

## Part 1: Background

This document outlines the proposed changes within the College of Science (*herein referred to as the College*) to support and respond to the [ANU Recovery Plan](#) for The Australian National University (*herein referred to as ANU or the University*).

The College of Science is the largest college in the University. It undertakes much of the University's highest profile research and is a leader in education. The College is made up of Research Schools, Centres and Institutes, including the Research School of Astronomy and Astrophysics, the Research School of Biology, the Research School of Chemistry, the Research School of Earth Sciences, the Fenner School of Environment and Society, the Mathematical Sciences Institute, the Research School of Physics, the Centre for the Public Awareness of Science, the Biological Data Science Institute, and the Centre for Advanced Microscopy, as well as the College Administration and Executive.

In order to put the University on a sustainable financial footing from 2021, the ANU Council approved the development of the ANU Recovery Plan, designed to address the University's strategic and financial challenges. The Recovery Plan outlines how the ANU will meet its current and future financial obligations and achieve its strategic objectives as outlined in the *Australian National University 2017-2021 Strategic Plan*, with sustainable, stable and secure financial foundations. As set out in the plan, the University will reduce in size, with a smaller student cohort and a reduced number of staff.

The challenge for 2021 and beyond is to ensure the ongoing ability for the ANU to operate within its highly-constrained projected revenue. It is insufficient just to survive the pandemic; the goal must be to thrive and to contribute proactively to the building blocks for our national recovery.

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

To achieve the savings required by the constrained University budget position, the College of Science needs to contract the size of its current organisation structure, review and refine areas of research focus, and both maintain and grow its income generating activity.

In the [CoS Recovery Plan](#), released to the University community on 13 October 2020, the College undertook to provide details on the process for consideration of changes across all Research Schools, Centres and Institutes within the College. Given the size, complexity and the breadth of disciplines across our College, it is proposed that changes will be released in two phases.

This managing change document (*herein referred to as the Phase 2 Change Proposal*) outlines the rationale for the proposed Phase 2 organisational change, and the 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 the guiding principles that will support any confirmed changes that may need to be implemented.

The Phase 2 Change Proposal relates specifically to proposed changes in the structure of the Centre for Advanced Microscopy and the Research School of Astronomy and Astrophysics.

The purpose of this Change Proposal is to outline, consult on, and seek feedback on the proposed changes in the College in response to the ANU Recovery Plan, and to enable the College to emerge strongly from the current global pandemic. The proposed changes are business-driven and are designed to support ongoing sustainability of the College, to ensure that the College is meeting the future needs of our students, and to ensure that the College continues to contribute strongly to the university's international standing.

This Change Proposal outlines the nature of the changes proposed to respond to and support the ANU Recovery Plan and the consultation process for the proposed staffing principles to support these changes. It provides a proposed future structure for the College and the proposed key staffing principles to support and achieve this change. The Change Proposal also includes an indicative timetable for consultation, feedback and implementation.

## Part 2 : Rationale for Change

The College needs to position itself to emerge strongly after the current global pandemic. To achieve this, the College is undertaking consultation on proposed changes which have been identified as required to ensure that resources align with activities that will support our financial recovery in 2021 and future years.

In planning for the future, the College is focusing on:

- Maintaining and enhancing the student experience, consolidating excellent teaching practice, and using limited teaching resources in strategic/priority areas;
- Enhancing teaching offerings through the establishment of new courses and microcredentials;
- Building student numbers in postgraduate courses through the establishment of new international partnerships and focussed recruitment efforts for onshore international students;
- Narrowing the focus of research discipline areas to ensure adequate resourcing of areas of excellence;
- Building business development capacity to enhance existing industry and agency engagement;
- Reshaping staff workforce profiles through reorganising Research School and Centre structures; and,
- Where beneficial, establishing mutually agreed shared professional staff services across the University, the College and/or between Schools.

This College of Science Change Proposal Phase 2, recognises the characteristic differences of our Schools and Centres, and the need to ensure that critical mass is maintained in each and to protect areas of strength and high earning-power. The College is committed to supporting the delivery of core research and teaching capacities and to support the growth and success of the College.

### **Centre for Advanced Microscopy**

The Centre for Advanced Microscopy (CAM) is a high-performing central microscopy and microanalysis facility. Hosted within the College of Science, CAM supports user needs from multiple colleges across the ANU with the highest user numbers from the College of Science, the College of Health and Medicine and the College of Engineering and Computer Science. The facility's expert staff are actively involved in supporting excellence in research via collaborative engagement, research training and advice, and fee-for-service across multiple research areas at the ANU, at other Universities, for Government agencies and for industry clients.

In order to accommodate the University's financial constraints, while at the same time ensure the Centre's future ability to maintain excellence in research and teaching support, it is proposed that the focus of the Centre be redirected and the Centre's organisational arrangements be changed. The targeted savings are proposed to be met through a reduction in salary and non-salary costs.

CAM has recently led a tender process to establish a state-of-the art correlative cryo-electron microscopy facility within the Centre. This advanced instrumentation is co-funded by ANU and the Federal Government via the National Collaborative Research Infrastructure Strategy (NCRIS) program. The proposed new organisational arrangements within CAM will address the shift in demand for expertise in advanced imaging and microanalysis techniques with an emphasis on cryo-correlative imaging in the life sciences, intensified research collaborations and teaching and training by ensuring that expertise in these disciplines is retained. The new arrangements will also enable support for any continuing contingent funded fixed-term roles required or supported under this NCRIS agreement. The proposed changes in the professional staff profile will secure the highest possible quality academic and technical expertise in advanced microscopy and microanalysis areas.

The areas of conventional Transmission Electron Microscopy (TEM) for materials and life sciences will be covered by two existing technical staff. A position fully dedicated to Scanning Electron Microscopy (SEM) applications in the material sciences and life sciences will no longer be required, and is proposed for disestablishment.

In addition, the Centre will review administrative support to streamline and reduce administration activities, in order to support the operation of the Centre in a reduced budget setting. It is envisaged that administrative support for the Centre will no longer require a fulltime resource.

The proposed changes will enable:

- Facility development: continuation and expansion of the support of high-profile national and international collaborations, with academics, industry and government clients, through high-level contributions to national and international grant proposals.
- Continuation of highest-quality teaching and training: development of new discipline related workshops and training courses, and outreach activities to promote the university's world-class profile to internal and external clients
- Expansion of the Centre's undergraduate and postgraduate course portfolio: promotion and further development of undergraduate and postgraduate courses to ensure world-class training and teaching of the next generation of scientists.
- Capitalisation on the strategic investment from the ANU and NCRIS in cryo-microscopy.

### **Research School of Astronomy and Astrophysics**

The Research School of Astronomy and Astrophysics (RSAA) is a high-performing, research-intensive School based at two campuses, the Mount Stromlo Observatory (MSO) and the Siding Spring Observatory (SSO). The School has long fostered a world-class research program in astronomy and astrophysics that has consistently maintained an ERA rating of 5 (well above the world standard) and is the top-ranked program in Australia by several measures and well inside the top 50 programs in the world. The School operates national facilities, including the Anglo-Australian Telescope at SSO and the National Space Test Facility in the Advanced Instrumentation and Technology Centre (AITC) at MSO.

RSAA has recently expanded its astronomy curriculum by offering a new undergraduate major, summer semester courses and two Masters degrees, along with its world-renowned PhD program. This research-led education program is taught by leading scientists at RSAA. Students have unique opportunities to visit the largest optical observatory in Australia (SSO) or work in state-of-the-art laboratories (AITC).

In 2019, RSAA saw significant growth in HERDC income, external non-research contracts and student load. This growth in revenue was complemented by commercialisation of School infrastructure (both residential and research infrastructure) and its professional administration team. These developments have, to some extent, made the School more resilient to reductions in recurrent funding, but they do not fully replace lost revenue from international student fees and changes in research funding.

The framework for the proposed change is guided by the [2016 School Review report](#) and [implementation plan](#). In line with the proposed College of Science future state, and to support the ANU Recovery Plan, it is proposed to narrow the research focus and reduce the academic staffing profile. This will ensure the School's ability to continue to achieve excellence in research, teaching and external engagement. The proposed reorganisation of RSAA will enable a mix of early and midcareer academics, and academic leaders in their field. This is important in providing career development and succession planning, to ensure long-term success in research, education and external engagement, and to enable the School to operate within the available budget.

Under the current financial constraints, the School must focus its research in the areas that present the greatest strength to the Australian and international astronomy community, preserve areas of existing depth in capability as well as preserve those areas that are expected to generate the most revenue and maintain those core programs with the highest national and international standing on which RSAA's reputation is built. These key programs include stellar physics, Galactic astronomy, extragalactic astronomy, cosmology, and instrumentation for astronomy and space science. Consequently, it is proposed that the School will no longer continue its research in planetary science and astrobiology. This proposed narrowing of research areas will reduce the number of RSAA academic staff.

The School's current administrative organisation is fragmented, spread across multiple academic areas with some role duplication. Along with the narrowing of the research focus, the School proposes to restructure the current administrative support positions to consolidate these functions across the School. The current administrative structure in the School does not allow positions to effectively support and assist each other, particularly in the event of staff absences; it duplicates duties and responsibilities across the School; it provides limited opportunities for knowledge sharing and professional development, despite multiple positions having similar operational issues; and it provides different levels of support across the different areas of the School.

Over the past two years, administrative support requirements have shifted from traditional transactional activities, which are now better supported by the University or College centralised teams, to local compliance administration. In a small team, the ability of each member to support multiple portfolios is essential. In proposing to redefine the administration structure and position descriptions, a key focus will be on improved succession planning and team collaboration.

The functions performed by the administration team will support students, teaching, finance, contract management, advancement, HR, engagement, and WHS. It is proposed that the School administration teams will be consolidated under a single management structure and re-designed to ensure alignment with the School's functional requirements and commitment to excellence, while operating within a tightened fiscal environment. The proposed changes will include reviewing the organisation of the team, and positions within it, with a view to enabling all positions to be agile as demands require. It is proposed that a Senior Business Officer position will be established within the proposed new team to address gaps in service delivery, along with financial and administrative planning.

The AITC technical teams and SSO administrative and technical teams are not within the scope of this proposal and there are no proposed staff position changes within these teams.

### Part 3: The Nature of the Change

It is foreseeable that the impact of this Change Proposal will include:

#### 1. Centre for Advanced Microscopy

- The establishment of one (1) continuing professional staff position;
- The direct transfer of four (4) continuing professional staff positions;
- The disestablishment of two (2) continuing professional staff positions.

#### 2. Research School of Astronomy and Astrophysics

- The direct transfer of one (1) School Director academic position;
- The direct transfer of ten (10) continuing Level E academic positions;
- The direct transfer of five (5) continuing Level D academic positions;
- The disestablishment of one (1) continuing Level D academic position;
- The direct transfer of one (1) continuing Level C academic position;
- The establishment of one (1) continuing professional staff position;
- The direct transfer of six (6) continuing professional staff positions;
- The disestablishment of two (2) continuing professional staff positions;
- The disestablishment of two (2) vacant professional staff positions.

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

The current and proposed academic staffing profile across the Schools and Centres have been confirmed as at 1 January 2021.

#### **Centre for Advanced Microscopy – Summary of Staff Position Changes**

##### New Professional Staff Positions

All proposed new positions are recommended to ensure that suitably qualified and experienced staff are available with the skills, qualifications and attributes to improve capability in the functional areas which currently need improving to deliver the strategic outcomes for the School.

- (1) Administrator, ANU Officer 5 (0.5 FTE): this reduced fraction position will provide general administrative support on a part-time basis, coordinating the day-to-day operations of the Centre, liaising with staff and students, and undertaking a range of reporting activities to support the Centre Director.

Directly Transferred Professional Staff Positions within the Proposed Structure

It is proposed that all continuing (contingent funded) professional staff will not be significantly impacted and will transfer at level. There may be a change in reporting lines and position descriptions will be reviewed and refreshed consistent with the objectives of the proposed new structure.

It is proposed that the following continuing professional staff positions will be transferred directly into the proposed new Centre structure (see Table 1). 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. There may be a change in reporting lines and position descriptions will be reviewed and refreshed consistent with the objectives of the proposed new structure.

**Table 1: Directly transferred positions with the proposed structure**

| Current Position Title                        | Proposed Position Title                               | Number of Positions |
|---|---|---------------------|
| Centre Director,<br>Senior Manager 1          | Centre Director,<br>Senior Manager 1                  | 1                   |
| Operations Manager,<br>Senior Manager 1       | Operations Manager,<br>Senior Manager 1               | 1                   |
| Light Microscopy Specialist,<br>ANU Officer 8 | Light Microscopy Platform Scientist,<br>ANU Officer 8 | 1                   |
| Technical Officer,<br>ANU Officer 6           | Materials TEM Specialist,<br>ANU Officer 6            | 1                   |
| <b>Total</b>                                  |   | <b>4</b>            |

Disestablished Positions within the Proposed Structure

It is proposed that the following positions will 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.

- (1) 1 x Technical Officer, ANU Officer 6 (1.0 FTE): it is proposed this continuing position be disestablished. The proposed refocusing of technical expertise will mean that there will not be a dedicated role for SEM research support. Training, technical research support and teaching will be distributed to other positions within the Centre.
- (2) 1 x Administrative Officer, ANU Officer 5 (1.0 FTE): it is proposed that this full-time administrative support role will be disestablished in its current form, as it is no longer required on a full-time basis. Work previously delivered in this position will be significantly reduced.

The current structure for the Centre for Advanced Microscopy is included in Appendix 1. The proposed structure for the Centre for Advanced Microscopy is included in Appendix 2.

**Research School of Astronomy and Astrophysics – Summary of Staff Position Changes**

**Summary of Academic Staff Changes**

*Directly Transferred Positions within the Proposed Structure*

It is proposed that the following positions will be transferred directly into the proposed new structure (see Table 2). All of the positions proposed to be directly transferred are being transferred at-level. There may be a change in reporting lines and position descriptions will be reviewed and refreshed, as appropriate, and consistent with the objectives of the proposed new structure.

All other fixed term and continuing (contingent-funded) staff funded from recurrent, grant and contract funding will not be significantly impacted and will transfer at level. There may be a change in reporting lines and position descriptions will be reviewed and refreshed, as appropriate, and consistent with the objectives of the proposed new structure.

**Table 2: Directly transferred positions with the proposed structure**

| <b>Current Position Title</b>            | <b>Proposed Position Title</b>           | <b>Number of Positions</b> |
|--|--|----------------------------|
| School Director,<br>Academic Level E     | School Director,<br>Academic Level E     | 1                          |
| Professor,<br>Academic Level E           | Professor,<br>Academic Level E           | 10                         |
| Associate Professor,<br>Academic Level D | Associate Professor,<br>Academic Level D | 5                          |
| Fellow,<br>Academic Level C              | Fellow,<br>Academic Level C              | 1                          |
| <b>Total</b>                             |  | <b>17</b>                  |

*Disestablished Positions within the Proposed Structure*

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

- (1) 1 x Associate Professor, Academic Level D: This position is proposed for disestablishment as the narrowing of discipline areas will mean that the expertise associated with this position (planetary science and astrobiology) and the duties of the position will cease within the School. Teaching and service work associated with the position will be distributed to other positions within the School.

**Impact on and Management of Research Grants (all areas of the College)**

Research grants held and being delivered by any staff member who does not transition to a proposed new 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.

**Consideration of HDR Students (all areas of the College)**

Where transitional arrangements for supervision of HDR students are required as a result of the proposed reorganisation, the following process will be followed:

1. If a current HDR 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) as soon as is practicable;
2. The Associate Director (HDR), 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 Associate Director (HDR) 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 HDR 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.

### **Summary of Professional Staff Changes**

#### *New Professional Staff Positions*

All proposed new positions are recommended to ensure that suitably qualified and experienced staff are available with the skills, qualifications and attributes to improve capability in the functional areas which currently need improving to deliver the strategic outcomes for the School.

- (1) 1 x Senior Business Officer, ANU Officer 6/7: this proposed new position will provide high level advice and leadership to the School Manager and strategic advice to the senior staff of the School on more complex day-to-day operational aspects of the School. The position will provide specialised financial and contractual advice to the various departments of the school working closely with the department's management team.

#### *Directly Transferred Positions within the Proposed Structure*

It is proposed that the following positions will be directly transferred into the proposed new administration structure (see Table 2). 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. There may be a change in reporting lines and position descriptions will be reviewed and refreshed consistent with the objectives of the proposed new structure.

All other fixed term and continuing (contingent-funded) staff funded from recurrent, grant and contract funding will not be significantly impacted and will transfer at level. There may be a change in reporting lines and the position description will be reviewed and refreshed consistent with the objectives of the proposed new structure.

**Table 3: Directly transferred positions with the proposed structure**

| <b>Current Position Title</b>                    | <b>Proposed Position Title</b>                   | <b>Number of Positions</b> |
|--|--|----------------------------|
| School Manager,<br>Senior Manager 1              | School Manager,<br>Senior Manager 1              | 1                          |
| Senior Student Admin Officer,<br>ANU Officer 6/7 | Senior Student Admin Officer,<br>ANU Officer 6/7 | 1                          |
| WHS & Facilities Officer,<br>ANU Officer 6/7     | WHS & Facilities Officer,<br>ANU Officer 6/7     | 1                          |
| Administrator,<br>ANU Officer 5                  | Administrator,<br>ANU Officer 5                  | 1                          |
| Executive Assistant,<br>ANU Officer 5            | Executive Assistant,<br>ANU Officer 5            | 1                          |
| <b>Total</b>                                     |  | <b>5</b>                   |

### Disestablished Positions within the Proposed Structure

It is proposed that 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.

- (1) 1 x School Outreach Coordinator, ANU Officer 6/7 (VACANT): it is proposed that this role 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.
- (2) 1 x Senior School Administrator, ANU Officer 6/7 (VACANT): it is proposed that this role 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.
- (3) 1 x Project and Operations Officer, ANU Officer 6/7: it is proposed that this role 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.
- (4) 1 x Project and Finance Officer, ANU Officer 6/7: it is proposed that this role 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.

The current structure for administration staff is included in Appendix 3. The proposed structure for administration staff is included in Appendix 4.

### Consideration of HDR Students (all areas of the College)

Where transitional arrangements for supervision of HDR students are required as a result of the proposed reorganisation, the following process will be followed:

1. If a current HDR 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) as soon as is practicable;
2. The Associate Director (HDR), 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 Associate Director (HDR) 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 HDR 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 (all areas of the College)

Research grants held and being delivered by any staff member who does not transition to a proposed new 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 & 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 Science- Phase 2 required as part of and in response to the ANU Recovery Plan 2020 and to support business driven change.

#### **1. Centre for Advanced Microscopy**

- The establishment of one (1) continuing professional staff position;
- The direct transfer of four (4) continuing professional staff positions;
- The disestablishment of two (2) continuing professional staff positions.

#### **2. Research School of Astronomy and Astrophysics**

- The direct transfer of one (1) School Director academic position;
- The direct transfer of ten (10) continuing Level E academic positions;
- The direct transfer of five (5) continuing Level D academic positions;
- The disestablishment of one (1) continuing Level D academic position;
- The direct transfer of one (1) continuing Level C academic position;
- The establishment of one (1) continuing professional staff position;
- The direct transfer of six (6) continuing professional staff positions;
- The disestablishment of two (2) continuing professional staff positions;
- The disestablishment of two (2) vacant professional staff positions.

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:

- Centre for Advanced Microscopy
- Research School of Astronomy and Astrophysics
- ANU Senior Management Group
- Research School Directors, Service Division Directors, General Managers and School Managers;
- Available on the [ANU Recovery Plan](#) website;
- Nominated staff representatives including the NTEU;
- Other relevant stakeholders as required.

## **Representation**

Throughout this process staff members may be represented, and seek advice or assistance at any time from a person of their choice as outlined in the ANU Staff Representation Procedure which may be accessed via this link [http://policies.anu.edu.au/procedures/staff\\_representation\\_procedure/procedure](http://policies.anu.edu.au/procedures/staff_representation_procedure/procedure)

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

## **Part 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>  |
|--|---|
| Wednesday 20 January 2021                      | Meetings with affected staff within the Centre for Advanced Microscopy (CAM) and Research School of Astronomy and Astrophysics (RSAA)<br><br>Release of the proposal to staff within the Centre for Advanced Microscopy and the Research School of Astronomy and Astrophysics<br><br>Release of the Proposal to the College and University Community<br><br>Commencement of Consultation Period |
| Thursday 21 January 2021                       | RSAA School Meeting and CAM Centre Meeting  |
| Week commencing 25 January 2021                | Staff meetings (individual and group as required)   |
| Thursday 4 February 2021                       | Close of Consultation period  |
| Thursday 21 January to Friday 12 February 2021 | Collation of feedback from Consultation and preparation of Implementation Plan  |
| Week commencing 15 February 2021               | Publication of Implementation Plan  |
| Week commencing 15 February 2021               | Period for seeking clarification on Implementation Plan   |
| Week commencing 22 February 2021               | Proposed commencement of Implementation   |

### Contacts

This change management process will be led by Professor Kieran Kirk, Dean, ANU College of Science and Jennifer Nott, Interim General Manager, College of Science, in consultation with the Human Resources Division.

| Name                      | Position  | Contact details  |
|---------------------------|---|--|
| Professor Kieran Kirk     | Dean<br>ANU College of Science  | <a href="mailto:dean.cos@anu.edu.au">dean.cos@anu.edu.au</a><br>T:(02) 6125 0421   |
| Jennifer Nott             | Interim General Manager<br>ANU College of Science   | <a href="mailto:gm.cos@anu.edu.au">gm.cos@anu.edu.au</a><br>T:(02) 6125 0421   |
| Professor Matthew Colless | Director,<br>Research School of Astronomy and<br>Astrophysics                                       | <a href="mailto:director.rsaa@anu.edu.au">director.rsaa@anu.edu.au</a><br>T(02) 6125 0266  |
| Professor Tim Senden      | Chair, Centre for Advanced<br>Microscopy Steering Committee<br>Director, Research School of Physics | <a href="mailto:tim.senden@anu.edu.au">tim.senden@anu.edu.au</a><br>T:(02) 6125 2476   |
| Belinda Farrelly          | Associate Director,<br>Organisational Change  | <a href="mailto:org.change@anu.edu.au">org.change@anu.edu.au</a><br><a href="mailto:belinda.farrelly@anu.edu.au">belinda.farrelly@anu.edu.au</a><br>(02) 6125 3012 |

### Support for Staff:

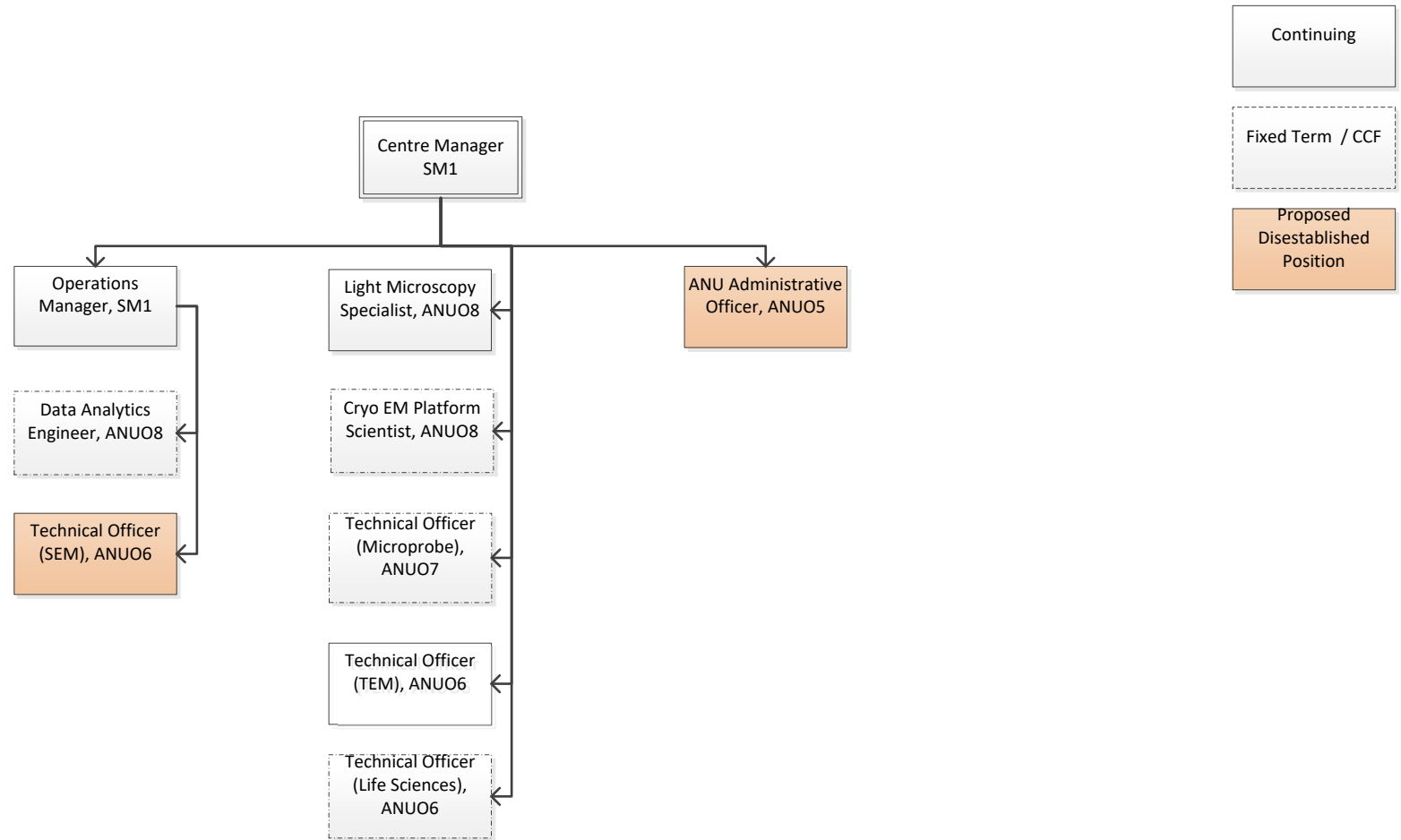
Staff seeking additional support or advice should contact:

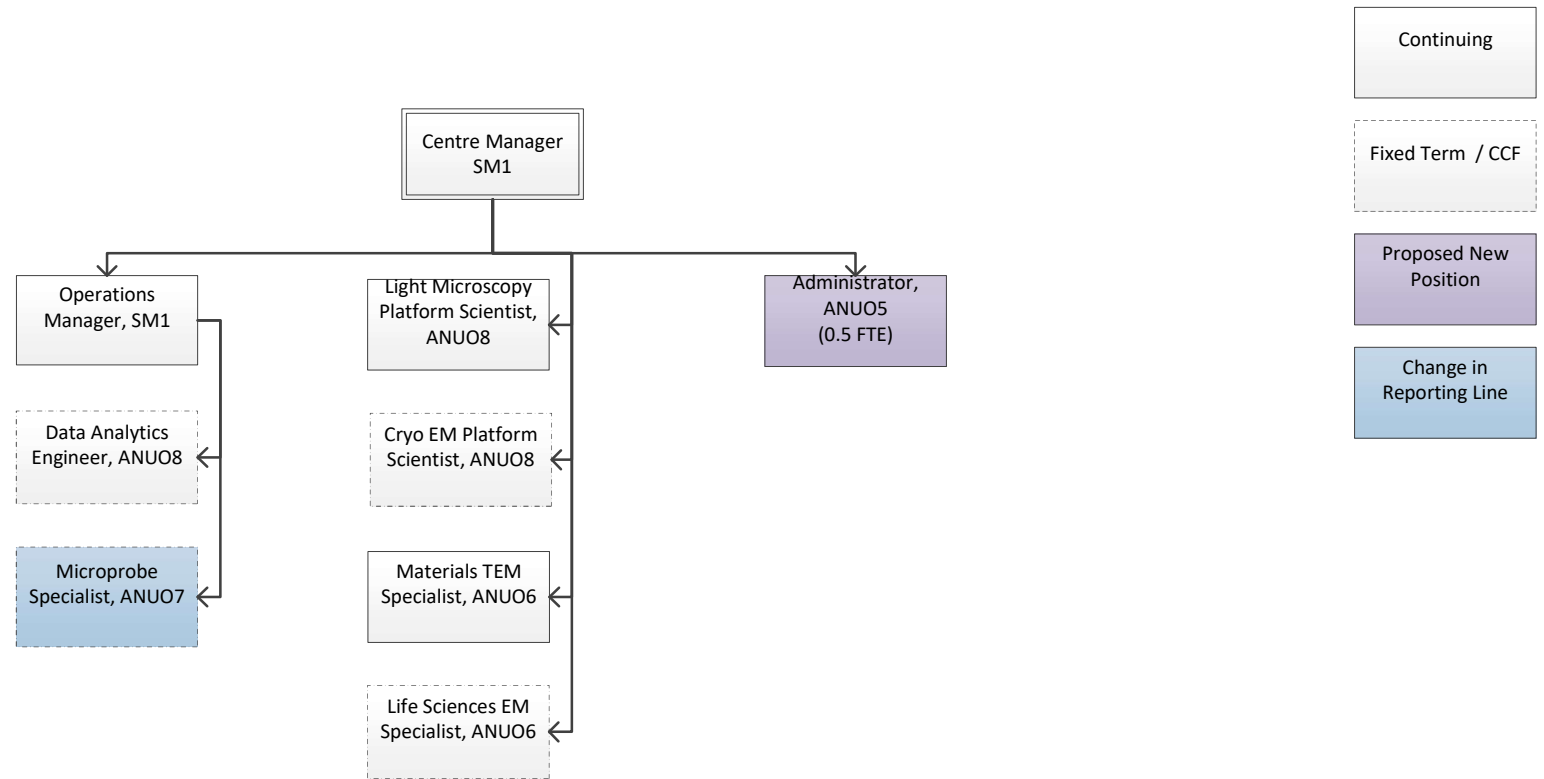
| Name                          | Position                             | Contact details  |
|-------------------------------|--------------------------------------|--|
| Gail Frank<br>Dr Maaria Haque | Adviser to Staff<br>Adviser to Staff | (02) 6125 3616<br>(02) 6125 8283<br><a href="mailto:staff.adviser@anu.edu.au">staff.adviser@anu.edu.au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

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## Appendices

- Appendix 1 – CAM Structure (Current – January 2021)
- Appendix 2 – CAM Structure (Proposed)
- Appendix 3 – RSAA Structure (Current – January 2021)
- Appendix 4 – RSAA Structure (Proposed)



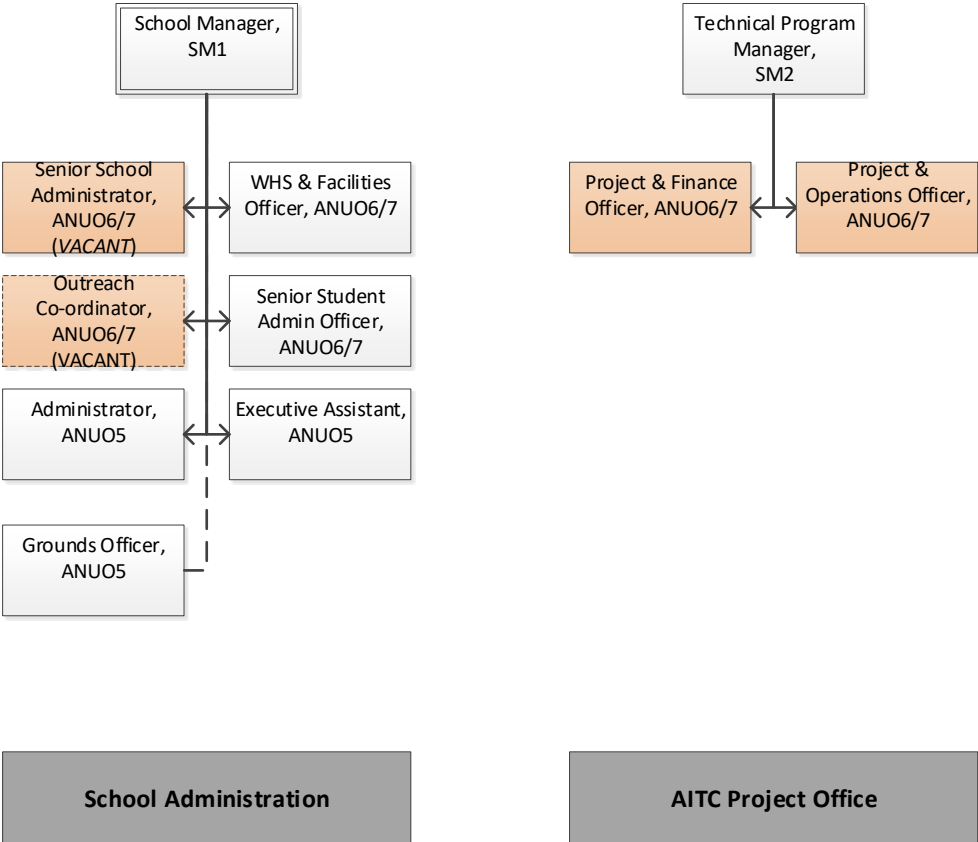




Continuing

Fixed Term / CCF

Proposed Disestablished Positions



Continuing

New Position

