areas that are both strong and highly valued at the JCSMR cannot be continued, and painful choices have to be made. In considering which areas of research should be a focus for ANU biomedicine, it is concluded that neuroscience research, while high quality, is not at a scale that enables it to be competitive with larger and more comprehensive centres of brain research elsewhere. Nor could it become so with the available resources.

It is acknowledged that JCSMR and ANU have a long history of excellence in neuroscience research dating back to the work on the synapse of our 1963 Nobel Laureate, Sir John Eccles. The JCSMR Masters of Neuroscience program is highly regarded, and excellent students are attracted to specialise in neuroscience through undergraduate, honours and higher degree by research programs of the School.

With this proposal, the School will withdraw funding of continuing academic positions in the Eccles Institute of Neuroscience and consequently cease offering the Masters in Neuroscience program. However, the College and School will continue to enable externally-funded activities and roles within neuroscience and put in place plans and support for current students to enable the teach out of the Masters of Neuroscience program.

Similarly, it is clear that areas of research that focus on developmental genetics and liver disease are not areas of sufficient strength for ANU to be competitive. It is proposed the School will no longer fund the continuing positions related to these areas within JCSMR and ANUMS.

These proposed changes to the focus of research and education activities in the JCSMR are designed to ensure the ongoing viability of biomedicine at ANU.

It is proposed that the legacy of Sir John Eccles, as well as the other Nobel prize winners from our College (Peter Doherty, Rolf Zinkernagel and Tony McMichael), be preserved and continue to be honoured in other ways, for example through new College-based Nobel Laureate Fellowships designed to attract early and mid-career researchers from around the world.

### **The National Centres for Epidemiology, Psychology and Population Health (NCEPPH)**

It is proposed to bring together RSPH, RSP and some academic staff from ANUMS to form the 'National Centres for Epidemiology, Psychology and Population Health (NCEPPH)'. NCEPPH will be a research-focused home of discipline-based expertise in epidemiology, population health, psychology, and health social sciences, fostering the core sciences in these disciplines as well as interdisciplinary and applied research. Our distinctive role as the national university features prominently in the University and College Strategic Plans. Just as it did when the University was founded after WWII, in 2020-2021 ANU demonstrated its vital role for the nation through provision of expertise and securing national capacity to support the nation through a crisis in which health and wellbeing are central concerns.

Since the establishment in 1988 of the National Centre for Epidemiology and Population Health (NCEPH), ANU has championed such a role in health. NCEPH has considerable brand recognition in Australia, which has survived following its incorporation into the newly formed RSPH in 2012. Its time to shine has arrived. The COVID-19 pandemic means that the public are more familiar than ever with the term 'epidemiology' and value 'population health.' And more than ever, people are aware of the interdependence of physical health, mental health, public health and human behaviour. The addition of psychological science to the prevention, population health and social-science foundations of NCEPH creates a unique national capability – a powerhouse to serve the nation, and a vehicle to support the University, especially our academic staff and students, to engage with key stakeholders on issues of national significance.

The proposed coming together of the research strengths of RSPH, RSP and ANUMS will allow deepening and cross-fertilisation to enhance scope, methods and theory. It will also strengthen academic engagement with key government and community stakeholders and, through excellence in



policy and public engagement, provide leadership for the University to 'meet its national responsibilities through a renewed compact with Australia'.

It is proposed that NCEPPH will foster expertise in disciplinary and interdisciplinary methods, champion research impact and engagement through the PHXchange, and support relevant platforms for health data sciences, health policy, public awareness and communication about health, and implementation science. Academic staff involved in medical and health professional education research and workforce development and planning will have their research home in NCEPPH.

The plural 'Centres,' rather than singular 'Centre', signals the intention to create more than one national centre within NCEPPH. As part of these proposed changes, the current National Centre for Epidemiology and Population Health (NCEPH), which is a centre within the current RSPH, will be repositioned and refocussed under NCEPPH as a national centre that addresses data in public health policy and practice. Potential additional national centres will be proposed for consideration, and the process and requirements for future designation as a 'national centre' made explicit and worked-up through deliberative processes involving internal and external stakeholders. The College will support structured pathways to the creation of national centres that are purposeful, multi-disciplinary and resonate with community and government needs.

It is proposed that NCEPPH be led by a Director who is research and engagement-focused, and to whom the Head of each potential Centre will report. Academic staff in NCEPPH will each have an academic workload that encompasses research, teaching and service responsibilities.

### **ANU Medicine**

It is proposed that the Doctor of Medicine and Surgery (MChD) program, and the Bachelor of Health Sciences (BHLTH) pathway program currently offered by the ANU Medical School be elevated to programs of the College and referred to as "*ANU Medicine*". This will be led by a Deputy Dean (Medicine) and supported by the existing STLC and College Student Administration, and a new College Centre for Health Education and Leadership (CHEL) that will provide optimal support for staff and students in professional, continuing and executive education programs.

It is proposed that *ANU Medicine* champion the current MChD and BHLTH programs, enabling the creation of executive education, leadership and continuing professional development (CPD) offerings, and delivering a nationally-relevant medical program that is still deeply connected into the local community.

*ANU Medicine* will also access the depth and breadth of expertise across the College (and the University as a whole) that is necessary to deliver the ambitious vision of *Medicine-in-the-world*, *Medicine+* and *Medicine-for-life*. The programs will continue to have responsibility for innovative medical education, will interface with *ANU Psychology* and *ANU Population Health*, our nursing and allied health partners, and Government and other organisations to ensure students benefit from interprofessional learning opportunities.

This proposal builds on the current MChD, which was developed by ANUMS after its establishment in 2004 to improve lives in the ACT and Southern NSW through training doctors, promoting clinical research, having policy impact, and augmenting the existing clinical services in the ACT and in the surrounding regions of NSW. It admits approximately 100 medical students per year, and the recently initiated BHLTH is a small pre-med pathway program.

Through the ANUMS, ANU has graduated over 1000 doctors for the region, and the MChD program achieved five years full accreditation with the Australian Medical Council in 2019. The program has some distinctive high-performing features, such as the Social Foundations of Medicine program, the Rural Clinical School, and the Technology Enabled Learning and Teaching Framework.

This proposal also enables the vision of the recently developed and ambitious three-pronged vision for future medical education: *Medicine-in-the-world* (a distinctive education core tapping into the national role of the University and the expertise it and its partners have in a broad range of subject areas), *Medicine+* (the opportunity for students who have performed exceptionally in their undergraduate programs to pursue a concurrent optional and non-traditional subject stream), and *Medicine-for-life*



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(continuing professional development, executive education, and courses co-designed with employers, Government and Medical Colleges).

This proposal recognises that the School's many policy contributions have been highly visible during the pandemic. However, ANUMS has been less effective in advancing clinical research. This is in part because ANUMS is small and has few significant strategic research collaborations with bigger research schools across the University, and has been limited in the translational research capabilities it has been able to offer to other schools that would significantly benefit from them.

Furthermore, this proposal recognises that an effective funding model for the current medical school has been elusive. While benefiting from, and dependent on teaching provided by ACT Health and other partner health service-based staff, ANUMS still requires contributions from core University funds that exceed the funding levels of block grant, philanthropic and other returns that support medical schools at other research-intensive universities. Funding is also supplemented by a small number of fee-paying international students enrolled at various stages of the program, including through bespoke arrangements with specific overseas university partners. There is potential to grow and strengthen our approach to international students, increasing numbers based on increasing the total capacity among our health service partners, targeting the highest calibre students from across the region, and ensuring they and their domestic classmates benefit fully from each other's presence.

Therefore, while the medical program is important for the University and for the local community, significant structural, operational and resourcing changes, including additional student places at other sites and new sources of funding, are needed for it to be sustainable and to realise the vision of *Medicine-in-the-world*, *Medicine+* and *Medicine-for-life*. This is also important to enable ANU to develop clinician-scientists, and to provide the translational research capabilities necessary for the success of biomedical and health social sciences across the University.

For clinical training *ANU Medicine* would continue the University's primary commitment to the people of the ACT and southern NSW through Canberra Health Services as the University's hospital primary partner, and the Rural Clinical School. It will also be flexible to bring in new clinical partners in Australia and in the Asia-Pacific region that provide an increased range of settings and training experiences for students, modest expansion of student numbers, and additional opportunities for translational research. Each major clinical partner organisation or system will have an Associate Dean who is responsible for managing relationships, delivering the local program, and coordinating local clinical teaching staff.

It is proposed that ANUMS professional staff will be integrated into the consolidated CHEL, which over time will have increased capacity to service business-as-usual needs, develop educational innovations, and pursue new market opportunities such as Executive Education, Continuing Professional Development, and Leadership Training.

It is proposed that University-funded ANUMS academic staff positions (except for clinical teachers) will, where possible and based on priority and area of expertise, be integrated into one of the proposed two research Schools within the College. Academic staff who are transferred to a research School may still have majority teaching functions, under the direction and supervision of the proposed Deputy Dean (Medicine).

It is proposed that clinical teachers and non-salaried (honorary) academic staff will have their clinical titles transferred to College-level appointments, reporting to the proposed Deputy Dean, Medicine. Honorary title holders may also be offered appointments in JCSMR or NCEPPH by the relevant Director.

It is proposed that, following the creation of "*ANU Medicine*," the foundational contribution of the ANU Medical School to the University and to the people of Canberra and the surrounding region be appropriately recognised, reminding future leaders of our primary commitment to the wellbeing of our local community.





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## ANU Psychology

It is proposed that the psychology programs currently offered by the Research School of Psychology be elevated to College-level programs within “*ANU Psychology*”. This will be led by a Deputy Dean (Psychology) and supported by the existing STLC and College Student Administration, and the proposed newly-established CHEL, aimed at providing optimal support for staff and students in professional, continuing and executive education programs.

It is proposed that *ANU Psychology* will build on the current fully accredited BSc(Psych), BPsy(Hons), Master of Clinical Psychology (MCP), Master of Professional Psychology (MPP), PhD and PhD Clinical Psychology programs, enabling further development, creating executive education, leadership and continuing professional development offerings, and ensuring teaching loads on academic staff are reduced so that they can flourish in teaching and research.

Psychology has been a discipline at ANU since the mid-20th century, being based at different times in a Sub-Department, a Department and, since 1990, a School. With a total of approximately 32 academic positions (30 FTE), RSP is small by comparison with schools of psychology at other universities, but still covers a broad range of fields in psychology, and teaches Australian Psychology Accreditation Council (APAC) accredited undergraduate, postgraduate masters and PhD programs.

Despite bearing significant teaching loads, recent recruits and more senior academic staff have impressive research achievements in areas such as social psychology, cognitive and perception, clinical, family and developmental psychology. The absence of a departmental structure has allowed vibrant collaboration between groups in the School, to a greater degree than collaborations with other parts of the College or University. While the School currently has a balanced budget since the introduction of an undergraduate partnership with SouthWest University in China, it does not have the capacity in its current form for significant innovation or exploration of new teaching pedagogies or market opportunities.

For teaching, *ANU Psychology* will access the depth and breadth of expertise across the College, the University and our alumni, will be responsible for innovations in psychology education, and will interface with *ANU Medicine* and *ANU Population Health* to ensure students benefit from interprofessional learning opportunities.

The research strengths currently based in RSP will be transferred to the proposed new NCEPPH, potentially as a proposed National Centre for Psychological Science and Mental Health.

Professional staff currently within RSP will be, where possible, directly transferred to the proposed NCEPPH or CHEL.

## ANU Population Health

It is proposed that *ANU Population Health* will be established to build on the current MPhil (Applied Epidemiology) (otherwise known as the MAE) and Master of Public Health (MPH) programs, as well as a range of current short course offerings of Research School of Population Health, to create a vibrant internationally recognised suite of training opportunities in all aspects of population health.

It is proposed that the MAE and MPH programs, along with any short courses, be elevated to College-level programs within “*ANU Population Health*”. This will be led by a Deputy Dean (Population Health) and supported by the existing STLC and College Student Administration, and the new Centre for Health Education and Leadership (CHEL) that will provide optimal support for staff and students in professional, continuing and executive education programs.

The MAE, which is Australia’s only accredited field epidemiology training program, and is internationally recognised for its quality, has been provided by NCEPH since 1991. There are over 250 graduates around Australia, and the program has recently been expanded to take in The Association of Southeast Asian Nations (ASEAN) students. Many alumni, teachers and mentors of the program have had significant roles during the pandemic.

The proposal recognises that, to deliver optimal experiences for students and their sponsoring or partner organisations, the MAE program is very resource intensive, and that this has been an increasing



challenge for the School in recent years. While RSPH has many outstanding researchers, short-term employment contingent on ongoing external contracts are common. Both the MAE and the MPH programs will benefit significantly from greater administrative support and workforce stability.

For its teaching requirements, *ANU Population Health* will access the depth and breadth of expertise across the College, the University and our alumni. It will also be responsible for innovations in population health education, strengthening the business model, seeking new sources of revenue, and interfacing with *ANU Medicine* and *ANU Psychology* to ensure students benefit from interprofessional learning opportunities.

The research strengths currently based in RSPH will be transferred to and joined into the proposed new NCEPPH.

### **Centre for Health Education and Leadership (CHEL)**

Across the College there are varying levels of professional staff resources dedicated to coordination and support of CHM postgraduate and professional education programs. These resourcing and support service arrangements have evolved over time and have resulted in inconsistencies, inequities and inefficiencies that the College now has an opportunity to address.

As the University and the College look to offer a student experience second to none, and with future plans including potential expansion of education programs into new markets, it is essential that adequate education coordination and delivery support is readily available to all teaching staff and that the approach to education support is consistent and of the highest-quality.

It is proposed the College establish a Centre for Health Education and Leadership (CHEL) that will elevate the importance of and support for professional education in the College and provide excellent professional support for education delivery, design and administration.

In establishing the proposed CHEL there is no proposed reduction of current professional staff positions providing education support services across the College. By retaining and reorganising the current resourcing, the College will ensure the scope of existing roles can be adjusted to enable the sharing of knowledge and expertise and the provision of consistent support services across all CHM degrees and programs. This will also help to relieve academic staff from high teaching-related administrative workloads, particularly in the areas of Psychology and Population Health.

The professional staff roles within the proposed CHEL will be divided into streams such as: admissions, teaching coordination (timetabling, lecture/tutorial coordination, liaison with academics), placements, skills and clinics, education technology, assessment and HDR support services, and will work collaboratively with University colleagues and stakeholders in provision of these services. These staff will be managed by the Manager of CHEL, reporting to one of the Deputy Deans.

As part of the proposed establishment of the CHEL, the College Executive intends to commission a rapid review to inform strategic decisions around education offerings, which will then inform a College-wide curriculum review. Professional staff in units providing clinical training facilities and student placements (eg the Rural Clinical School and the Psychology Clinic) will be directly transferred to the CHEL.

There are no proposed changes to current arrangements for the shared Science, Teaching and Learning Centre (STLC) and Student Administration functions shared with the College of Science. CHEL staff will work in partnership with the STLC and Student Administration team to ensure seamless education support and administration from Undergraduate through to Postgraduate and Executive Education and Higher Degree Research (HDR).

### **New professional services operating model**

The College and Schools have disaggregated services, support resources and systems, which has resulted in service duplication, lack of connection, inconsistencies in service standards and, in some instances, poor end-user experience. This systemic University-wide issue has been recognised and is



being addressed through the [ANU Service Performance Framework](#) (SPF<sup>2</sup>), which states that our service standards, delivery and experience need to be world-leading if we are to take our place amongst the greatest universities of the world.

By developing and implementing consistent University-wide service standards and performance which represent value for money by being effective, efficient, high-quality and in the right location, it is expected that a leading-edge environment in terms of design, delivery and service experience will be shaped for students, academics, professional staff and partners.

In this context of improving professional services in a contracted budgetary environment, and ensuring that the right foundations remain for the highest quality student experience, excellence in teaching and research, and delivery of the College Strategic Plan, it is proposed that a holistic reconfiguration of College professional and administrative structures and services occur. This will enable a more efficient and effective delivery and operations of professional services and support across the College in a way that is interconnected, collaborative, responsive, agile, continuously improving, and delivers exceptional service and value for money.

To better deliver effective and efficient professional support across the College, it is proposed that existing College professional service functions are reconfigured and reorganised into an Integrated Services Hub, with General Manager oversight, comprising two distinct but interconnected professional service hubs as below:

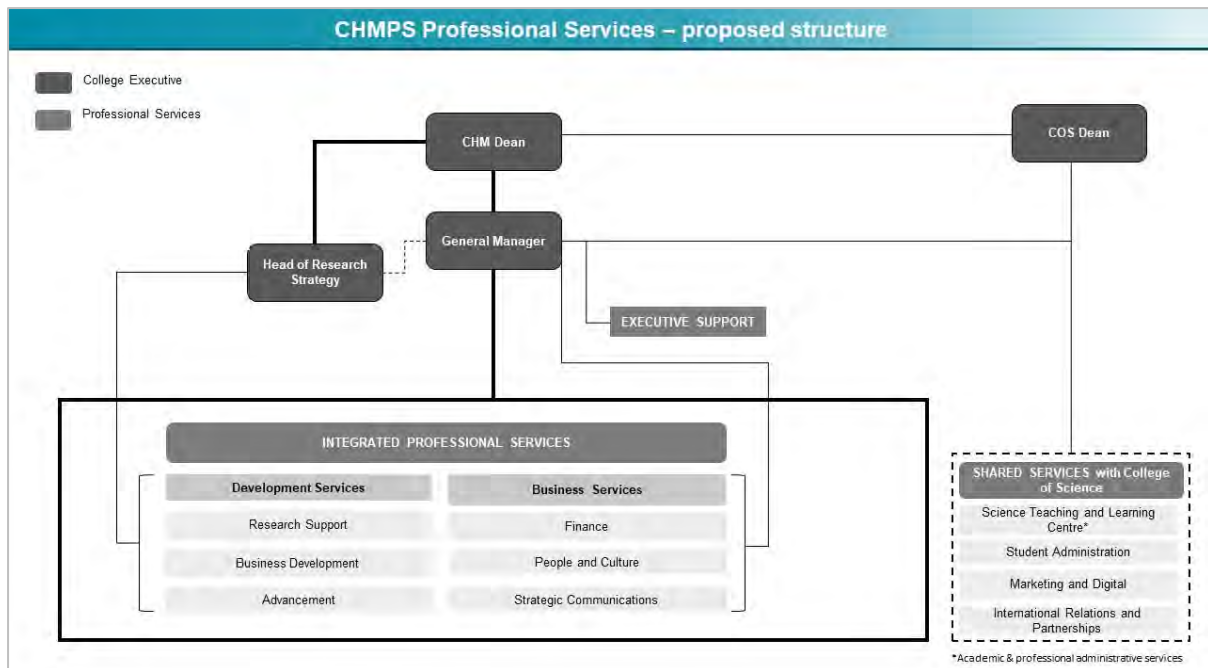
- **Business Services Hub:** Finance, People and Culture (currently Human Resources), and Strategic Communications will report directly to the College General Manager.
- **Development Services Hub:** Research Support (currently Research Management), Advancement, and a new Business Development function, that will bring together existing engagement and partnership expertise, will report directly to the Head of Health and Medical Research Strategy.

There are no proposed changes to professional and education services being delivered by and shared with the College of Science, including the Science Teaching and Learning Centre (STLC), Student Administration, Marketing and Communications, and International Relations and Partnerships.

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<sup>2</sup> [ANU Service Performance Framework](#)

Figure 2: Proposed Organisation Structure - College of Health, Medicine & Psychological Science Professional Services



### Business Services Hub

The proposed *Business Services Hub* will comprise existing College functions of Finance, People and Culture, and Strategic Communications, and will report directly to the College General Manager. The focus of this proposed service hub is to provide timely, solutions-focused expertise associated with core business operations in a way that is service oriented and efficient. The College will provide direction to the professional roles that exist within Schools supporting these functions more generally, and provide oversight of cross-College priorities. Professional staff in the Schools will be responsive to and work collaboratively with the College. The roles within Finance and People and Culture (currently HR) will move into the proposed *Business Services Hub*. The Communications roles embedded within JCSMR and RSPH (including PHXchange) will be retained in the Schools and report to the respective School Director, but will work collaboratively and be responsive to the College Strategic Communications Manager, in a dotted line structure. The Marketing and Communications Coordinator role, currently embedded in ANUMS, will join the College Strategic Communications team and support provision of specialist support across the College. This role will report to the College Strategic Communications Manager.

### Development Services Hub

The proposed *Development Services Hub* will comprise existing College functions of Research Support and Advancement, and include the establishment of a new Business Development capability that will bring together the resources supporting stakeholder engagement and partnership services. The *Development Services Hub* will be led by the Head of Health and Medical Research Strategy, and be responsive to the College General Manager. The hub will focus on maximising existing resources, building capacity, and directly supporting research and development activities that lead to increased (and diversified) research opportunities, success and income. The current roles within the Research Support (currently Research Management) and Advancement Teams will move into the proposed new *Development Services Hub*. The Head of Advancement will continue to report directly to the Dean with a dotted line to ANU Advancement, and will work collaboratively and be responsive to the Head of Health and Medical Research Strategy, and the General Manager. The *Business Services Hub* and *Development Services Hub* will provide skills and expertise to support the CHEL and education strategy for the College.

In considering the proposed reorganisation of professional services and the creation of the Integrated Services Hubs and CHEL, some existing areas of activity within the College will no longer be pursued. Based on the changes proposed, the College will no longer have a dedicated senior role for strategic





engagement and partnerships. The Head of Health and Medical Research Strategy will provide the senior leadership on all development activities for the Hub and the duties of the current senior role in strategic engagement and partnerships will cease or be distributed elsewhere within the Hub.

### Part 3: The Nature of the Change

The proposed changes will see a reconfiguration and combining of: (i) research activities of the four current Schools into two strengthened research Schools; (ii) academic leadership, coordination and professional support of education programs with the establishment of the new College-level Centre for Health Education and Leadership (CHEL); and (iii) the Professional services across the College.

It is foreseeable that this proposal will involve:

- Renaming the College of Health and Medicine to the College of Health, Medicine and Psychological Science;
- Joining of three Research Schools into a single School-level structure (the National Centres);
- Joining of clinician researchers from ANUMS with JCSMR
- Establishment of 1 National Centres for Epidemiology Psychology and Population Health (NCEPPH);
- Establishment of 1 Centre for Health Education and Leadership (CHEL);
- Reorganisation of the College professional support services;
- Development of a Teach Out Plan for programs impacted by College and Research School changes;
- Direct transfer of two (2) Research School Director positions;
- Establishment of two (2) Deputy Dean positions;
- Direct transfer of two (2) Research School Director positions to two (2) Deputy Dean positions;
- Direct transfer of 59 continuing academic positions;
- Direct transfer of 57 continuing (contingent funded) (CCF) academic positions;
- Direct transfer of 145 fixed term academic positions;
- Direct transfer of 132 continuing professional staff positions;
- Direct transfer of 60 continuing (contingent funded) professional staff positions;
- Direct transfer of 97 fixed term professional staff positions;
- Disestablishment of up to 11 continuing academic staff positions;
- Disestablishment of up to 12 continuing professional staff positions;
- Disestablishment of up to one (1) fixed term professional staff position; and
- Transition arrangements for affected staff including permanent transfer, redeployment, transition to a fixed term or fixed term per-retirement agreement and voluntary separation.

Changes may also include: a change in reporting or supervisory lines for some staff and positions; a change in work practices for some staff; reorganisation of teams, and/or a change in conditions, or change that would likely lead to changed responsibility levels.

The current and proposed academic staffing profile across the Schools and College have been confirmed as **at 9 March 2021**.

#### Summary of proposed School changes

Underpinning the proposed redesign and reorganisation of the College is the intent to build coherent clusters of excellence in research, education and engagement and establish critical mass and continuity sufficient to compete in those activities on the world stage. The proposed reconfigured Schools, Centre for Health Professional Education and Leadership and reorganised Professional Services encapsulate activities that already have some activity at that level in the College, but which need further strengthening to achieve impact.

#### **The John Curtin School Of Medical Research (JCSMR) - Summary of staff position changes**

In the proposed structure for the College, JCSMR will continue to be the home of biomedical science, will incorporate clinical biomedical sciences from ANUMS, and will support the development of both laboratory scientists and clinician scientists.



### **Summary of academic staff changes**

It is proposed the following positions be directly transferred into the proposed new JCSMR structure and the continuing academic staff profile be as outlined in the Table 1 below:

*Table 1: Continuing academic positions to be directly transferred to the proposed JCSMR structure*

Current Work Area	Current Position Title	Proposed Position Title	Current Level	Proposed Number of Positions
JCSMR	Fellow	Fellow	C	1
JCSMR	Senior Fellow	Senior Fellow	D	3
JCSMR	Professor	Professor	E	6
ANUMS	Associate Lecturer (Anatomy)	Associate Lecturer	A	1
ANUMS	Senior Lecturer	Senior Lecturer	C	1
ANUMS	Senior Fellow	Senior Fellow	D	1
ANUMS	Associate Professor	Associate Professor	D	1
ANUMS	Professor of Surgery	Professor of Surgery	E	1
ANUMS	Professor in the Practice MAM	Professor in the Practice MAM	E	1
<b>TOTAL</b>				<b>16</b>

It is proposed that all JCSMR academic staff on Fixed Term (FT) or Continuing Contingent Funded (CCF) will be directly transferred to the proposed new JCSMR structure as shown at Appendix 2. All of the positions proposed to be directly transferred are being transferred at level.

It is proposed that all biomedical ANUMS academic staff on Fixed Term (FT) or Continuing Contingent Funded (CCF) will be directly transferred to the proposed new JCSMR structure as shown at Appendix 2. All of the positions proposed to be directly transferred are being transferred at level.

### **Direct transfer to Research School of Biology**

It is proposed the following positions, which currently have shared research and responsibilities between the ANUMS and the Research School of Biology, will be directly transferred to the Research School of Biology:

*Table 2: Academic positions to be directly transferred to the Research School of Biology*

Current Position Title	Proposed Position Title	Proposed Number of Positions
ARC Future Fellow, Level C	ARC Future Fellow, Level C	1
Professor, Level E	Professor Level E	1
<b>TOTAL</b>		<b>2</b>

### **Disestablished positions within the proposed structure**

The following positions will be disestablished as they are no longer required, their duties have been or will be ceased, and there will be no available at level positions within the proposed academic profile for JCSMR.

Level D – one (1) position: it is proposed that this role be disestablished. There are no available at level positions within the academic profile of the School and within the eligibility criteria that will enable them to be directly transferred to any of the available positions within the proposed new School structure.

Level D (Neuroscience) – two (2) positions it is proposed that these roles be disestablished as the narrowing of research discipline areas means that the expertise associated with these positions and the duties of the positions will cease within the School. Teaching and service work associated with the positions will be distributed elsewhere within the School.



Level E1 (Neuroscience) – three (3) positions: it is proposed that these roles be disestablished as the narrowing of research discipline areas means that the expertise associated with these positions and the duties of the positions will cease within the School. Teaching and service work associated with the position will be distributed elsewhere within the School.

Level E1 (Developmental genetics &) – one (1) position: it is proposed that this role be disestablished as the narrowing of research discipline areas means that the expertise associated with the position and the duties of the position will cease within the School. Teaching and service work associated with the positions will be distributed elsewhere within the School.

Level E2 (Head of Department, Neuroscience) – one (1) position: it is proposed that this role be disestablished as the narrowing of research discipline areas means that the expertise associated with the position and the duties of the position will cease within the School. Teaching and service work associated with the position will be distributed elsewhere within the School.

The current academic structure for JCSMR is included in Appendix 1. The proposed academic structure for JCSMR is included in Appendix 2.

### **Summary of professional staff changes**

The JCSMR professional staffing will be reconfigured to provide optimal support across the School.

### **New positions within the proposed structure**

It is proposed that the following positions be created within the proposed new structure. All proposed new positions are recommended to ensure suitably qualified and experienced staff have the skills, and qualifications to support the School's proposed new structure.

Senior School Administrator ANU Officer 6/7 – two (2) positions: these proposed new positions are recommended to be classified at ANU 6/7. The School Administrator roles will provide high level support to the School Manager and be responsible for coordination and delivery of the day-to-day administration activities for the Schools. The Senior School Administrator will work closely with the School Manager and the School administration team and contribute to the reporting and delivery of administration services that support the research activities of the School.

### **Directly transferred positions within the proposed structure**

It is proposed the following continuing positions be directly transferred to the new School structure. All of the positions confirmed 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 professional services requirements for the School and the College.

*Table 3: Continuing professional positions to be directly transferred to the proposed JCSMR structure*

Current Position Title	Proposed Position Title	Current Level	Proposed Number of Positions
Autoclave & Wash-up Operator	Autoclave & Wash-up Operator	2/3	2
Purchasing Officer	Purchasing Officer	4	1
Purchasing Officer	Purchasing Officer	5	1
School Administrator	School Administrator	5	1
Marketing & Comms Coordinator	Marketing & Comms Coordinator	6/7	1
Executive Officer to Director JCSMR	Executive Officer to Director	8	1
Administration Manager	Administration Manager	8	2
Lab Manager	Lab Manager	8	1
WHS Manager	WHS Manager	8	1
School Facilities Manager	School Facilities Manager	SM1	1



Current Position Title	Proposed Position Title	Current Level	Proposed Number of Positions
Research Development Manager	Research Development Manager	SM1	1
School Manager	School Manager	SM2	1
<b>TOTAL</b>			<b>14</b>

It is proposed that all continuing professional staff positions that are supporting research be directly transferred to the proposed new JCSMR structure and will be transferred at level as follows:

Table 4: Continuing research support positions to be directly transferred to the proposed JCSMR structure

Current Position Title	Proposed Position Title	Current Level	Proposed Number of Positions
Technical Officer	Technical Officer	4/5	1
Senior Technical Officer	Senior Technical Officer	6	1
Senior Technical Officer	Senior Technical Officer	7	1
Senior Laboratory Technical	Senior Laboratory Technical	7	1
<b>TOTAL</b>			<b>4</b>

**Scientific Platforms:** all JCSMR professional staff who are Continuing, Fixed Term (FT) or Continuing Contingent Funded (CCF) and currently supporting the seven (7) Scientific Platforms - including the Australian Phenomics Facility; ANU Bioinformatics Consultancy; Biomolecular Resource Facility; Cancer Biology & Therapeutics; Genome Sciences; Imaging & Cytometry Facility; and, Immunology & Infectious Diseases - will be directly transferred from the current JCSMR into the proposed JCSMR structure as shown at Appendix 4. All of the positions proposed to be directly transferred are being transferred at level.

**Supporting Research:** all JCSMR professional staff currently supporting research who are Fixed Term (FT) or Continuing Contingent Funded (CCF) will be directly transferred from the current JCSMR into the proposed JCSMR structure as shown at Appendix 4. All of the positions proposed to be directly transferred are being transferred at level.

**Supporting Education:** all JCSMR professional staff currently providing education support who are Continuing, Fixed Term (FT) or Continuing Contingent Funded (CCF) will be directly transferred to the Centre for Health Education and Leadership (CHEL) as shown at Appendix 14.

All other JCSMR professional staff on Fixed Term (FT) or Continuing Contingent Funded (CCF) will be directly transferred to the proposed JCSMR structure as shown at Appendix 4. All of the positions proposed to be directly transferred are being transferred at level.

#### Disestablished positions within the proposed structure

It is proposed the following positions will be disestablished as they are no longer required, and the duties associated with the position will be ceased or distributed elsewhere within the proposed new structure.

Departmental Administrator ANU05 – three (3) positions: it is proposed that these roles will be disestablished as the work associated with this position is no longer required or the duties have been or will be ceased or distributed elsewhere within the proposed new structure.

Electronics Officer ANU4/5 – one (1) position: it is proposed that this role be disestablished as the work associated with this position is no longer required or the duties have been or will be ceased or distributed elsewhere within the proposed new structure.

Stores Officer ANU04 – one (1) position: it is proposed that this role be disestablished as the work associated with this position is no longer required or the duties have been or will be ceased or distributed elsewhere within the proposed new structure.





The current professional structure for JCSMR is included in Appendix 3. The proposed professional structure for JCSMR is included in Appendix 4.

### National Centres for Epidemiology Psychology and Population Health (NCEPPH) - Summary of staff position changes

In the proposed new structure for the College, the National Centres for Epidemiology, Psychology and Population Health (NCEPPH) will be formed by bringing together research activities capabilities and expertise from the Research School of Population Health (RSPH), Research School of Psychology (RSP) and the non-biomedical research from the ANU Medical School (ANUMS).

#### Summary of academic position changes

It is proposed the following positions will be directly transferred into the proposed new NCEPPH structure and the continuing academic staff profile will be as outlined in the Table 5 below.

All academic staff within RSP, RSPH and ANUMS on Fixed Term (FT) or Continuing Contingent Funded (CCF) will be directly transferred to the proposed new NCEPPH structure.

Table 5: Continuing academic positions to be directly transferred to the proposed NCEPPH structure

Current Work Area	Current Position Title	Proposed Position Title	Current Level	Proposed Number of Positions
ANUMS	Associate Lecturer	Associate Lecturer	A	1
ANUMS	Associate Lecturer, Indigenous Health	Associate Lecturer, Indigenous Health	A	1
ANUMS	Lecturer of General Practice	Lecturer of General Practice	B	1
ANUMS	Lecturer in Medical Education	Lecturer in Medical Education	B	2
ANUMS	Lecturer	Lecturer	B	2
ANUMS	Senior Lecturer	Senior Lecturer	C	1
ANUMS	Senior Clinical Skills Tutor	Senior Clinical Skills Lecturer	C	2
ANUMS	Associate Professor/Population Health	Associate Professor	D	1
ANUMS	Head, Medical Education Unit	Associate Professor	D	1
ANUMS	Senior Fellow	Senior Fellow	D	1
ANUMS	Professor	Professor	E	2
RSP	Senior Lecturer	Senior Lecturer	C	3
RSP	Fellow	Senior Lecturer	C	1
RSP	Senior Fellow	Associate Professor	D	2
RSP	Associate Professor	Associate Professor	D	2
RSP	Associate Professor / Senior Fellow Clinical Psychology	Associate Professor	D	1
RSP	Senior Fellow in Psychology	Associate Professor	D	1
RSP	ARC Fellow	ARC Future Fellow	D	1
RSP	NHMRC Emerging Leadership Fellow	NHMRC Emerging Leadership Fellow	D	1
RSP	Professor	Professor	E	3
RSPH	Fellow - MAE	Fellow - MAE	C	1
RSPH	Associate Professor	Associate Professor	D	1
RSPH	Senior Fellow	Senior Fellow	D	1
RSPH	NHMRC Fellow	NHMRC Fellow	D	1
RSPH	Deputy Director & Head (Dept of Global Health)	Professor Global Health	E	1
RSPH	Head NCEPH	Professor Epidemiology, Policy and Practice	E	1



Current Work Area	Current Position Title	Proposed Position Title	Current Level	Proposed Number of Positions
RSPH	NHMRC Career Development Fellowship	NHMRC Career Development Fellowship	E	1
RSPH	NHMRC Fellow	NHMRC Fellow	E	1
RSPH	Professor	Professor	E	1
RSPH	Director, RSPH	Director, NCEPPH	E	1
<b>TOTAL</b>				<b>40</b>

### Disestablished positions within the proposed structure

The following positions will be disestablished as they are no longer required and their duties have been or will be ceased and there will be no available at level positions within the proposed Academic profile for NCEPPH.

Level E1 – one (1) position: it is proposed that this role be disestablished as the narrowing of research discipline areas means that the specialist academic expertise associated with this position is not aligned with future priorities, and the duties of the position will cease. Teaching and service work associated with the position will be distributed elsewhere within the College.

Level C – one (1) position: it is proposed that this role be disestablished as the narrowing of research discipline areas means that there is no identified research activity associated with this position that can be aligned with the future priorities and the duties of the position will cease. Teaching and service work associated with the position will be distributed elsewhere within the College.

The current academic structure for ANUMS, RSP and RSPH are included in Appendix 5 to 7. The proposed academic structure for NCEPPH is included in Appendix 8.

### Summary of professional staff changes

In bringing together research expertise from RSP, RSPH and ANUMS professional staffing will be reconfigured to provide optimal support across the School.

### New positions within the proposed structure

It is proposed that the following position will be created within the new structure. The proposed new position is recommended to ensure suitably qualified and experienced staff have the skills and qualifications to support the proposed new NCEPPH structure.

NCEPPH School Manager ANU SM2 (1 position): this proposed new position is recommended to be classified at ANU SM2. The School Manager role will be responsible for overseeing the activities and service delivery that supports research and strategic outcomes for NCEPPH. The School Manager will lead and manage the professional staff team within the School to deliver the operational, professional and technical services to support the School, and will contribute to strategic planning, support delivery of strategic priorities for the School, and support development and management of WHS, finance, administration and technical services within the School.

### Directly transferred positions within the proposed structure

It is proposed the following continuing positions be directly transferred to the new NCEPPH structure.

All of the positions confirmed 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 professional services requirements for the School and the College.



Table 6: Continuing professional positions to be directly transferred to the proposed NCEPPH structure

Current Work Area	Current Position Title	Proposed Position Title	Current Level	Proposed Number of Positions
ANUMS	Executive Assistant to Deputy Dean	Administration Officer	5	1
RSP	Administration Officer	Administration Officer	5	1
RSPH	Executive Assistant	Executive Assistant	5	1
ANUMS	WHS & Facilities Officer	WHS & Facilities Officer	6/7	1
ANUMS	WHS Consultant	WHS Consultant	6/7	1
RSP	Building & Operations Project Officer	Business Operations Officer	6/7	1
RSPH	Science Communications Coordinator PHXchange	Science Communications Coordinator PHXchange	6/7	1
RSP	Specialist Research Officer	Specialist Research Officer	7	1
RSPH	Science Communications Manager	Science Communications Manager PHXchange	8	1
ANUMS	Operations Manager	Operations Manager	8	1
			<b>TOTAL</b>	<b>10</b>

**PHXchange:** Professional staff within the PHXchange will be directly transferred to the NCEPHH as shown at Appendix 12. All of the positions proposed to be directly transferred are being transferred at level.

**Indigenous Health and Wellbeing Grand Challenge:** Professional staff within the Indigenous Health and Wellbeing Grand Challenge will be directly transferred to the NCEPHH as shown at Appendix 12. This position is proposed to be directly transferred at level.

**Social Cohesion Grand Challenge:** Professional staff within the Social Cohesion Grand Challenge will be directly transferred to the NCEPHH as shown at Appendix 12. All of the positions proposed to be directly transferred are being transferred at level.

**Research Support:** All ANUMS, RSP and RSPH Continuing, Fixed Term (FT) or Continuing Contingent Funded (CCF) professional staff currently providing research support will be directly transferred to the NCEPHH as shown at Appendix 12. All of the positions proposed to be directly transferred are being transferred at level.

**Education Support:** All ANUMS, RSP and RSPH Continuing, Fixed Term (FT) or Continuing Contingent Funded (CCF) professional staff currently providing education support will be directly transferred to the Centre for Health Education and Leadership (CHEL) as shown at Appendix 14. All of the positions proposed to be directly transferred are being transferred at level.

### Disestablished positions within the proposed structure

It is proposed the following positions be disestablished as they are no longer required and the duties associated with the positions will be ceased or distributed elsewhere within the proposed new structure.

**ANUMS School Manager SM2 –one (1) position** it is proposed that this role be disestablished as the work associated with this position is no longer required and the duties will be ceased or distributed elsewhere within the proposed new structure.

**RSPH School Manager SM2 – one (1) position:** it is proposed that this role be disestablished as the work associated with this position is no longer required and the duties will be ceased or distributed elsewhere within the proposed new structure.

**RSP School Manager SM1 – one (1) position:** it is proposed that this role be disestablished as the work associated with this position is no longer required and the duties will be ceased or distributed elsewhere within the proposed new structure.



Administrative Support Officer ANU04 – three (3) positions: it is proposed that these roles be disestablished as the work associated with this position is no longer required or the duties have been or will be ceased or distributed elsewhere within the proposed new structure.

The current professional structure for ANUMS, RSP and RSPH are included in Appendix 9 to 11. The proposed professional structure for NCEPHH is included in Appendix 12.

### **Centre for Health Education and Leadership (CHEL)**

It is proposed that current academic continuing appointments (excluding clinical teachers) within the College, where possible will have a primary appointment within JCSMR or NCEPPH, and each academic role will continue to have academic workload that includes teaching, research and service. Clinical teaching roles (teaching only) will be appointed to the proposed new CHEL structure.

### **Summary of academic and professional staff changes**

#### **New positions within the proposed structure**

It is proposed that the following positions be created within the proposed new CHEL structure. All proposed new positions are recommended to ensure suitably qualified and experienced staff have the skills, and qualifications to support the Centre's proposed new structure.

Deputy Dean, Professor, Level E (three positions): these proposed positions will be the leaders in the professional disciplines and be responsible for disciplinary integrity. Their primary roles and responsibilities will include:

1. Training of future practitioners and leaders through all relevant education programs;
2. Career development support for academics in the discipline, including mentoring and advising on their research careers in conjunction with the relevant School director;
3. Liaison with the professions more broadly, including on matters of accreditation; and
4. Supporting the involvement of clinicians through partnership arrangements with health services in Canberra, southern NSW and further afield.

Centre Manager ANU Senior Manager 2 (one (1) position): this proposed new position is recommended to be classified at ANU SM2. The Centre Manager role will lead the development and co-design of the College's Centre for Health Education and Leadership, championing the service focus and providing strategic advice, management and leadership. The key accountability and responsibilities for the role are:

1. Lead coach and develop their people to create high performing teams;
2. Ensure the design and delivery of excellent education support to clients and stakeholders, advancing the College's and University's overall capability and strategic goals;
3. Support to design and delivery of a high quality Executive Education Program; and
4. Build strong and collegial relationships with the College community and wider University.

#### **Directly transferred positions within the proposed structure**

All ANUMS, RSP and RSPH Casual Sessional, Fixed Term (FT) or Continuing Contingent Funded (CCF) academic staff currently providing teaching support will be directly transferred to the Centre for Health Education and Leadership (CHEL) as shown at Appendix 13. All of the positions proposed to be directly transferred are being transferred at level.

It is proposed that all education focussed professional staff positions from JCSMR, ANUMS, RSP and RSPH will be directly transferred into the new Centre structure.

All fixed term professional positions will be directly transferred to the proposed new structure for the current term of their appointment.

All of the positions proposed 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 proposed changes. This will enable the positions to be updated and aligned with the requirements of the proposed new structure and ensure the positions are focused on the required capacity to deliver on the education program requirements of the College.





Table 7: Continuing and Fixed Term positions to be directly transferred to the proposed CHEL structure

Current Work Area	Current Position Title	Proposed Position Title	Current Level	Proposed Number of Positions
ANUMS	Administrative Officer	Administrative Officer	4	1
RSP	Executive Support Officer	Executive Support Officer	5	1
RSP	Student Administration Officer	Student Administration Officer	5	2
RSPH	Student Administration Officer	Student Administration Officer	5	1
ANUMS	Student Research Administrator	Student Research Administrator	5	1
ANUMS	Administration Support Officer	Administration Support Officer	5	2
ANUMS	Admissions Officer	Admissions Officer	5	2
ANUMS	Clinical Education Officer	Clinical Education Officer	5	3
ANUMS	Clinical Skills Officer	Clinical Skills Officer	5	1
ANUMS	Education Officer	Education Officer	5	2
ANUMS	Education Support Officer	Education Officer	5	1
ANUMS	Learning Technologist	Learning Technologist	5	1
ANUMS	Medical Sciences Technical Co-ordinator	Medical Sciences Technical Co-ordinator	6	1
ANUMS	Executive Assistant to the Dean	Executive Assistant to the Deputy Deans	6/7	1
RSPH	Senior School Administrator	Senior Student Admin Officer	6/7	1
RSPH	Senior Officer, HDR Student Admin	Senior Student Admin Officer	6/7	1
JCSMR	Senior Student Admin Officer	Senior Student Admin Officer	6/7	1
ANUMS	Admissions Coordinator	Admissions Coordinator	6/7	1
ANUMS	Anatomical Services Specialist	Anatomical Services Specialist	6/7	1
ANUMS	Assessment & Education Coordinator	Assessment & Education Coordinator	6/7	1
ANUMS	Assessmt & Evaluation Coordinator	Assessmt & Evaluation Coordinator	6/7	1
ANUMS	Clinical Education Coordinator	Clinical Education Coordinator	6/7	1
ANUMS	Learning Designer	Learning Designer	6/7	2
ANUMS	Project Officer	Project Officer	6/7	1
ANUMS	Senior Clinical Skills Officer	Senior Clinical Skills Officer	6/7	1
ANUMS	TELT Manager	TELT Manager	8	1
ANUMS	Education Delivery Manager	Education Delivery Manager	8	1
ANUMS	Clinical Skills Coordinator	Clinical Skills Coordinator	8	1
ANUMS	IT Manager	IT Manager	8	1
ANUMS	Education Manager	Education Manager	SM1	1
ANUMS	Director, ANUMS	Deputy Dean Medicine	E	1
RSP	Director Psychology	Deputy Dean Psychology	E	1
			<b>TOTAL</b>	<b>38</b>

**Rural Clinical School:** All academic and professional Continuing, Fixed Term and Continuing Contingent Funding (CCF) positions currently supporting the Rural Clinical School will be directly transferred to the Centre structure. All of the positions proposed to be directly transferred are being transferred at level.

**Psychology Clinic:** All professional Continuing, Fixed Term and Continuing Contingent Funding (CCF) positions currently supporting the Psychology Clinic will be directly transferred to the Centre structure. All of the positions proposed to be directly transferred are being transferred at level.

The current academic structure for ANUMS, RSP and RSPH are included in Appendix 5 to 7. The proposed academic structure for CHEL is included in Appendix 13.



The current professional structure for ANUMS, RSP and RSPH are included in Appendix 9 to 11. The proposed professional structure for CHEL is included in Appendix 14.

### College Dean's Office

#### Summary of academic and professional staff changes

##### **Directly transferred positions within the proposed structure**

It is proposed the following continuing positions will be directly transferred to the proposed new College structure.

All of the positions confirmed 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 professional services requirements for the School and the College.

It is proposed that the following positions be directly transferred into the College's new structure.

*Table 8: Positions to be directly transferred to the proposed College Dean's office structure*

Current Position Title	Proposed Position Title	Current Level	Proposed Number of Positions
Dean, College of Health and Medicine	Dean, College of Health, Medicine and Psychological Science	Dean	1
Deputy Dean Education (CHM/CoS)	Deputy Dean Education (CHM/CoS)	Deputy Dean	1
General Manager, College of Health and Medicine	General Manager, College of Health, Medicine and Psychological Science	GM	1
Head, Health and Medical Research Strategy	Head, Health and Medical Research Strategy	SM3	1
Executive Officer	Executive Officer	SM1	1
Executive Assistant	Executive Assistant	6/7	1
Senior Administrative Assistant	Executive Support Officer	6/7	1
<b>TOTAL</b>			<b>7</b>

### College Professional Service Hubs

To better deliver effective and efficient professional support across the College, it is proposed that existing College professional service functions be reconfigured and reorganised into an Integrated Services Hub, with General Manager oversight, comprising two distinct but interconnected professional service hubs as below:

- **Business Services Hub:** Finance, People and Culture (currently Human Resources), and Strategic Communications will report directly to the College General Manager.
- **Development Services Hub:** Research Support (currently Research Management), Advancement, and a new Business Development function that will bring together existing engagement and partnership expertise, will report directly to the Head of Health and Medical Research Strategy.

##### **Directly transferred positions within the proposed structure**

It is proposed the College establish the Integrated Services Hub and all professional staff currently supporting College professional services be directly transferred to this unit.

All of the positions proposed 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 proposed changes. This will enable the positions to be updated and aligned with the requirements of the proposed new structure



and ensure the positions are focused on the required capacity to deliver on the professional service requirements of the College.

Table 9: Continuing and Fixed Term positions to be directly transferred to the proposed College Professional Service Hub structure

Current Position Title	Proposed Position Title	Current Level	Proposed Number of Positions
Human Resources Assistant	Human Resources Assistant	4	2
Research Services Officer	Research Services Officer	5	2
Finance Officer	Finance Officer	5	2
Human Resources Officer	Human Resources Officer	5	3
Marketing & Communications Coordinator (ANUMS)	Communications and Engagement Coordinator	6/7	1
Human Resources Consultant	Human Resources Consultant	6/7	1
Senior Finance Officer	Senior Finance Officer	6/7	4
Senior Research Management Officer	Senior Research Management Officer	6/7	3
Development Manager	Development Manager	8	2
Manager, Human Resources	Deputy Manager, People & Culture	8	1
Manager, Research Management	Deputy Manager, Research Support	8	1
Deputy, Finance Manager	Deputy, Finance Manager	8	1
Grants Specialist	Grants Specialist, Research Development	SM1	1
Strategic Communications Manager	Strategic Communications Manager	SM1	1
Knowledge Services/Partnership	International Engagement Manager	SM1	1
Stakeholder Engagement Manager	Stakeholder Engagement Manager	SM1	1
<b>TOTAL</b>			<b>27</b>

### Disestablished positions within the proposed structure

It is proposed the following position will be disestablished

Head, Strategic Engagement & Partnerships SM3 – one (1) position: It is proposed that this role be disestablished as the work associated with this position is no longer required and the duties will be ceased or distributed elsewhere within the proposed new structure.

The current structure for College of Health & Medicine Professional Services is included in Appendix 15. The proposed structure for the College of Health, Medicine & Psychological Science Professional Services is included in Appendix 16.

### Summary of proposed academic program changes

The reorganisation and changes proposed for the College will impact the Academic Organisational Units (AOUs) within CHM and this will affect the education programs which will be offered by the College.

Programs which will cease to be offered within the proposed new College structure and will require teach out arrangements

- Masters of Neuroscience
- Masters of Neuroscience(Advanced)

Plans which will cease to be offered within the proposed new College structure or will require significant amendment and will require teach out arrangements

- Neuroscience and Physiology Specialisation



### **Teach out plan**

A teach out plan for all affected programs, majors, and minors will be developed by the College in consultation with the Deputy Vice Chancellor (Academic), the Dean, the Deputy Dean (Education), the relevant Research School Directors and (as applicable) the Associate Director (Education).

The plan will detail a timetable for each of the impacted programs/plans and delivery of associated courses and confirm teach-out enrolment conditions. It is expected this will include confirmation of no new enrolments in the Masters of Neuroscience and Master of Neuroscience (Advanced) from the end of 2021 and enrolments in all other programs within the confirmed teach out plan to be limited to students undertaking impacted programs as part of existing program plan arrangements.

It is expected that any teach out plan will run until the end of 2025 and will require academic support from a mix of full time, part time and fixed term academic appointments, and, possibly a range of casual sessional academic staff.

Following confirmation of the teach out plans and approval by the University Academic Board, the plans will be communicated to all affected students.

### **Consideration of coursework students**

Where transitional arrangements for College programs are required as a result of this change process, the following process will be followed:

- Where a current student wishes to transfer to an alternative program offered by the College or an alternative ANU College, the necessary arrangements will be put in place by the College to assist the student making an application to transfer. Students wishing to transfer will still need to meet minimum program admission requirements;
- Where a current student wishes to transfer their studies to an alternate program at another University, the College will support and, as appropriate, assist the student to make the necessary arrangements to facilitate this transfer; and
- Where a current student wishes to cease their studies before completing the full program, the College will assist the student to make the necessary arrangements to cease their enrolment.

Each student will be offered personalised advice on options by the College and support with any administrative actions required in order to meet the individual needs and circumstances of each student.

### **Consideration of HDR Students and Coursework student undertaking research (Honours and Master of Neuroscience (Advanced))**

Where transitional arrangements for supervision of research-students (HDR, Honours and Masters (Advanced)) are required as a result of the proposed College reorganisation, the following process will be followed:

1. If a current research student's principal supervisor or another member of their supervision panel is not appointed to a role in the proposed new structure, the student will be advised in person by the Associate Director (HDR)/Associate Director (Education) as soon as is practicable;
2. The relevant Associate Director, in cooperation with the School Director, and relevant academic staff in the Schools and the College, will make recommendations to the student about suitable academic staff within the University who could assume the principal supervisor's role. No appointment of a new principal supervisor will be made without consultation with the student.
3. If a suitable principal supervisor or other panel members cannot be identified within the University, the relevant Associate Director will work with the student and with staff in the Schools and the College to identify a suitable replacement from within the disciplinary network of universities in Australia and internationally.
4. Any intending research students who have a valid offer of admission and who may be identified as being impacted by the changes will have all the principles above apply to them with any appropriate modifications subject to their circumstances.



## Impact on and management of research grants

Research grants held and being delivered by any staff member who does not transition to the proposed new College structure will be managed on a case-by-case basis. This will be in consultation with the staff member and the granting body and in the same manner and with the same principles that apply to the handling of research grants when a staff member leaves the ANU for any circumstance, including employment at another organisation

## Part 4: Staffing principles

It is proposed that the transition to the new College structure be via the following steps and staffing principles.

The objective of this proposal is to enable the University to work with individual staff members within the College, and their representatives, to ensure timely and effective consultation. 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:

- 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 to any proposed changes for continuing academic staff positions where a direct transfer to the proposed new structure cannot be confirmed.

#### 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 and 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, in those cases in which 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 that 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 proposed 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.

The direct transfer of a position, and the incumbent staff member, will occur where the position is the same classification level, has similar career standing, and the duties are essentially the same or substantially the same within the new structure.

Where a position is not able to be directly transferred and there are more at level staff in a substantially similar roles than there are positions, then an Expression of Interest (EOI) will be run for those affected staff to fill the available positions.

If an EOI process is required, affected staff will be provided the opportunity to lodge applications for the specific positions which have substantially the same duties, classification level and career standing 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.

Recruitment for all other positions will be via internal recruitment and formal selection processes.

Should those roles not be filled through the internal process, external recruitment process will then be undertaken as required,



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 and 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 5: The University's commitment**

### **Status**

This formal change management document is the first version of the formal proposal for workplace change required within the College of Health & Medicine required as part of and in response to the ANU Recovery Plan 2020 and to support business driven change.

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

1. Renaming the College of Health and Medicine to the College of Health, Medicine and Psychological Science;
2. The combination and joining of three Research Schools into a single School-level structure (the National Centres);
3. The joining of clinician researchers from ANUMS with JCSMR



4. The establishment of 1 National Centres for Epidemiology Psychology and Population Health (NCEPPH);
5. The establishment of 1 Centre for Health Education and Leadership (CHEL);
6. The reorganisation of the College professional support services;
7. Development of a Teach Out Plan for programs impacted by College and Research School changes;
8. The direct transfer of two (2) Research School Director positions;
9. The establishment of two (2) Deputy Dean positions;
10. The direct transfer of two (2) Research School Director positions to two (2) Deputy Dean positions;
11. The direct transfer of 59 continuing academic positions;
12. The direct transfer of 57 continuing (contingent funded) (CCF) academic positions;
13. The direct transfer of 145 fixed term academic positions;
14. The direct transfer of 132 continuing professional staff positions;
15. The direct transfer of 60 continuing (contingent funded) professional staff positions;
16. The direct transfer of 97 fixed term professional staff positions;
17. The disestablishment of up to 11 continuing academic staff positions;
18. The disestablishment of up to 12 continuing professional staff positions;
19. The disestablishment of up to one (1) fixed term professional staff position; and
20. Transition arrangements for affected staff including permanent transfer, redeployment, transition to a fixed term or fixed term per-retirement agreement and voluntary separation.

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 the:

- ANU College of Health & Medicine Staff;
- ANU College of Health & Medicine Students;
- ANU College of Health & Medicine honorary appointees
- ANU Senior Management Group
- Research School Directors, Service Division Directors, General Managers and School Managers;
- Available on the [ANU Recovery Plan](#) website
- ANUSA and PARSA
- Nominated staff representatives including the NTEU;
- Minister of Health, ACT
- Chief Health Officer, ACT
- CEO, Canberra Health Services
- Director General, ACT Health Directorate
- Chief Medical Officer, Australian Government
- Secretary, Department of Health, Australian Government
- CEO, Calvary Healthcare
- CEO, Calvary Public Hospital Bruce
- CEO, Sydney Adventist Hospital
- CEO, Southern Local Health District, NSW Health
- Chair, Australian Medical Council Accreditation Committee
- Chair, Australian Psychology Accreditation Council
- Chair, John James Foundation
- CEO, Aspen Medical
- CEO, Snow Medical Foundation
- Chair, Lowitja Institute
- Director, Australian Institute of Health and Welfare
- 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 6: Consultation**

ANU is committed to consultation with staff and students, and the University will continue to provide a range of options and opportunities for the community to be involved, to ask questions and to provide feedback and ideas.

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

Feedback may be submitted at [org.change@anu.edu.au](mailto:org.change@anu.edu.au)

Alternatively please contact one of the nominated members of staff identified in the contacts table below.

<b>Date</b>	<b>Details of Consultation Process</b>
17 March 2021	Meetings with affected staff within the ANU College of Health and Medicine Release of the proposal to staff within the ANU College of Health and Medicine Release the Proposal to the University Community and key stakeholders Commencement of Consultation Period
18-19 March 2021	Research School of Psychology Forum (scheduled for 18 March 2021) Research School of Population Health Forum (scheduled for 19 March 2021) John Curtin School of Medical Research Forum (scheduled for 19 March 2021) ANU Medical School Forum (scheduled for 19 March 2021)
1 April 2021	Close of Consultation period
18 March to 9 April 2021	Collation of feedback from Consultation and preparation of Implementation Plan
w/c 12 April 2021	Publication of Implementation Plan
w/c 12 April 2021	Period for seeking clarification on Implementation Plan
w/c 19 April 2021	Proposed commencement of Implementation

## **Contacts**

This change management process will be led by Professor Russell Gruen, Dean, ANU College of Health & Medicine, and Donelle Claudianos, General Manager, College of Health & Medicine, in consultation with the Human Resources Division.

<b>Name</b>	<b>Position</b>	<b>Contact details</b>
Professor Russell Gruen	Dean ANU College of Health & Medicine	<a href="mailto:dean.chm@anu.edu.au">dean.chm@anu.edu.au</a> T:(02) 6125 3887
Donelle Claudianos	General Manager ANU College of Health & Medicine	<a href="mailto:gm.chm@anu.edu.au">gm.chm@anu.edu.au</a> T:(02) 6125 3887
Professor Zsuzsoka Kecskes	Director, ANU Medical School	<a href="mailto:dean.medicalschool@anu.edu.au">dean.medicalschool@anu.edu.au</a> T:(02) 6125 2622
Professor Graham Mann	Director, John Curtin Medical School of Research	<a href="mailto:jcsmr.director@anu.edu.au">jcsmr.director@anu.edu.au</a> T:(02) 6125 2589



Professor Lyndall Strazdins	Director, Research School of Population Health	<a href="mailto:director.rsph@anu.edu.au">director.rsph@anu.edu.au</a> T:(02) 6125 4578
Professor Iain Walker	Director, Research School of Psychology	<a href="mailto:director.rsp@anu.edu.au">director.rsp@anu.edu.au</a> T:(02) 6125 2975
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> T:(02) 6125 3012

### **Support for staff**

Staff seeking additional support or advice should contact:

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

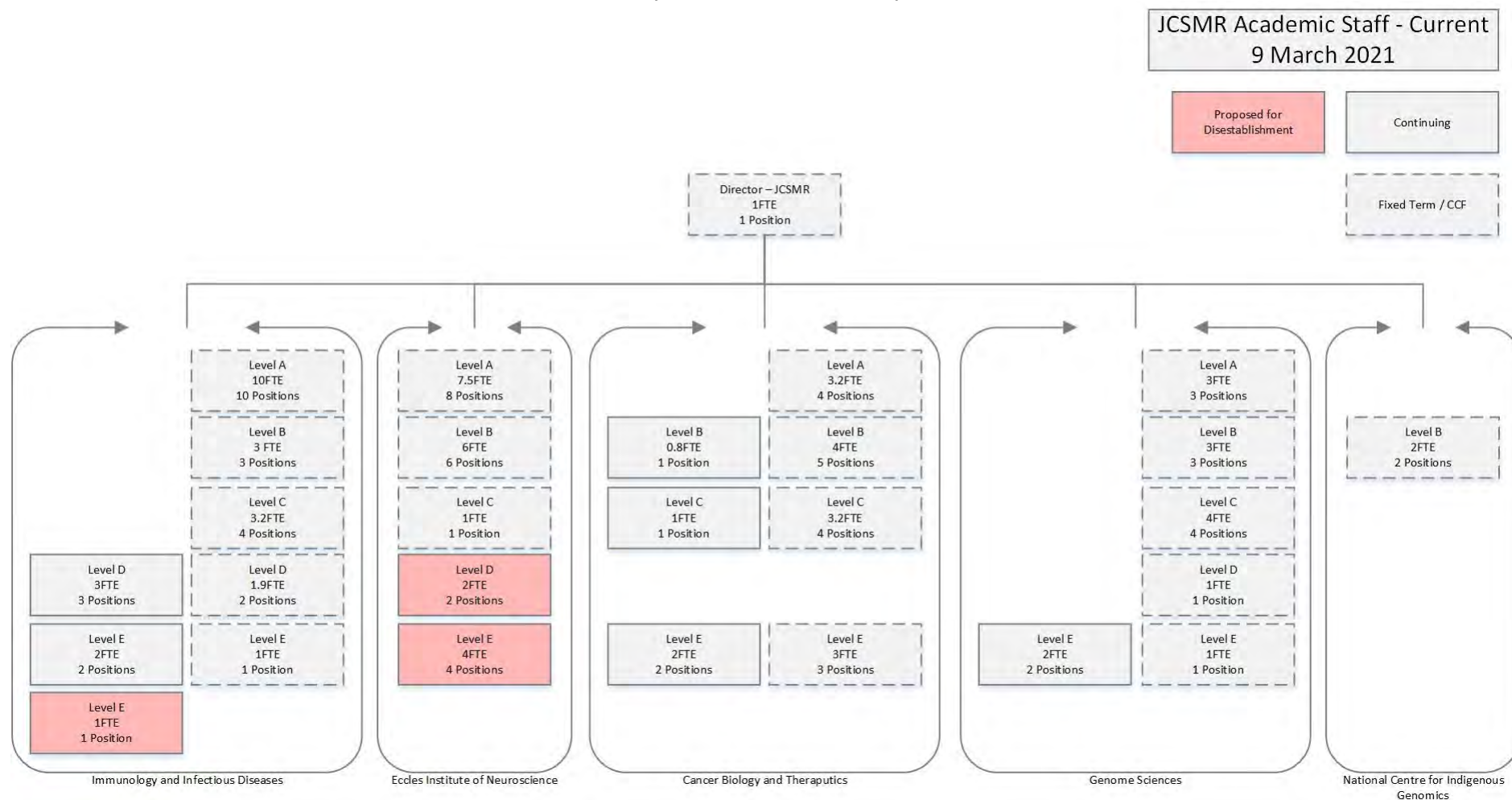




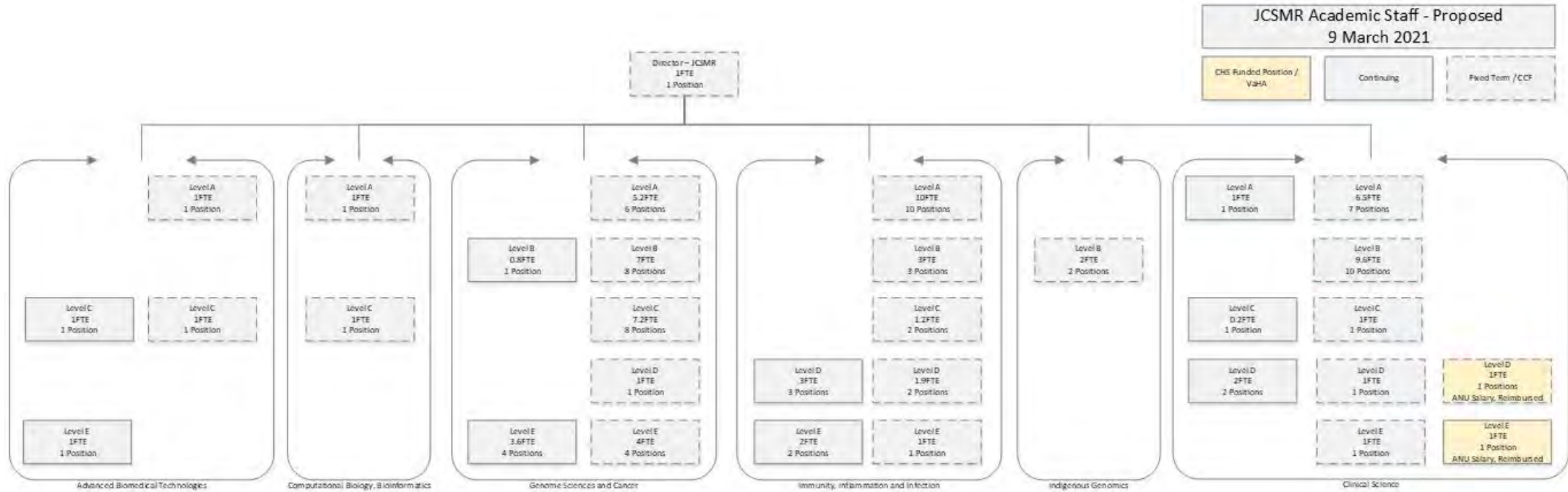
## Appendices

- Appendix 1 John Curtin School of Medical Research Academic Staff (Current – 9 March 2021)
- Appendix 2 John Curtin School of Medical Research Academic Staff (Proposed)
- Appendix 3 John Curtin School of Medical Research Professional Staff (Current – 9 March 2021)
- Appendix 4 John Curtin School of Medical Research Professional Staff (Proposed)
- Appendix 5 ANU Medical School Academic Staff (Current – 9 March 2021)
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- Appendix 13 Centre for Health Education and Leadership Academic Staff (Proposed)
- Appendix 14 Centre for Health Education and Leadership Professional Staff (Proposed)
- Appendix 15 College of Health & Medicine Professional Services (Current – 9 March 2021)
- Appendix 16 College of Health, Medicine & Psychological Science Professional Services (Proposed)

**Appendix 1 – John Curtin School of Medical Research Academic Staff (Current – 9 March 2021)**

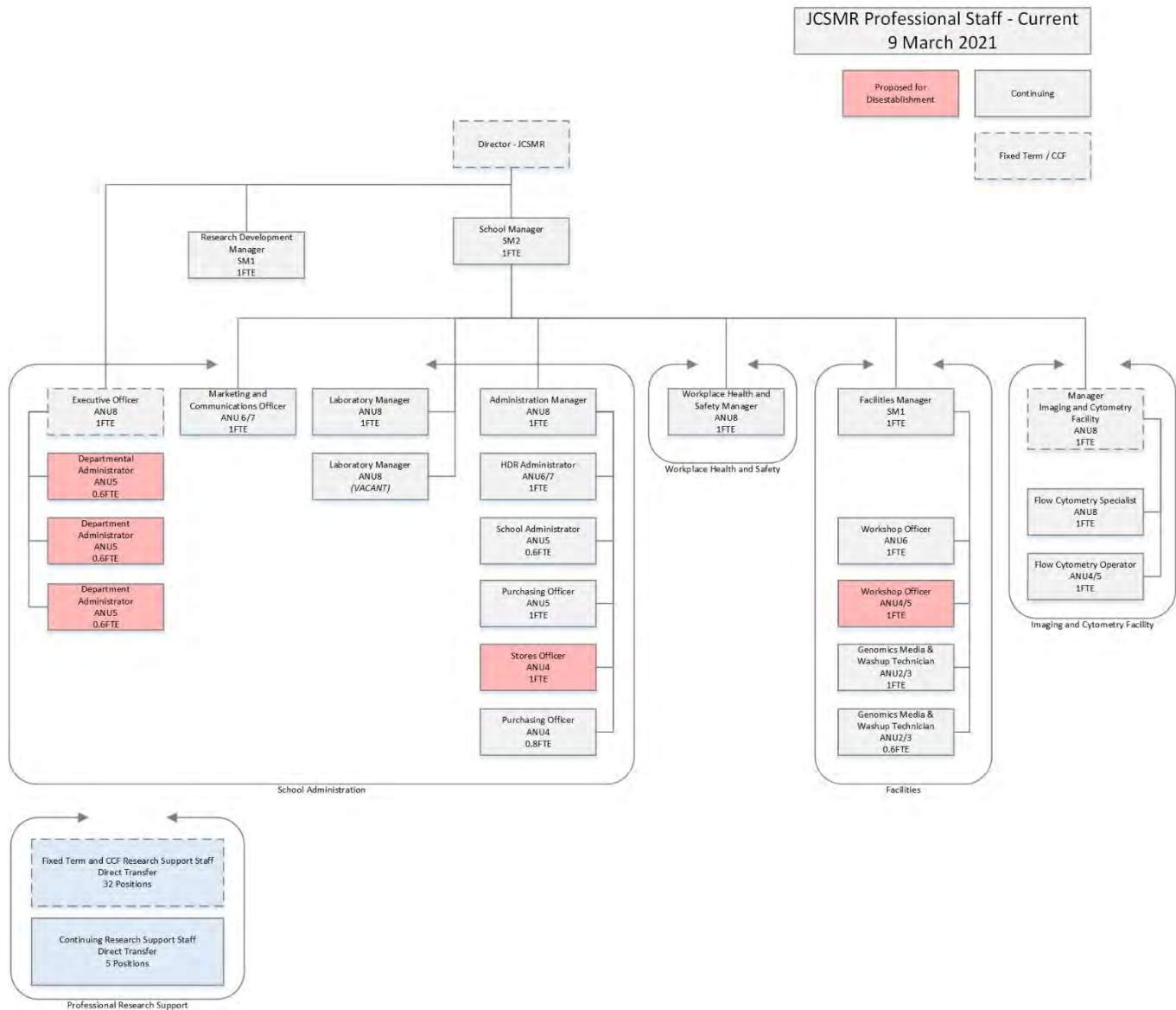


**Appendix 2 – John Curtin School of Medical Research Academic Staff (Proposed – 9 March 2021)**

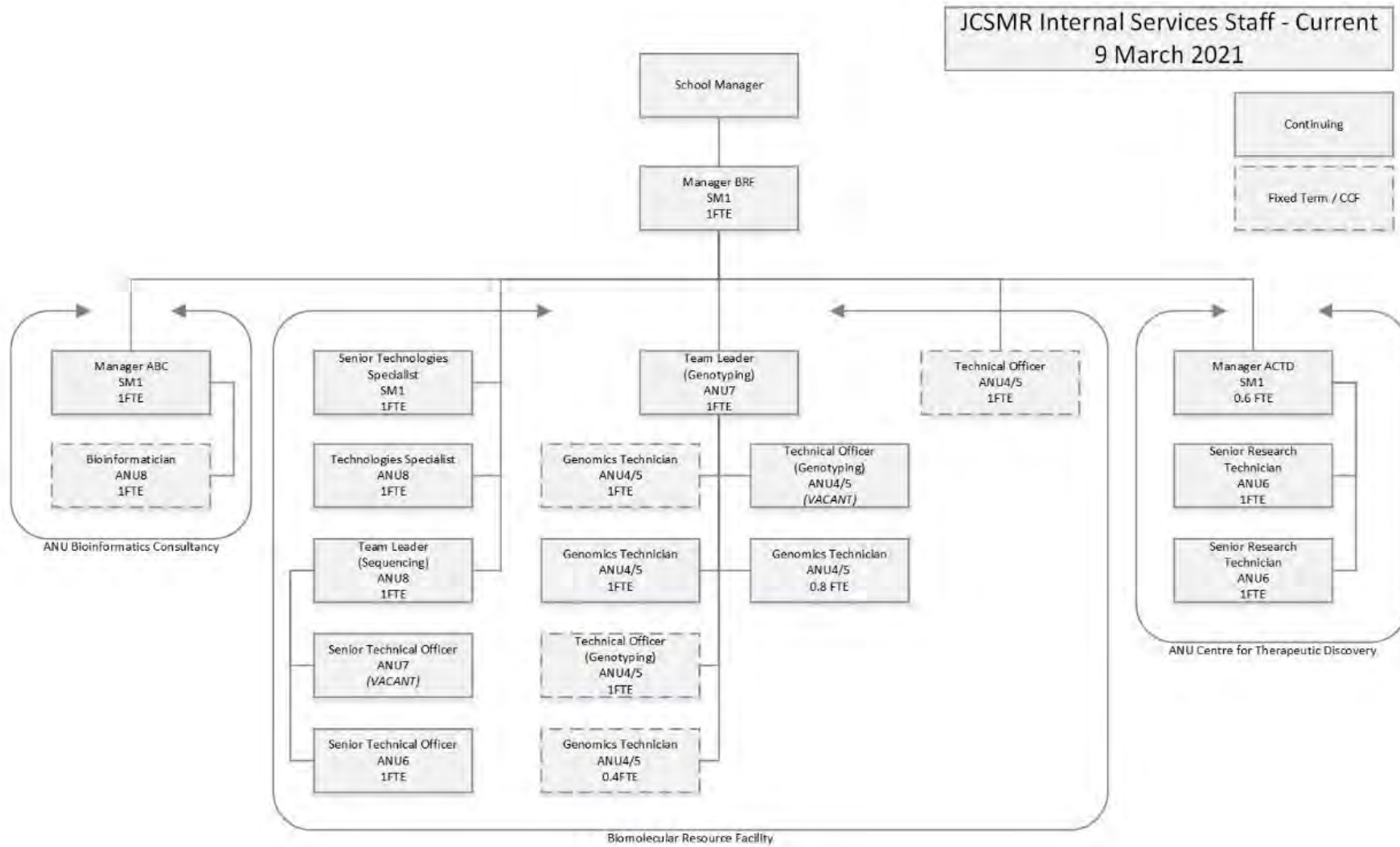




Appendix 3 – John Curtin School of Medical Research Professional Staff (Current – 9 March 2021)  
Part 1

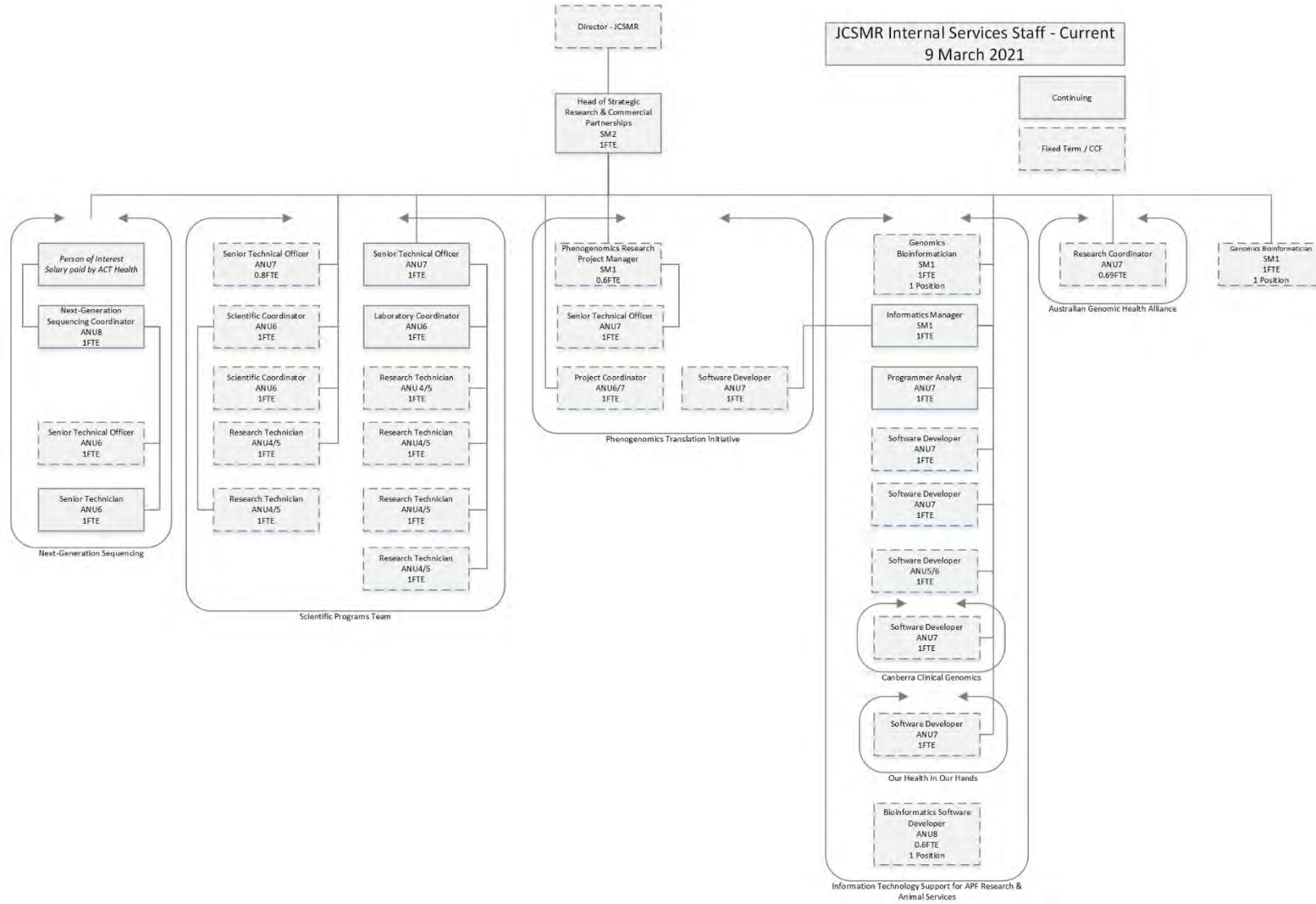


**Appendix 3 – John Curtin School of Medical Research Professional Staff (Current – 9 March 2021)  
Part 2**





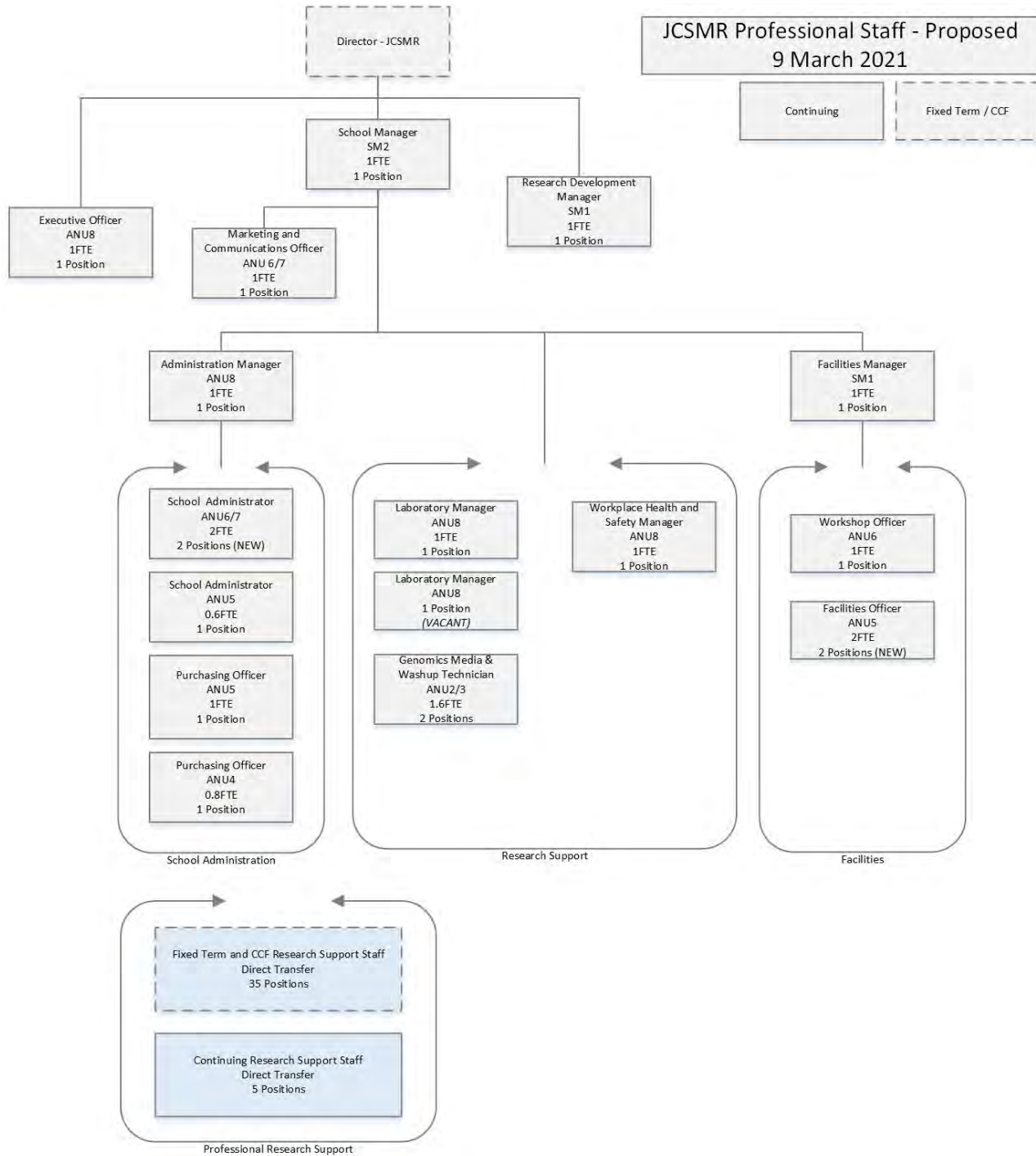
**Appendix 3 – John Curtin School of Medical Research Professional Staff (Current – 9 March 2021)**  
**Part 3**



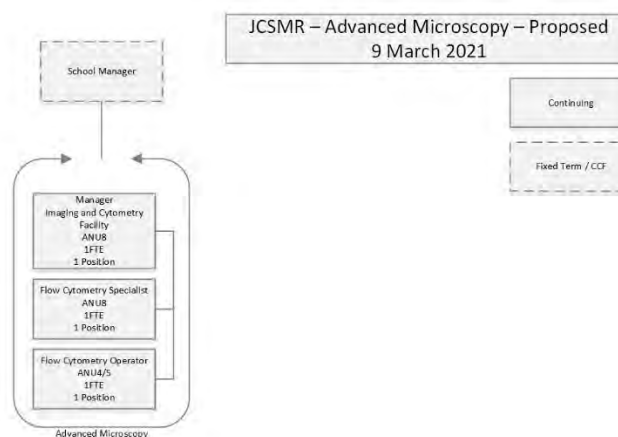
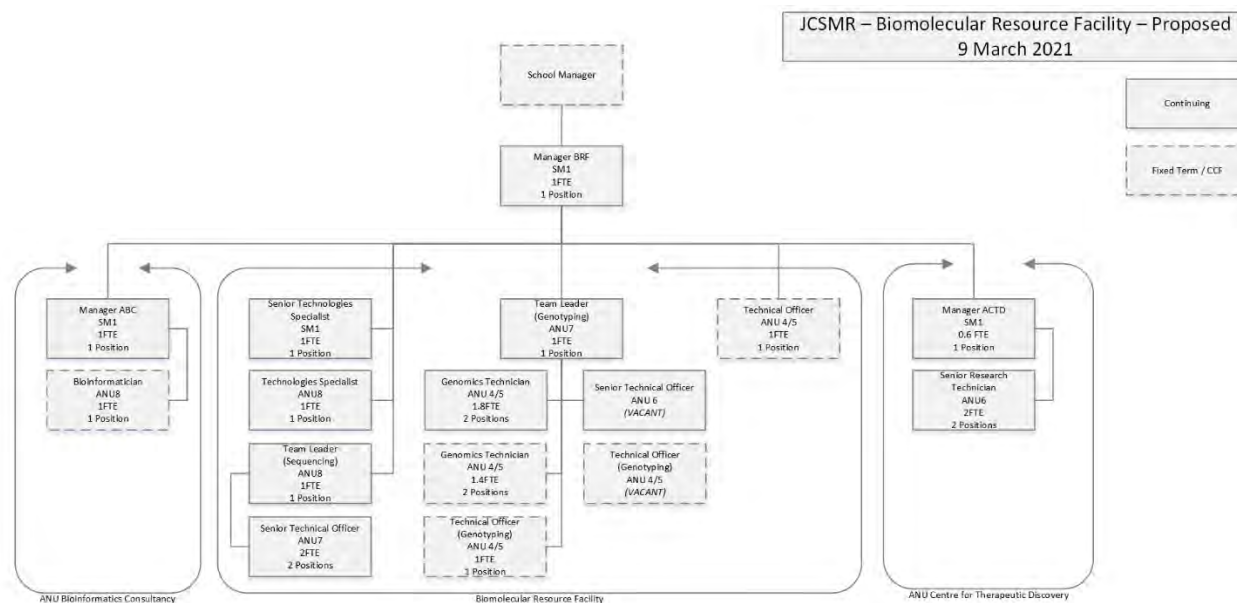




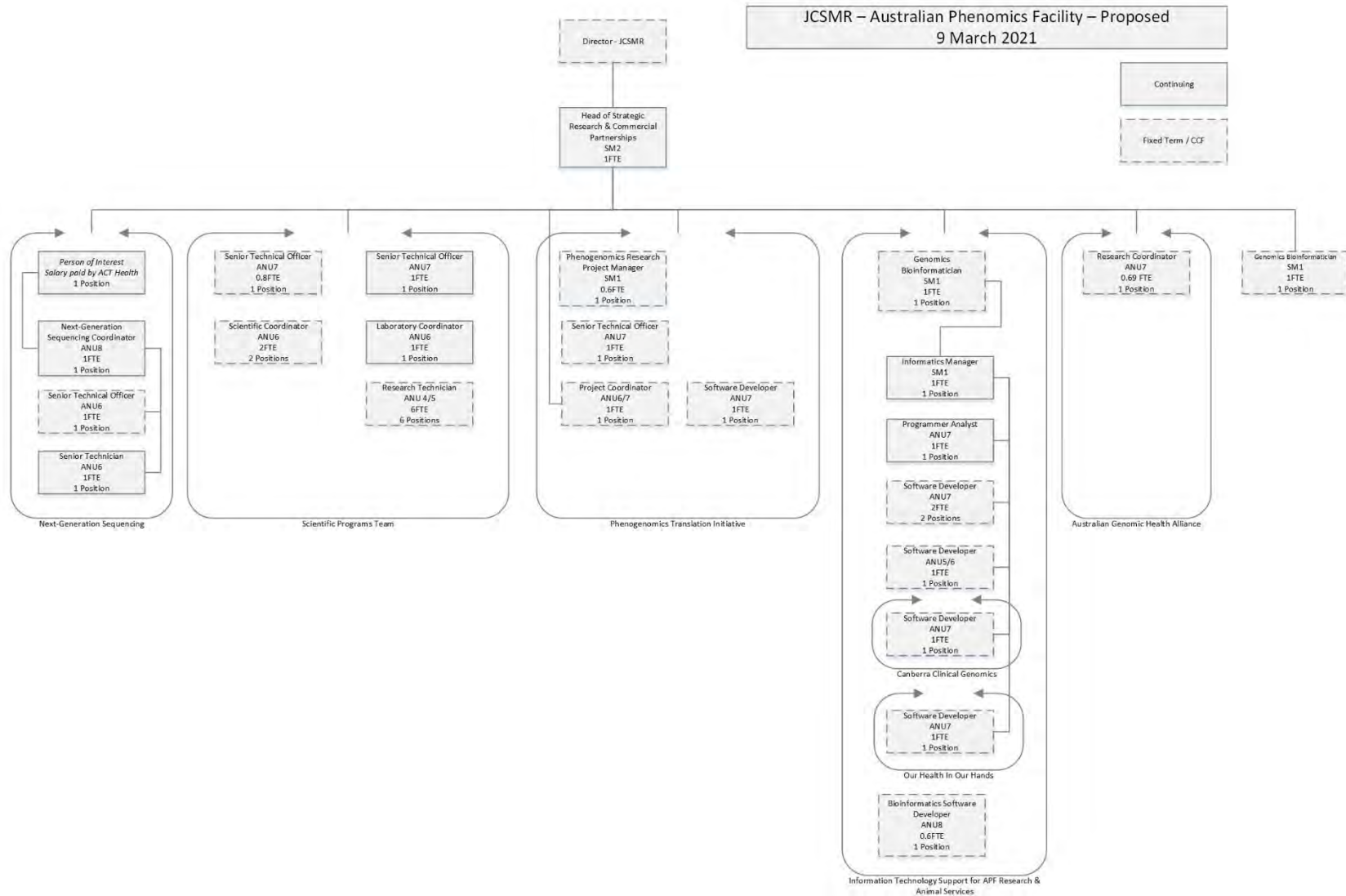
**Appendix 4 – John Curtin School of Medical Research Professional Staff (Proposed – 9 March 2021)  
Part 1**



**Appendix 4 – John Curtin School of Medical Research Professional Staff (Proposed – 9 March 2021)  
Part 2**

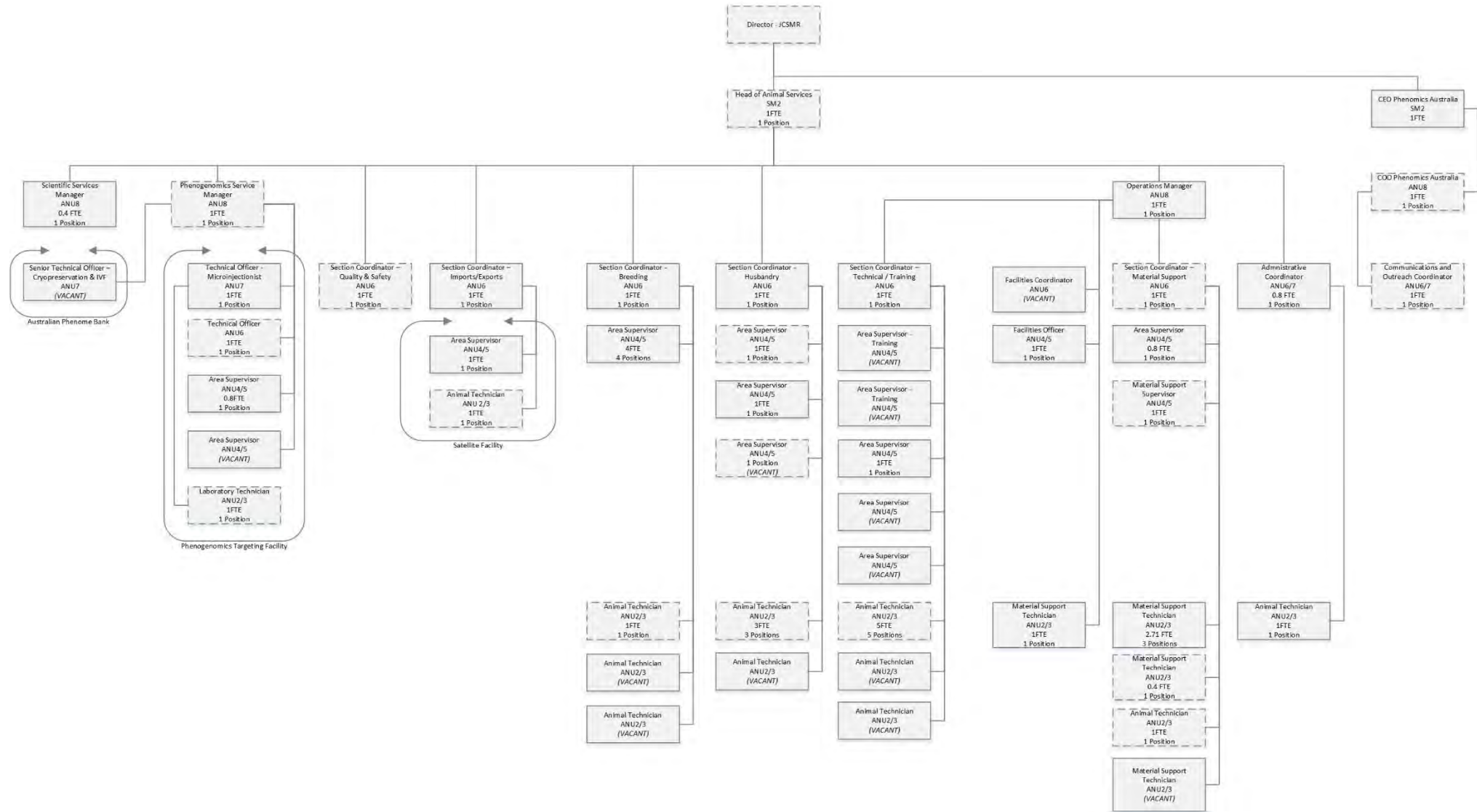


**Appendix 4 – John Curtin School of Medical Research Professional Staff (Proposed – 9 March 2021)  
 Part 3**





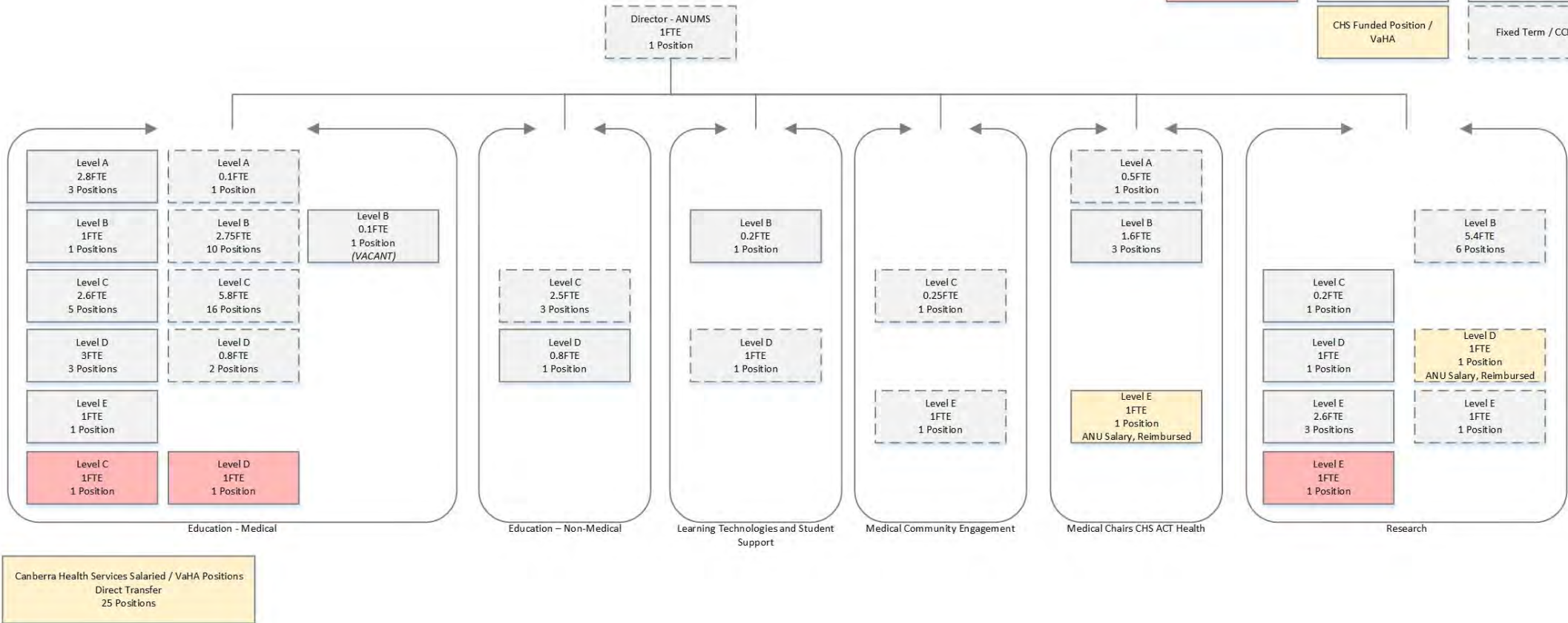
**Appendix 4 – John Curtin School of Medical Research Professional Staff (Proposed – 9 March 2021)  
 Part 4**



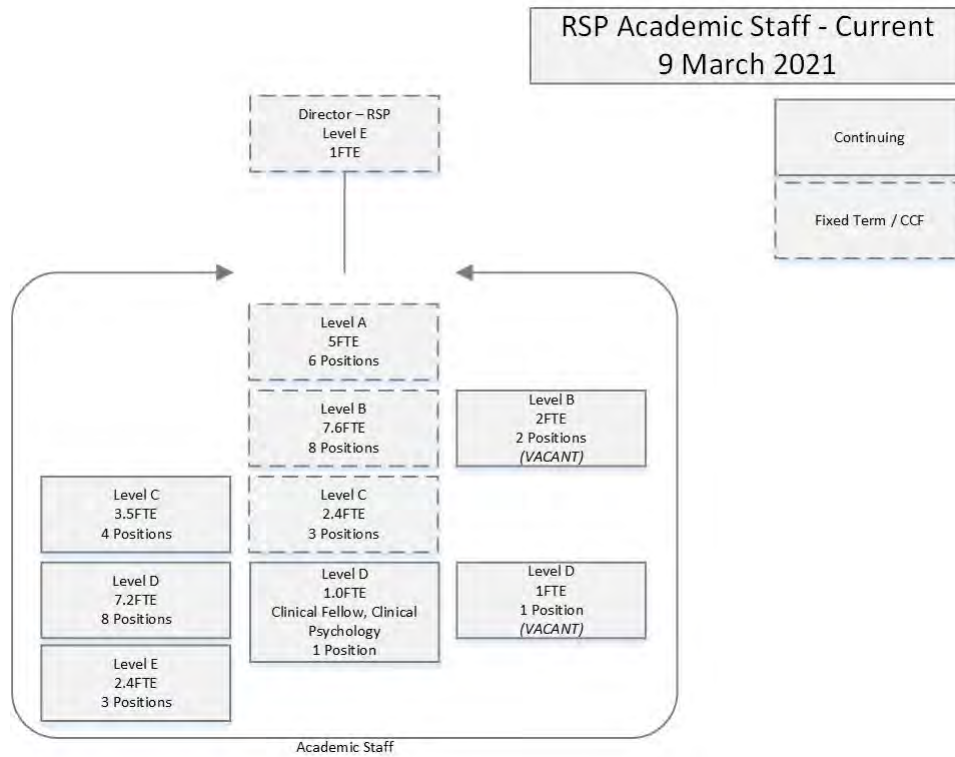
**Appendix 5 – ANU Medical School Academic Staff (Current – 9 March 2021)**

**ANUMS Academic Staff - Current  
9 March 2021**

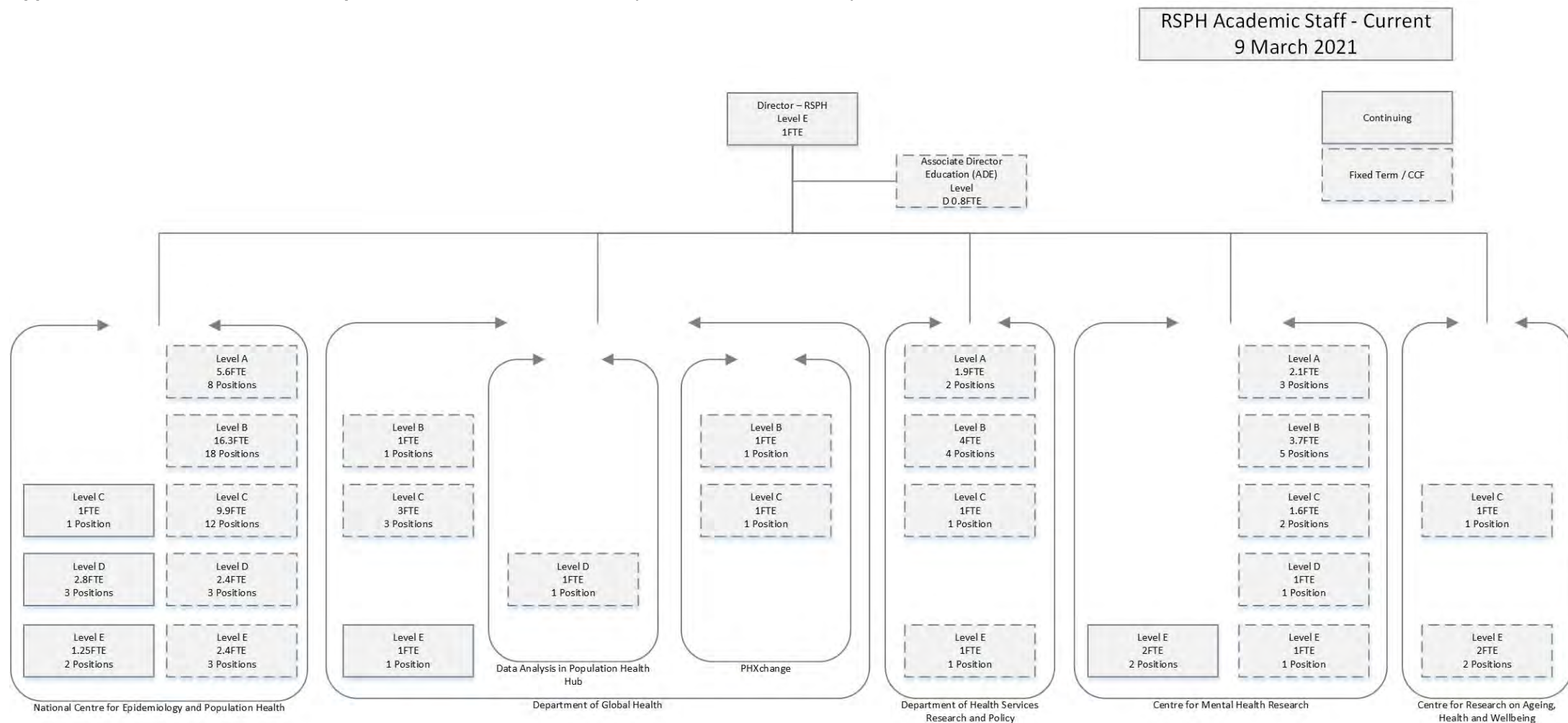
Proposed for Disestablishment	ANU Funded Position	Continuing
	CHS Funded Position / VaHA	Fixed Term / CCF



**Appendix 6 – Research School of Psychology Academic Staff (Current – 9 March 2021)**



**Appendix 7 – Research School of Population Health Academic Staff (Current – 9 March 2021)**

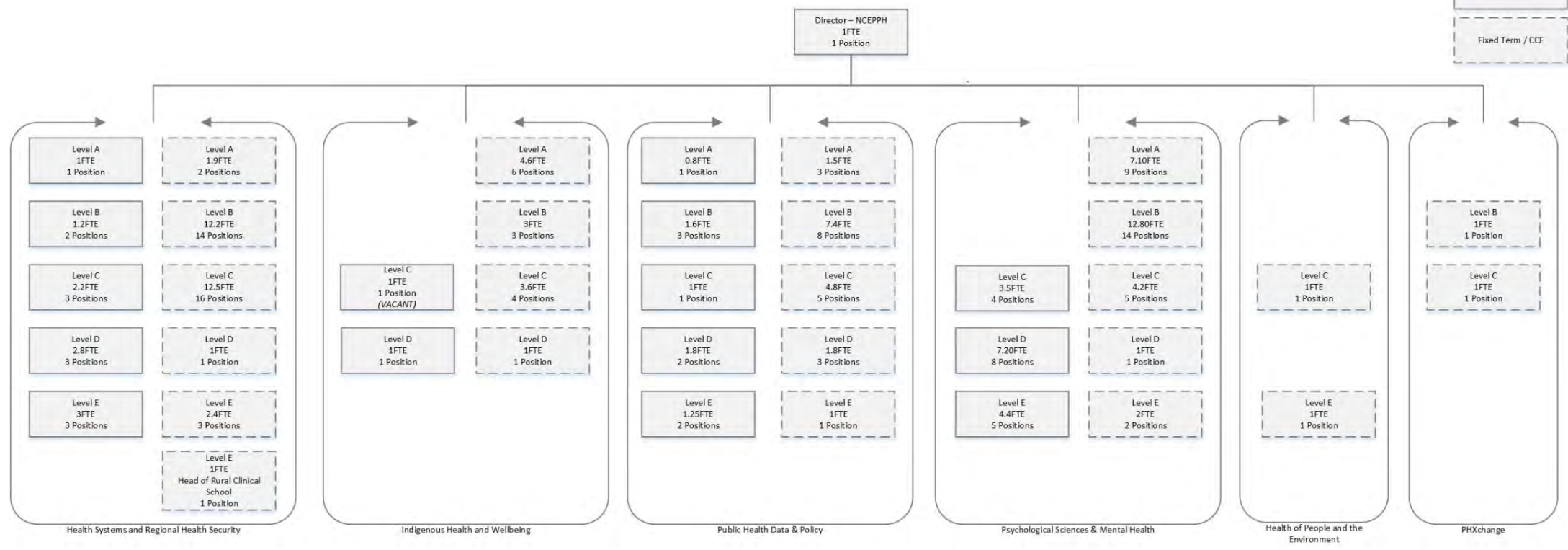




**Appendix 8 – National Centres for Epidemiology Psychology and Population Health Academic Staff (Proposed – 9 March 2021)**

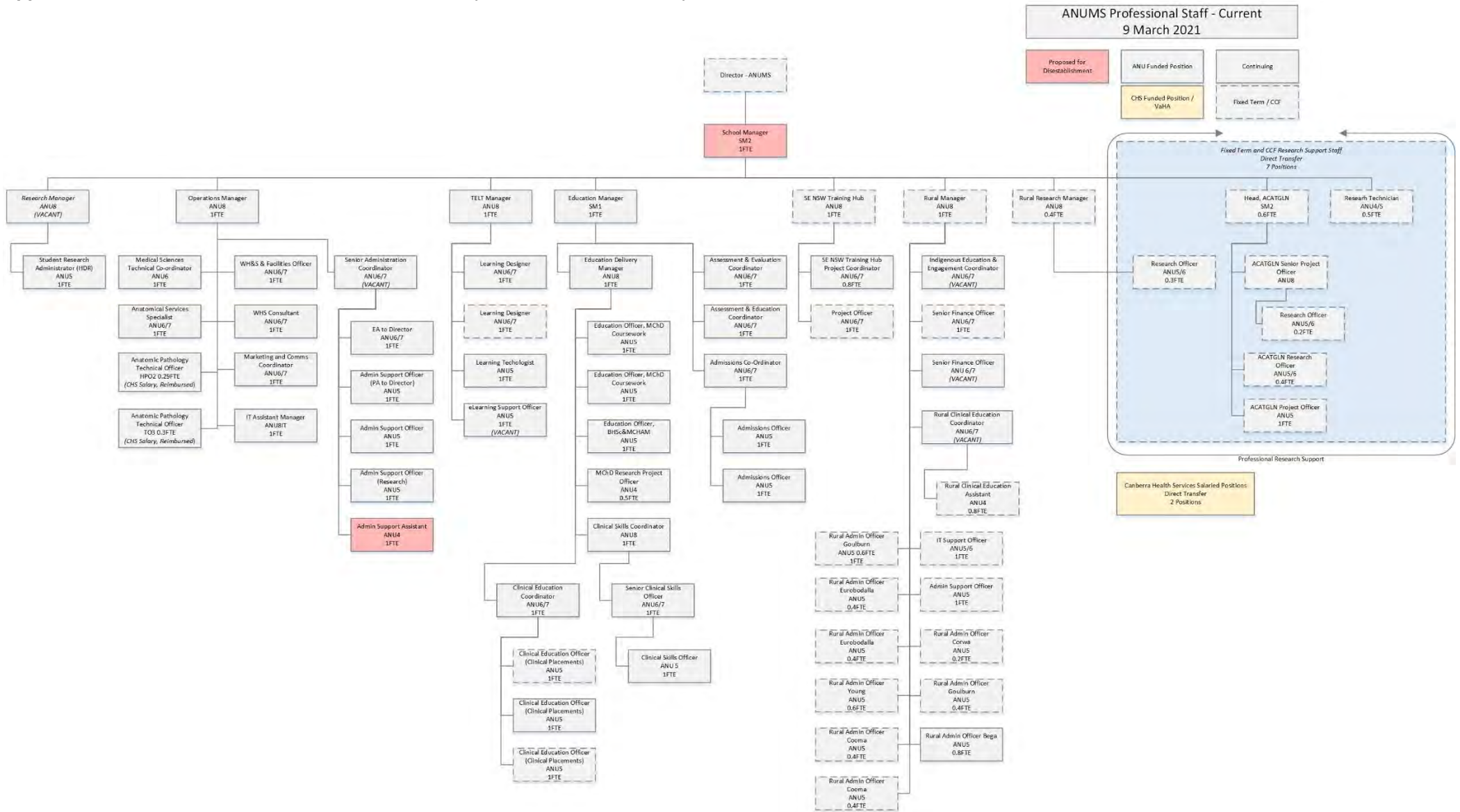
NCEPPH Academic Staff - Proposed  
 9 March 2021

Continuing  
 Fixed Term / CCF



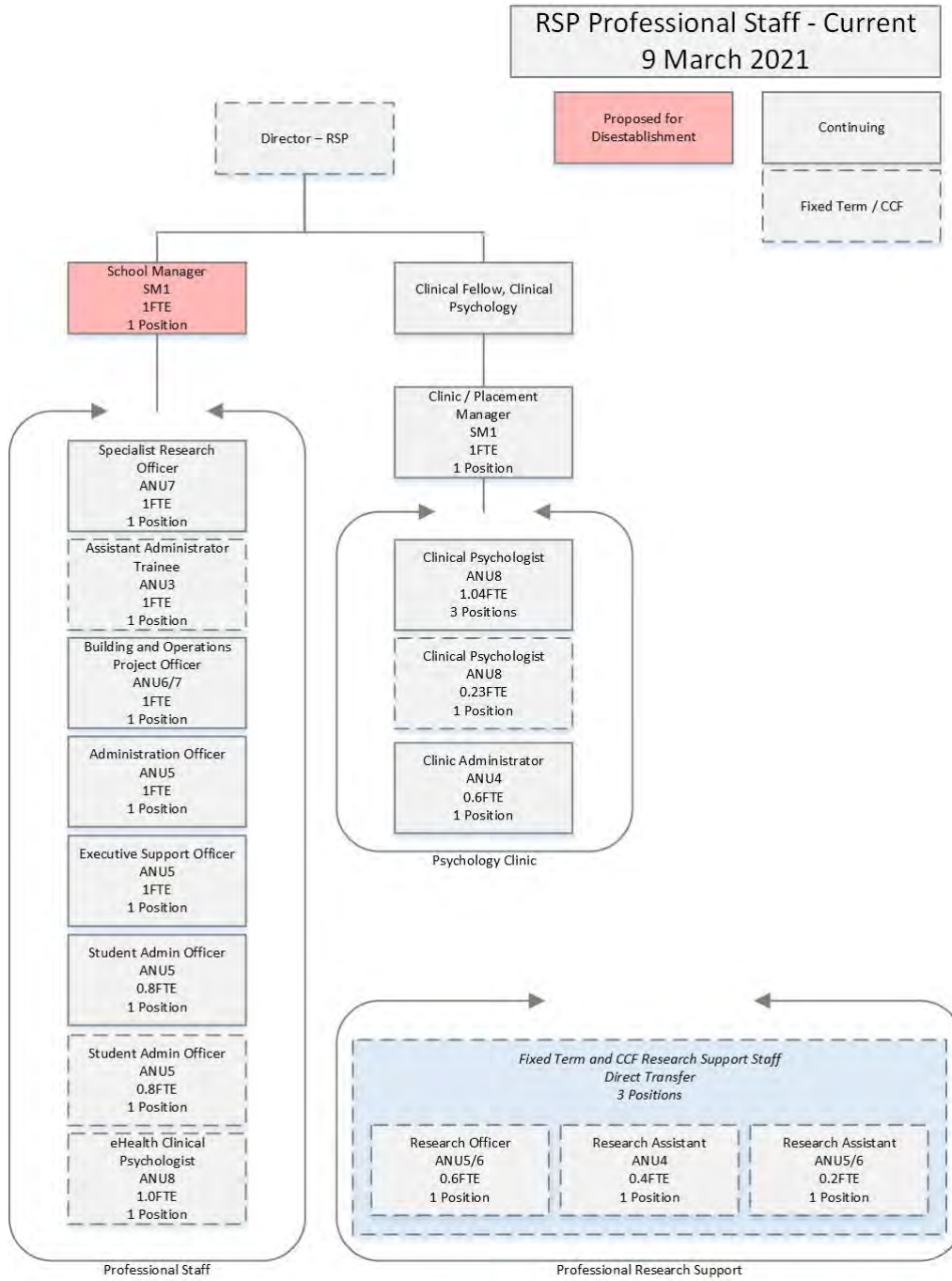


**Appendix 9 – ANU Medical School Professional Staff (Current – 9 March 2021)**



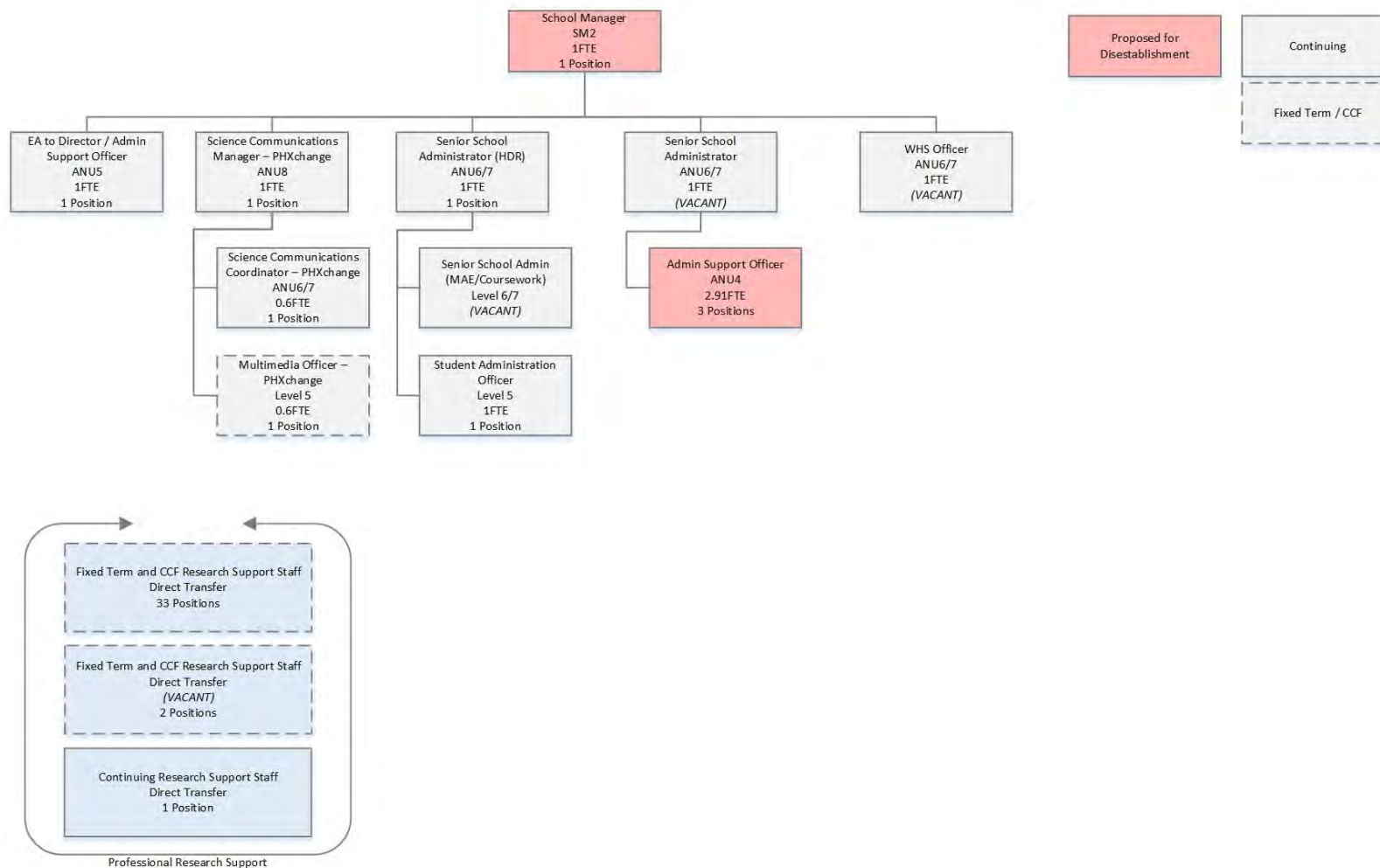


Appendix 10 – Research School of Psychology Professional Staff (Current – 9 March 2021)



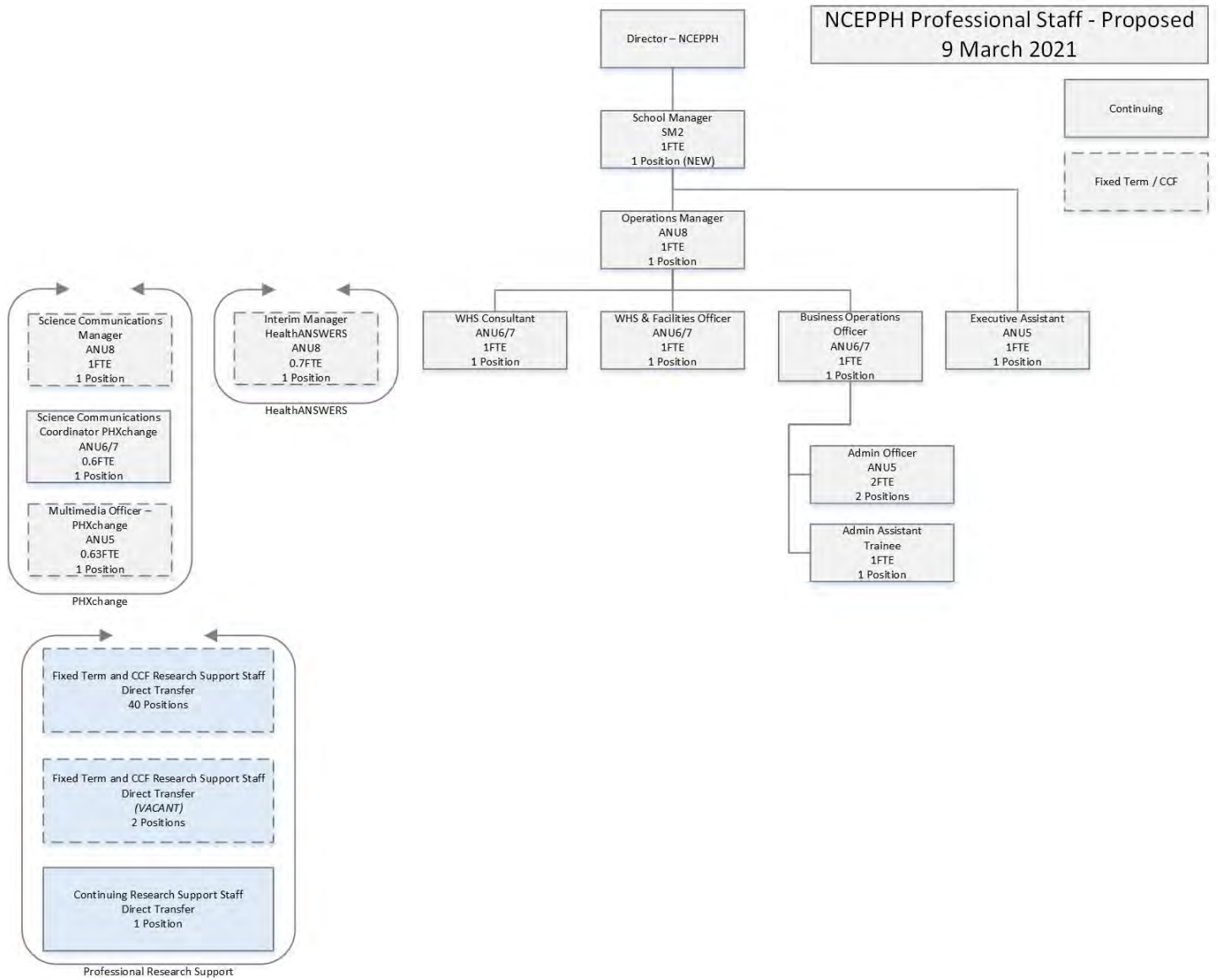
**Appendix 11 – Research School of Population Health Professional Staff (Current – 9 March 2021)**

RSPH Professional Staff - Current  
9 March 2021





Appendix 12 – National Centres for Epidemiology Psychology and Population Health Professional Staff  
(Proposed – 9 March 2021)

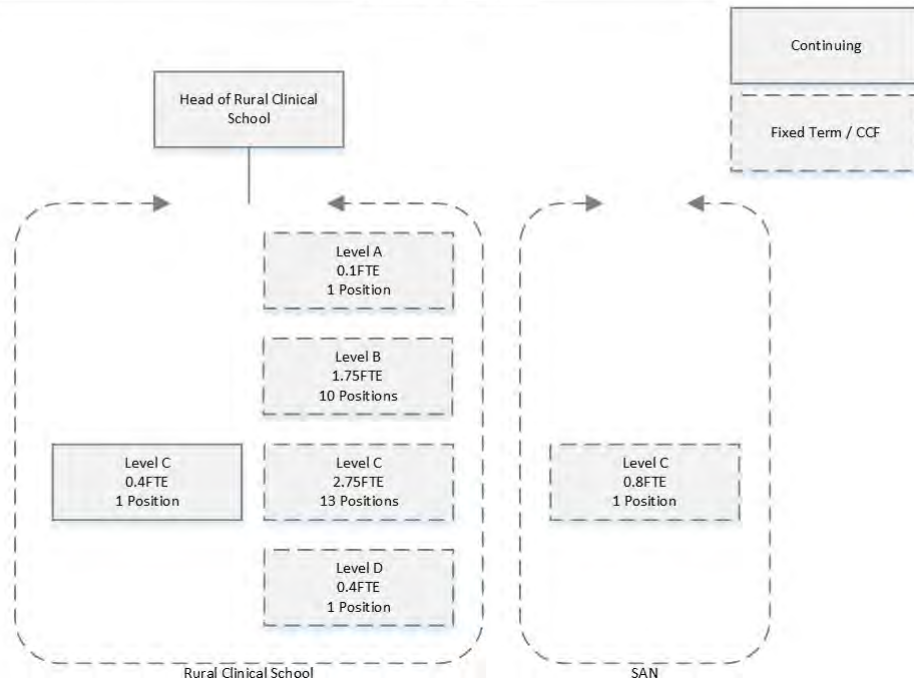






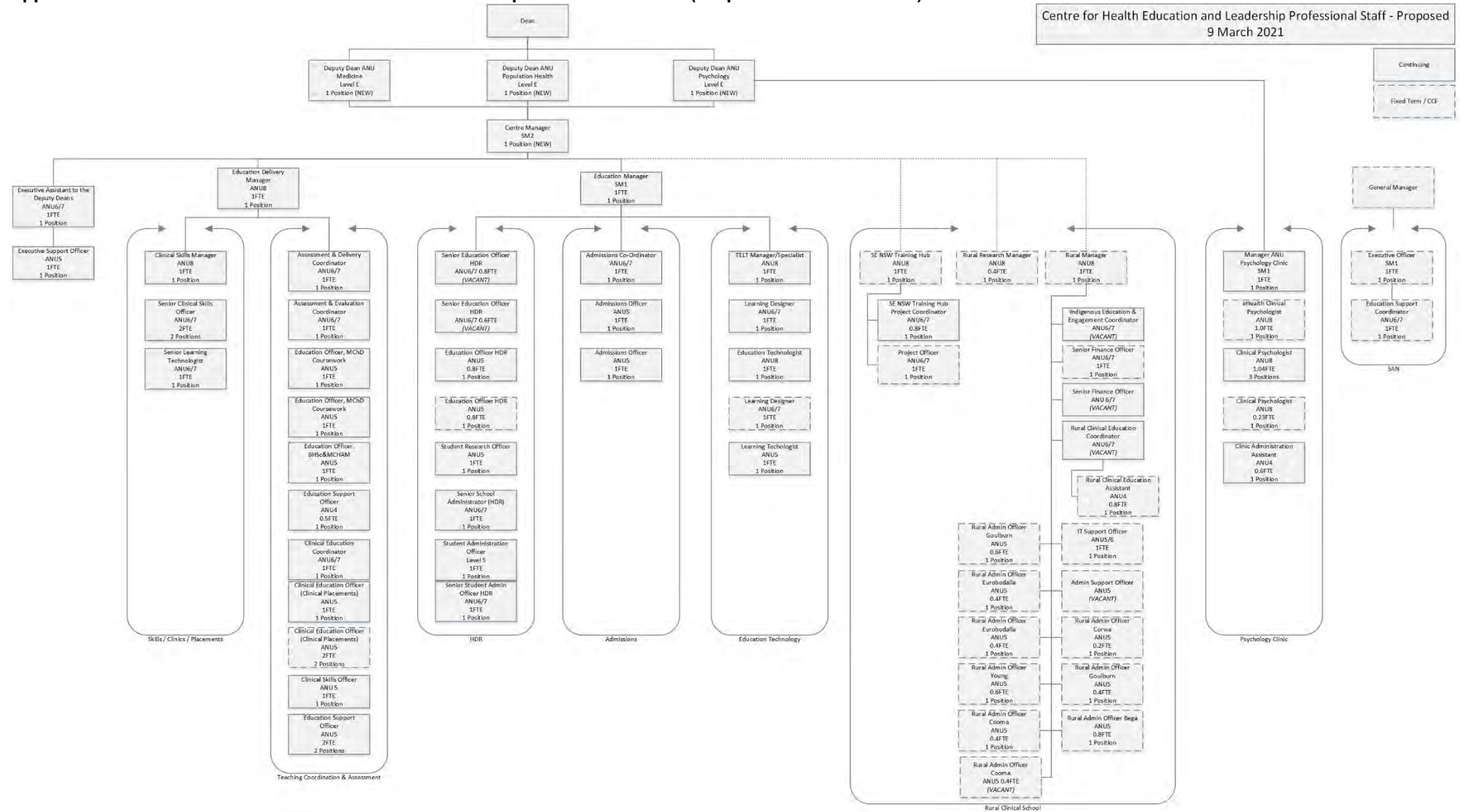
Appendix 13 – Centre for Health Education and Leadership Academic Staff (Proposed – 9 March 2021)

Centre for Health Education and Leadership Academic Staff - Proposed  
9 March 2021

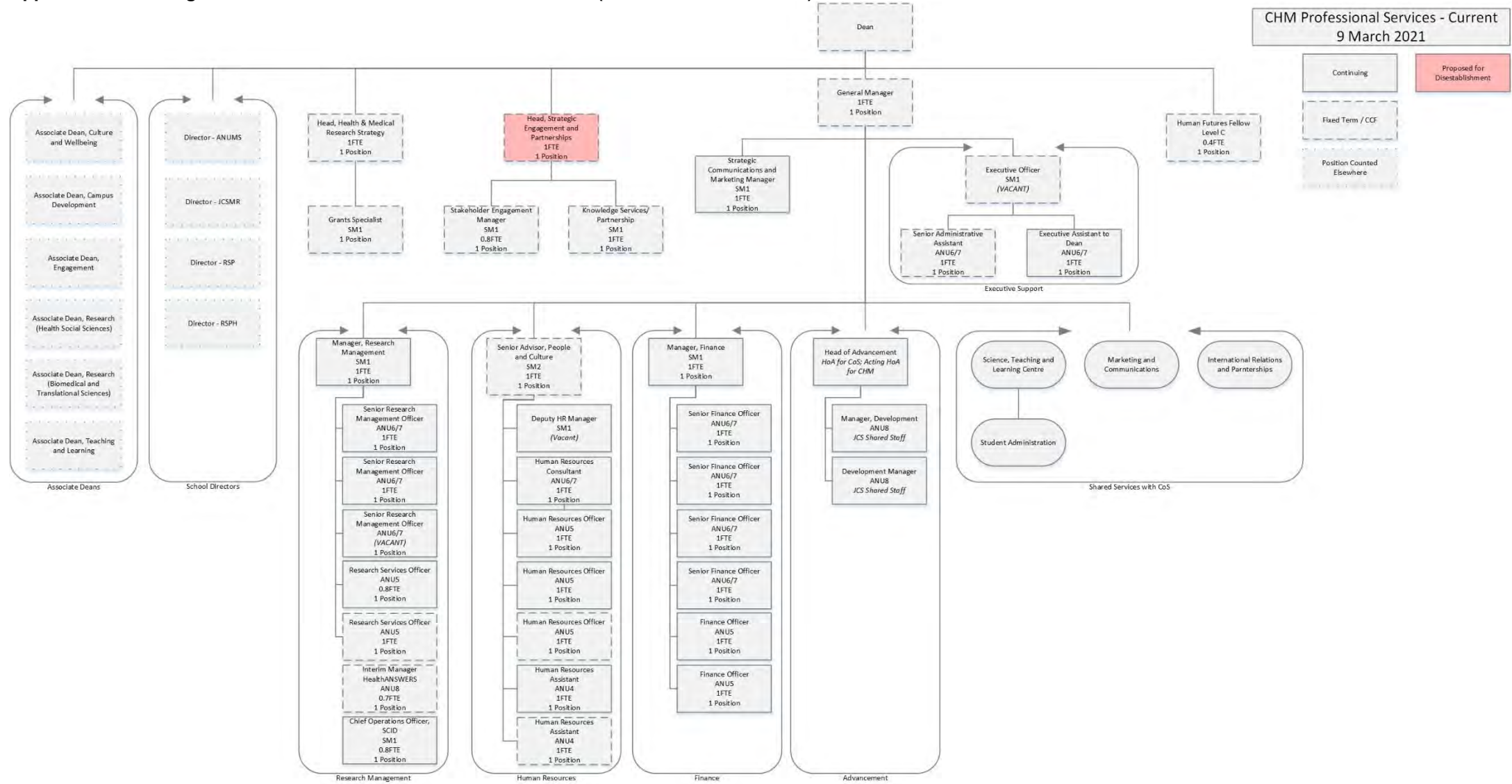




**Appendix 14 – Centre for Health Education and Leadership Professional Staff (Proposed – 9 March 2021)**



**Appendix 15 – College of Health & Medicine Professional Services (Current – 9 March 2021)**



**Appendix 16 – College of Health, Medicine & Psychological Science Professional Services (Proposed – 9 March 2021)**

