



Part 1: Formal Change Process

The College of Science (*herein referred to as the College*) released a change management proposal on 24 January 2021 to support and respond to the [ANU Recovery Plan](#) for The Australian National University (*herein referred to as ANU or the University*). The formal consultation period ran from 20 January 2021 to 4 February 2021. During this period, there was consultation undertaken and there was a level of understanding expressed regarding the need for the proposed changes.

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

Colleagues and stakeholders are thanked for their thoughtful contributions and feedback received, and for the extensive engagement throughout the consultation process.

Background

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.

This Implementation Plan outlines the challenges we face and how the College will adapt to our new circumstances. It includes specific changes and information on the confirmed changes within the College of Science including: the structure of the Centre for Advanced Microscopy and the Research School of Astronomy and Astrophysics. Details on the confirmed changes and implementation schedule are outlined for each of these areas.



Part 2: Overview of Consultation Process

Consultation Period

The consultation period for the Change Management Proposal Phase 2 commenced on Wednesday 20 January 2021 and concluded on Thursday 4 February 2021. A copy of the Change Proposal was provided to all College staff via email and to the University community via the Recovery Plan website, for consideration and feedback. A copy was also provided to the National Tertiary Education Union (NTEU), the ANU Students' Association (ANUSA) and the Postgraduate and Research Students' Association (PARSA), including the nominated College of Science representatives, for distribution to members, consideration and feedback.

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

Research School	Meeting Date and Type
Centre for advanced Microscopy	Thursday, 21 January 2021 – all Centre meeting
Research School of Astronomy and Astrophysics	Thursday, 21 January 2021 – all School meeting
Research School of Astronomy and Astrophysics	Friday, 29 January 2021 – IDEA Committee meeting
Research School of Astronomy and Astrophysics	Tuesday, 2 February 2021 – AITC meeting

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

Overview of Feedback

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

In the course of the consultation period, a total of nine (9) formal submissions were received from ANU stakeholders both within the College (8) and external to the College (1). The feedback was provided on an individual (5) and team/group/area (4) basis and each submission was formally acknowledged as it was received.

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

Some submissions raised questions and/or made requests for information regarding individual employee arrangements. Separate responses were provided directly to those team members who raised specific questions about their individual circumstances. These are not detailed within the Implementation Plan.

The College is not making any of these changes lightly, and there has been extensive consideration given to the decisions made and the changes that have been confirmed in this Implementation Plan. Although the changes will see a narrowing of research focus and a reduction in positions across the Centre, School and College, these changes will allow the University to remain financially viable.



The majority of the feedback was submitted in response to the proposed changes at a Centre and School level, however some of the feedback that was submitted to the College addressed broader issues.

Key themes of the feedback received during the consultation period was largely focussed at the Centre/School level and also included some comments and feedback regarding the overall change process. These themes included (in no order of priority):

1. Clarification of roles, responsibilities and reporting lines within the Centre for Advanced Microscopy;
2. The University's ongoing commitment to avoid duplication of service delivery in Microscopy;
3. Approach to the discontinuation of research in the discipline of planetary science and astrobiology;
4. Clarification on the type and capacity of support for the operations of the Advanced Instrumentation Technology Centre
5. Change management consultation
6. Management of diversity and equity in responding to ANU Recovery Plan

Clarifications and Adjustments

1. *Clarification of roles, responsibilities and reporting lines within the Centre for Advanced Microscopy.*

During consultation, feedback was received about the proposed new reporting lines for staff within the Centre. After careful consideration, adjustments to the proposal have been made so that the Centre Manager retains supervision of all staff funded from external funding sources. In order to maintain adequate supervisory coverage within the Centre, continuing staff funded from recurrent funds will be supervised by the Centre's Operations Manager. These adjustments to reporting lines will allow for an improved organisational structure which shares supervisory load, facilitates and supports improved professional development and greater career progression opportunities and enables greater resilience within the Centre organisational arrangements.

Feedback was also received in relation to the reduction in the level of resourcing for administrative support for the Centre, and the requirement for the role to provide support for other Centres within the College (i.e. CTLab and ANIFF). This feedback has been carefully considered and the rationale for the reduction of this role, from full-time to part-time, is supported by a reduced presence at the Centre's reception along with changes to administrative processes and reduction in administrative volume within the Centre. The in-kind services provided to the other Centres in the College, which have developed informally in recent times, cannot continue to be provided by the staff member in this role. In light of the budget constraints, the administration role within the Centre will now focus on supporting CAM. The workload associated with administrative support for other Centres will be redistributed within those work areas.

2. The University's ongoing commitment to avoid duplication of service delivery in Microscopy;

Feedback was received highlighting the risk of service duplication across the University if the Centre resourcing changed, and if a reduction in resources resulted in the Centre being unable to meet demand. This feedback is acknowledged however the current and projected volume and nature of the demand for services for the Centre has informed the determination on the areas of focus for the Centre and the associated resourcing levels. The Centre for Advanced Microscopy Steering Committee, which oversees the operation of the Centre, has representation from across the University, along with external stakeholders. The Steering Committee will be continuing to monitor the demand for Services for the Centre and, given the broad University representation on the Steering Committee, will be in a position to identify where this services are provided across the University and ensure duplication of services does not occur.

3. *Approach to the discontinuation of research in planetary science and astrobiology.*

In order to ensure that RSAA is able to operate within its allocated budget, the changes to the RSAA organisational structure include a reduction in the number of continuing positions. In redesigning the academic profile of the School, consideration was given to the range of academic activities and



resources required to deliver the School's strategic research, education and external engagement goals.

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.

The decision that the School will no longer continue its research in planetary science and astrobiology is consistent with the narrowing of planetary science research activities across the College of Science as confirmed during the Phase 1 Change Management Process conducted during November-December 2020.

4. *Clarification on the support, and ability of the School administrative structure to support the operations of the Advanced Instrumentation Technology Centre (AITC).*

Feedback included a number of comments about the proposed administrative structure and several suggestions and ideas for improvements. Some concerns were raised as to whether the proposed administrative support structure for the School would be sufficient to support the operations of the AITC. The comments reflected concerns around changes to the service model, as well as significant support for individual members in the AITC Project Office.

These concerns and questions are acknowledged and were carefully considered. The structure has been designed so that the administrative and operational roles outlined in the new organisational structure will service the entire School, and will be broader in scope than many of the existing roles within the AITC. Individual academics, professional and executive staff will still receive the same high level of individual service for mission-critical tasks from the single School administration team.

In establishing and implementing the new single administrative team structure and new service delivery model, the School will work closely with the School Executive, the AITC Management Committee, and key stakeholders, on the duties, principles, key performance indicators, process flow and value proposition of the administrative team.

The School will also be an active participant in, and leverage, University-level initiatives to improvement processes and influence workload. The broadening of roles to work across the School will support and enable skill development for staff, opportunities for professional development and advancement, and continuity of services across the School during times of planned and unplanned leave and other short-term resourcing issues that may arise in the normal course of the School operations.

The details regarding the role and responsibilities for the new Senior Business Officer, ANU Officer 6/7 (Administration) are outlined in the position description for this role, which is included in appendix 5.

5. *Change management consultation*

Feedback was received which included queries and comments in relation to the Organisational Change and consultation processes, and particularly the period available for consultation on the proposed changes.

When releasing a formal change management process, the University is undertaking genuine consultation with the affected staff and relevant College and Portfolio colleagues along with the broader University community and key stakeholders. It is committed to providing certainty and security for affected staff as soon as possible when proposing and considering workplace change. The consultation period for the College of Science Phase 2 Managing Change Proposal was set with this commitment and goal in mind, and is consistent with the consultation and process for



considering change as outlined in *The Australian National University Enterprise Agreement 2017-2021*.

6. *Management of diversity and equity in responding to ANU Recovery Plan*

Feedback included questions regarding how the University was maintaining its commitment to equity and diversity at the University during the implementation of the ANU Recovery Plan and the reduction of positions occurring across the University.

A commitment to ANU remaining an inclusive, diverse and equitable community is a top priority, and one of our core institutional values. Where there are possible impacts on equity and diversity from proposed changes in local areas, the ANU Executive and College Deans are working together to consider and analyse the possible outcomes.

To date, the reduction of positions across the University in response to the ANU Recovery Plan, achieved through voluntary separations and formal change processes, has an approximately 50/50 gender split (50.9% female: 49.1% male).

Part 3: Drivers for Change

The College needs to position itself to emerge strongly after the current global pandemic. The College 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.

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.

The College of Science Implementation Plan 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 or the Centre) 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, the focus of the Centre



will be redirected and the Centre's organisational arrangements will change. The targeted savings will 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 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 can be retained. The new arrangements will also enable support for any continuing contingent funded fixed-term roles required or supported under this NCRIS agreement. The changes in the professional staff profile will position CAM to provide the highest possible quality academic and technical expertise in advanced microscopy and microanalysis areas.

As part of the new organisational arrangements for CAM and responding to the shift in demand in services, it has been confirmed Transmission Electron Microscopy (TEM) for materials and life sciences will continue to be provided and will be supported by the two current dedicated TEM technical positions. It has also been confirmed CAM will necessarily reduce staff support services in Scanning Electron Microscopy (SEM) applications in the material sciences and life sciences, and the dedicated technical officer position supporting delivery of these services will no longer be required. To accommodate this staff reduction, users will be better enabled to be self-guided in SEM applications where ongoing staff will provide high-level expertise and advice.

The Centre will also adjust the administrative support requirements to support the operation of the Centre under conditions of a reduced budget. The changes will enable the Centre to streamline administration and to respond to a reduction in the volume of administration activities and the changing support needed for the Centre. These adjustments will mean the administrative support for the Centre will no longer require on a fulltime basis.

The confirmed changes within CAM 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 these changes 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, the School will need to narrow its research focus and reduce the academic staffing profile. This will enable the School to continue to achieve excellence in research, teaching and external engagement. The 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, the School will no longer continue its research in planetary science and astrobiology. This 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 will 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 University transactional activities, which are now better supported by the University or College centralised teams, to an increased focus on local compliance administration and specialist needs. In a small team, the ability of each member to support multiple portfolios is essential. Through redefining the administration structure and position descriptions, a key focus will be on improved succession planning and career progression opportunities and a higher and greater level of team collaboration.

The current separate 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 functions and services provided by the School administration team will support students, teaching, finance, contract management, advancement, engagement, and WHS. The implementation of the changes to the School administration services 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. A Senior Business Officer position will be established within the new team to provide support for financial and administrative planning and address gaps in service delivery.

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



Part 4: Nature of the Change

Summary of the confirmed changes:

1. Centre for Advanced Microscopy

- The establishment of one (1) (0.5 FTE) continuing professional staff position;
- The direct transfer of four (4) continuing professional staff positions;
- The disestablishment of two (2) continuing professional staff positions (one (1) VACANT).

2. Research School of Astronomy and Astrophysics

- The direct transfer of one (1) School Director position;
- The direct transfer of ten (10) continuing Level E academic positions;
- The direct transfer of five (5) continuing Level D academic positions;
- The direct transfer of one (1) continuing Level C academic position;
- The disestablishment of one (1) continuing Level D 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 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.

Centre for Advanced Microscopy – Summary of Staff Position Changes

New Professional Staff Positions

The following part time position is confirmed to be created within the new Centre organisational structure. The new position will support the services provided by Centre and ensure that suitably qualified and experienced staff have the skills, qualifications and attributes to optimise the delivery of and outcome of administration support for the Centre, College and University.

- (1) Administrator, ANU Officer 5 (0.5 FTE): this position will provide general administrative support to the Centre on a part-time basis. It will be responsible for 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 Structure

All continuing (contingent funded) professional staff within the Centre 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 new structure.

The following continuing professional staff positions will be transferred directly into the new Centre structure (see Table 1). All of the positions to be directly transferred are being transferred at level and will have a position description review and refresh as part of the implementation of the changes. There may be a change in reporting lines and position descriptions will be reviewed and refreshed consistent with the objectives of the new structure.

Table 1: Directly transferred positions with the structure

Current Position Title	Confirmed Position Title	Number of Positions
Centre Director, Senior Manager 1	Centre Director, Senior Manager 1	1



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Operations Manager, Senior Manager 1	Operations Manager, Senior Manager 1	1
Light Microscopy Specialist, ANU Officer 8	Light Microscopy Platform Scientist, ANU Officer 8	1
Technical Officer, ANU Officer 6	Materials TEM Specialist, ANU Officer 6	1
Total		4

Disestablished Positions within the Structure

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 new structure.

- (1) 1 x Technical Officer, ANU Officer 6 (1.0 FTE) (VACANT): it is confirmed that this continuing position be disestablished. The refocusing of technical services provided by the Centre will mean that training, technical research support and teaching in SEM analysis will be distributed to other positions within the Centre
- (2) 1 x Administrative Officer, ANU Officer 5 (1.0 FTE): it is confirmed that, the administrative support required for Centre is no longer required on a full-time basis as the work previously delivered in this position will be significantly reduced. The administrative support role will be disestablished in its current form, as it is no longer required on a full-time basis.

The current structure for the Centre for Advanced Microscopy is included in Appendix 1. The confirmed new 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 Structure

The following positions will be transferred directly into the new RSAA structure (see Table 2). All of the positions 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 new structure.

All other fixed term and continuing (contingent-funded) academic 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 new structure.

Table 2: Directly transferred positions with the structure

Current Position Title	Confirmed Position Title	Number of Positions
School Director, Academic Level E	School Director, Academic Level E	1
Professor, Academic Level E	Professor, Academic Level E	10
Associate Professor, Academic Level D	Associate Professor, Academic Level D	5
Fellow, Academic Level C	Fellow, Academic Level C	1



Total	17
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Disestablished Positions within the Structure

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 new structure.

- (1) 1 x Associate Professor, Academic Level D: It is confirmed that this role will be disestablished. 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 the 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 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 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

The following position is confirmed to be created within the new RSAA structure. The new position is recommended to support delivery of business support services across the School and 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 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 areas of the School, working closely with their management teams.

Directly Transferred Positions within the Structure



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The following positions will be directly transferred into the new administration structure (see *Table 2*). All of the positions to be directly transferred are being transferred at level and will have a position description review and refresh as part of the implementation of the changes. There may be a change in reporting lines and position descriptions will be reviewed and refreshed consistent with the objectives of the new structure.

All other fixed term and continuing (contingent-funded) professional staff funded from grant 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 structure

Current Position Title	Confirmed Position Title	Number of Positions
School Manager, Senior Manager 1	School Manager, Senior Manager 1	1
Senior Student Admin Officer, ANU Officer 6/7	Senior Student Admin Officer, ANU Officer 6/7	1
WHS & Facilities Officer, ANU Officer 6/7	WHS & Facilities Officer, ANU Officer 6/7	1
Administrator, ANU Officer 5	Administrator, ANU Officer 5	1
Executive Assistant, ANU Officer 5	Executive Assistant, ANU Officer 5	1
Total		5

Disestablished Positions within the Structure

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 new structure.

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

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

Part 5: Staffing Principles

The transition to the new College structure and organisational arrangements within CAM and RSAA will be via the following steps and staffing principles. Any reductions in staffing are managed in accordance with the job security provisions outlined in clause 67 of the ANU Enterprise Agreement 2017-2021 (ANU Enterprise Agreement).



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 changes for continuing academic staff positions where a direct transfer to the 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 newly created 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 6: The University's Commitment

Status

Following the release of the College formal Change Management Proposal – Phase 2 on 20 January 2021 and the conclusion of the formal consultation period on 4 February 2021, the ANU has prepared this Change Implementation Plan has been prepared to confirm the process for progressing workplace change in relation to College of Science.

It is foreseeable that the impact of the implementation of the confirmed changes will include:

1. Centre for Advanced Microscopy

- The establishment of one (1) (0.5 FTE) continuing professional staff position;
- The direct transfer of four (4) continuing professional staff positions;
- The disestablishment of two (2) continuing professional staff positions (one (1) VACANT).

2. Research School of Astronomy and Astrophysics

- The direct transfer of one (1) School Director position;
- The direct transfer of ten (10) continuing Level E academic positions;
- The direct transfer of five (5) continuing Level D academic positions;
- The direct transfer of one (1) continuing Level C academic position;
- The disestablishment of one (1) continuing Level D 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

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

Part 7 Implementation Timetable

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

Date	Details of Consultation Process
Wednesday 20 January 2021	Meetings with affected staff within the Centre for Advanced Microscopy (CAM) and Research School of Astronomy and Astrophysics (RSAA) Release of the proposal to staff within the Centre for Advanced Microscopy and the Research School of Astronomy and Astrophysics Release of the Proposal to the College and University Community 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
Thursday 18 February 2021	Publication of Implementation Plan
Thursday 18 February – Tuesday 23 February 2021	Period for seeking clarification on Implementation Plan
Wednesday 24 February 2021	Commencement of Implementation

Contacts



CHANGE IMPLEMENTATION PLAN ANU COLLEGE OF SCIENCE – PHASE 2

18 February 2021

This implementation of the changes will be led by Professor Kiaran 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 Kiaran Kirk	Dean ANU College of Science	dean.cos@anu.edu.au T:(02) 6125 0421
Jennifer Nott	Interim General Manager ANU College of Science	gm.cos@anu.edu.au T:(02) 6125 0421
Professor Matthew Colless	Director, Research School of Astronomy and Astrophysics	director.rsaa@anu.edu.au T(02) 6125 0266
Professor Tim Senden	Chair, Centre for Advanced Microscopy Steering Committee Director, Research School of Physics	tim.senden@anu.edu.au T:(02) 6125 2476
Belinda Farrelly	Associate Director, Organisational Change	org.change@anu.edu.au belinda.farrelly@anu.edu.au (02) 6125 3012

Support for Staff

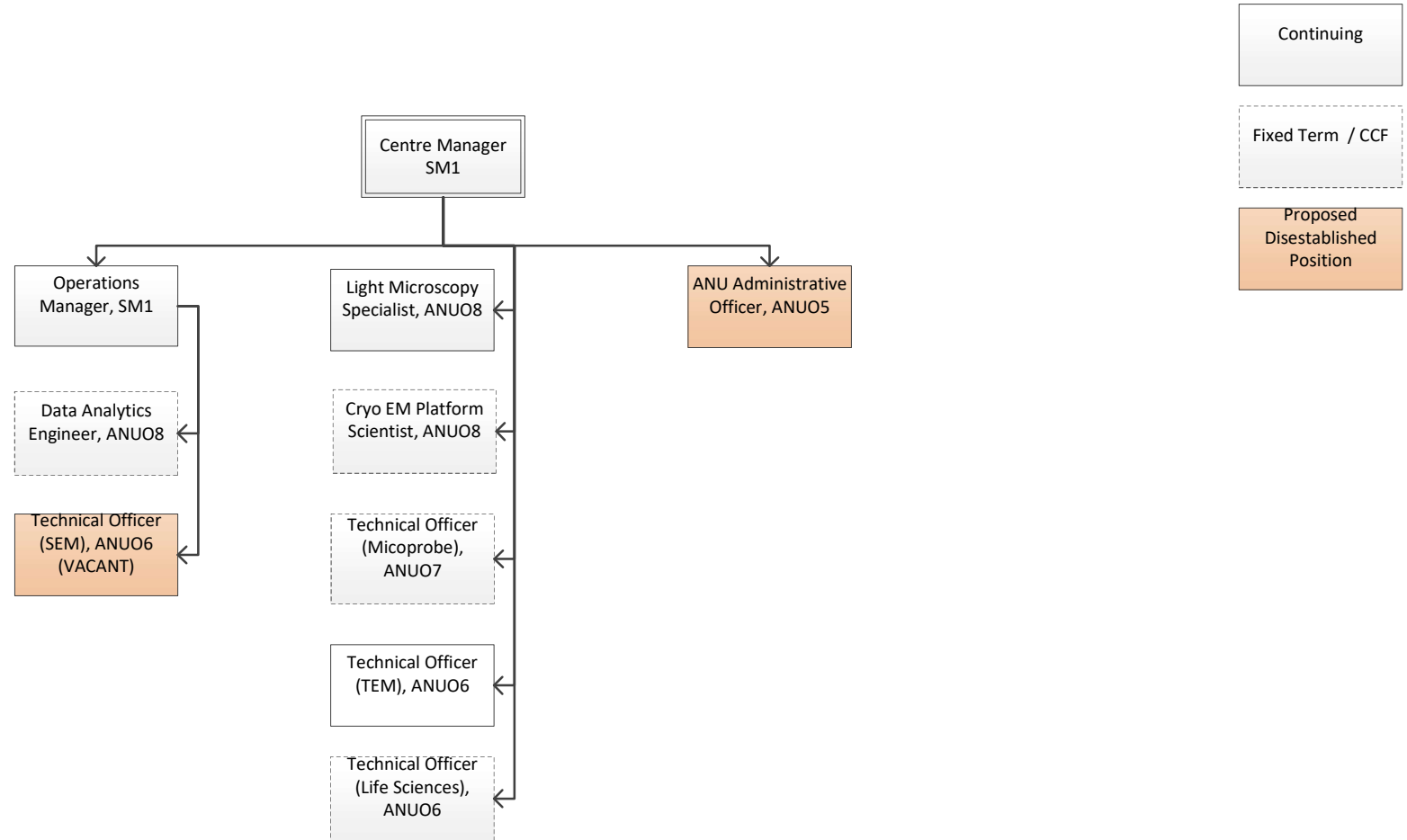
Staff seeking additional support or advice should contact:

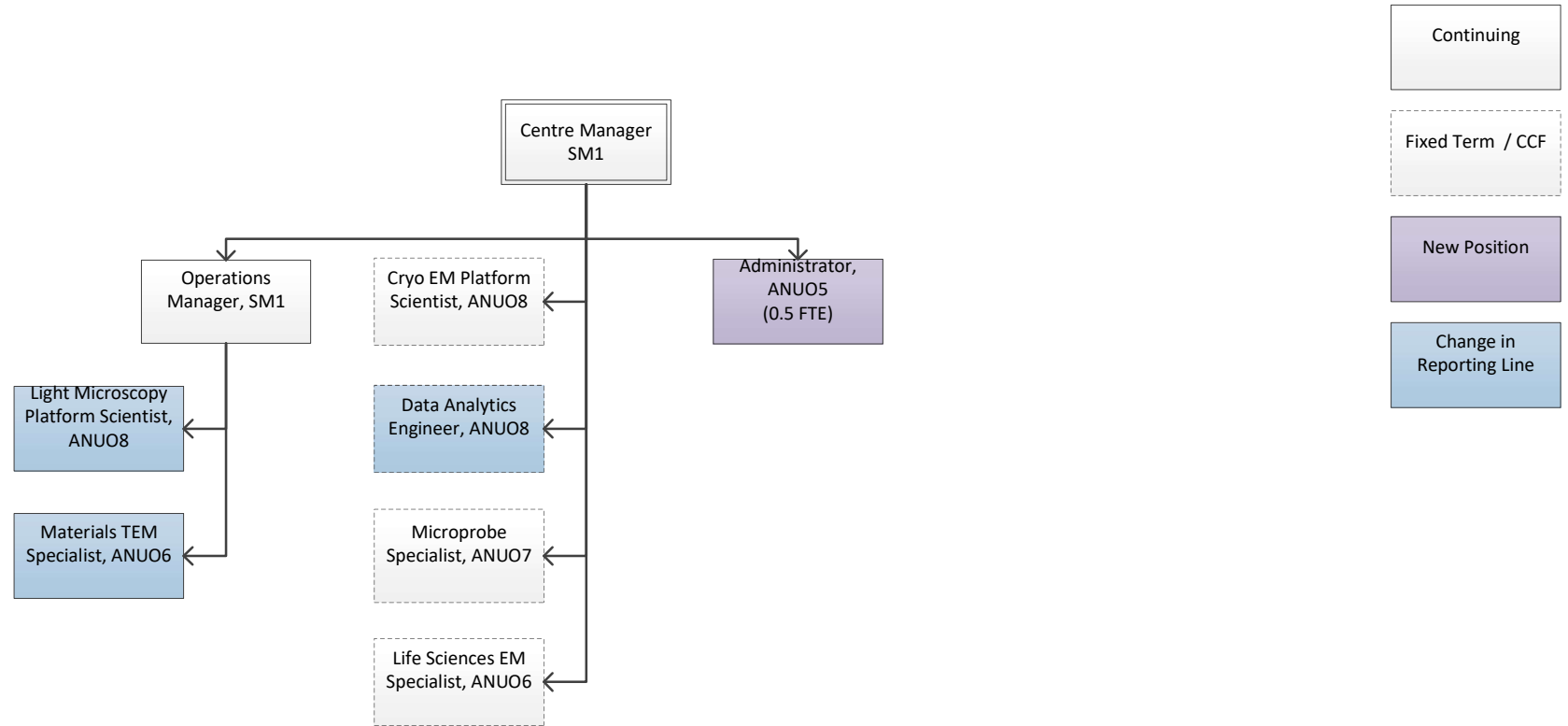
Name	Position	Contact details
Gail Frank Dr Maaria Haque	Adviser to Staff Adviser to Staff	(02) 6125 3616 (02) 6125 8283 staff.adviser@anu.edu.au
Employee Assistance Providers	Assure Relationships Australia	1800 808 374 (02) 6122 7100



APPENDICES

- Appendix 1 – CAM Structure (Current – January 2021)
- Appendix 2 – CAM Structure (Confirmed)
- Appendix 3 – RSAA Structure (Current – January 2021)
- Appendix 4 – RSAA Structure (Confirmed)
- Appendix 5 – Draft position descriptions for newly established positions

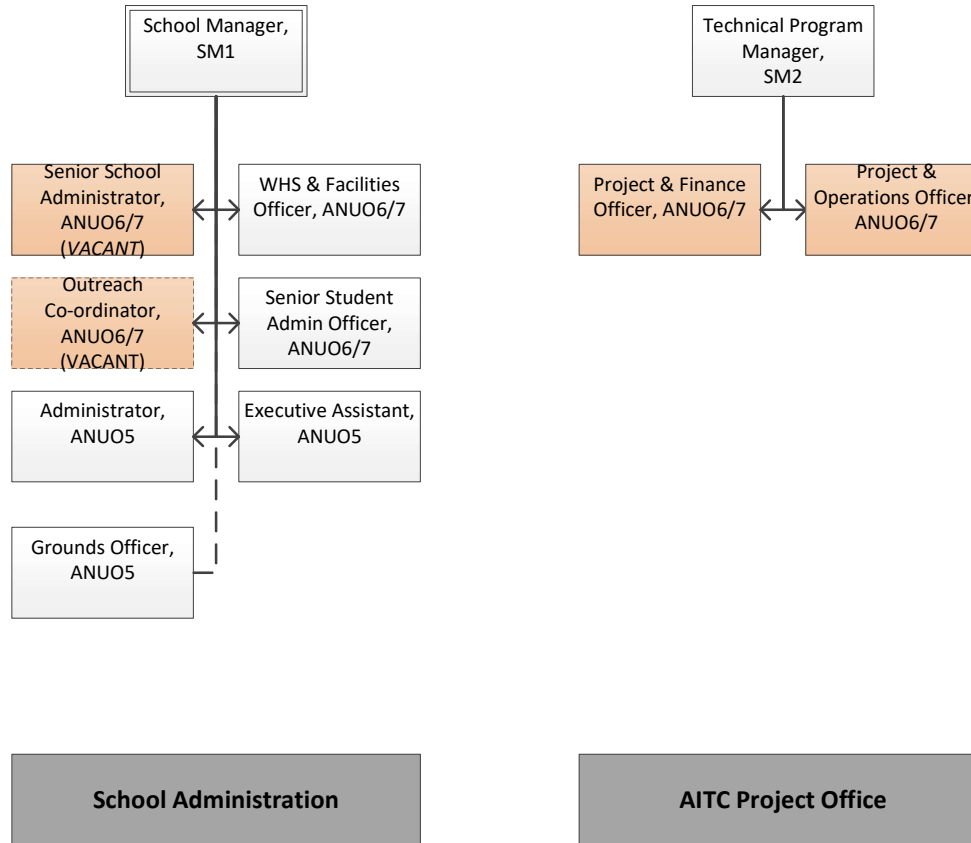




Continuing

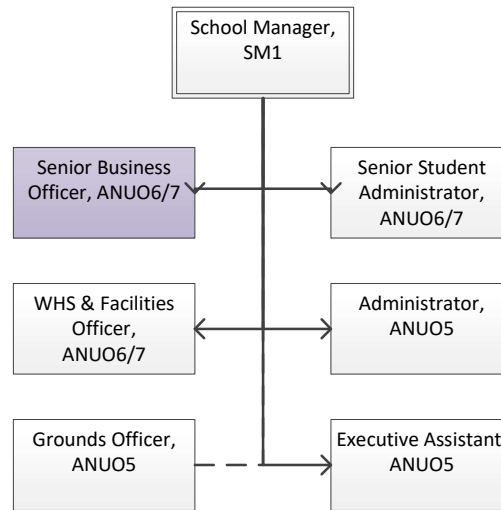
Fixed Term / CCF

Proposed Disestablished Positions



Continuing

New Position





Position Description

College/Division:	College of Science
Faculty/School/Centre:	Research School of Astronomy and Astrophysics
Department/Unit:	School Administration
Position Title:	Senior Business Officer
Classification:	ANU Officer Grade 6/7 (Administration)
Position No:	
Responsible to:	School Manager, Research School of Astronomy and Astrophysics
Number of positions that report to this role:	0
Delegation(s) Assigned:	D6

PURPOSE STATEMENT:

The Research School of Astronomy and Astrophysics (RSAA) is based at the Mount Stromlo Observatory. The School hosts workshops and support facilities including the world-class Advanced Instrumentation and Technology Centre (AITC). The School has a second site, the Siding Spring Observatory (SSO), where we operate Australia's largest optical observatory.

The Senior Business Officer ensures comprehensive, efficient and effective business processes. In particular, developing and reviewing complex budgets and coordinating the finance functions and governance operations of the School. The incumbent will focus mostly (but not entirely) on the AITC's financial responsibilities and work closely with the senior staff of the AITC. In addition, the Senior Business Officer may provide committee secretariat support, event organisation support, internal communications, liaise with national and international partners, and support the School administration team. High-level financial and reporting activities will form the core duties of the role.

Position Dimension & Relationships:

The Senior Business Officer reports to the RSAA School Manager and provides high-level advice and administrative support to ensure the efficient and effective management of day-to-day operations, in partnership with team members and colleagues in College and University service areas. The position is part of a high-performing team, offering coordinated support to all of RSAA. The Senior Business Officer works with the professional team, research staff, and students to achieve the School's vision and will work closely with professional and academic staff within RSAA and the College of Science at ANU.

Role Statement:

Under broad direction, the Senior Business Officer will:

1. Coordinate the financial administration of RSAA, especially the AITC, including budget development, accurate processing of financial transactions, running various periodic and ad-hoc reports, investigating and solving issues, and ensuring compliance with University policies and procedures and project funders' requirements.
2. Act as an escalation point of contact for RSAA, including responding to enquiries, providing high-level advice on a wide range of policies and procedures, and drafting communications and general correspondence with staff, as needed.
3. Monitor the School's compliance with its funders, including coordinating Key Performance Indicator reports where required for the School and funding agencies.
4. Provide administrative support on a range of other matters as required. This includes, but is not limited to: human resources administration, international and domestic travel coordination, committee support, event management, work health and safety compliance, and coordinating internal communications.
5. Coordinate projects aimed at improving administrative processes, mapping new processes, and liaising with stakeholders to ensure appropriate consultation is conducted and the envisaged outcomes are achieved on budget and on time.
6. Comply with all ANU policies and procedures, in particular those relating to work health and safety and equal opportunity.
7. Perform other duties as requested, consistent with the classification level of the position and in line with the principle of multi-skilling.

For assistance please contact HR Division Ph. 6125 3346

SELECTION CRITERIA:

1. Degree in a relevant area with demonstrated experience in an administrative role in a complex environment or an equivalent combination of relevant experience and education/ training. Experience in finance is required. Experience with finance software like ES Financials and Clarizen would be highly desirable.
2. Demonstrated high-level customer service and communication skills with experience producing business correspondence, reports and meeting papers and an ability to liaise effectively with stakeholders in a culturally diverse environment.
3. Demonstrated analytical and problem-solving skills, with a proven ability to collect and analyse data and to make recommendations on alternative solutions to senior management.
4. Proven organisational skills and ability to prioritise own workload and to work effectively both independently and as part of a team, meeting deadlines and delivering high-quality outcomes.
5. Highly-developed computer skills, including proficiency using the MS Office suite and experience with online data management platforms and website maintenance.
6. A demonstrated understanding of equal opportunity principles and policies and a commitment to their application in a University context.

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

Supervisor/Delegate Signature:		Date:	
Printed Name:		Uni ID:	

References:

[General Staff Classification Descriptors](#)

[Academic Minimum Standards](#)



Pre-Employment Work Environment Report

Position Details

College/Div/Centre	CoS	Dept/School/Section	RSAA
Position Title	Senior Business Officer	Classification	ANU Officer Grade 6/7 (Administration)
Position No.		Reference No.	

In accordance with the Occupational Health and Safety Act 1991 the University has a duty of care to provide a safe workplace for all staff.

- This form must be completed by the supervisor of the advertised position and forwarded with the job requisition to Appointments and Promotions Branch, Human Resources Division. Without this form jobs cannot be advertised.
- This form is used to advise potential applicants of work environment issues prior to application.
- Once an applicant has been selected for the position consideration should be given to their inclusion on the University's Health Surveillance Program where appropriate – see . http://info.anu.edu.au/hr/OHS/Health_Surveillance_Program/index.asp
Enrolment on relevant OHS training courses should also be arranged – see http://info.anu.edu.au/hr/Training_and_Development/OHS_Training/index.asp
- 'Regular' hazards identified below must be listed as 'Essential' in the Selection Criteria - see 'Employment Medical Procedures' at http://info.anu.edu.au/Policies/_DHR/Procedures/Employment_Medical_Procedures.asp

Potential Hazards

<ul style="list-style-type: none"> • Please indicate whether the duties associated with appointment will result in exposure to any of the following potential hazards, either as a regular or occasional part of the duties. 					
TASK	regular	occasional	TASK	regular	occasional
key boarding	X	<input type="checkbox"/>	laboratory work	<input type="checkbox"/>	<input type="checkbox"/>
lifting, manual handling	<input type="checkbox"/>	X	work at heights	<input type="checkbox"/>	<input type="checkbox"/>
repetitive manual tasks	X	<input type="checkbox"/>	work in confined spaces	<input type="checkbox"/>	<input type="checkbox"/>
catering / food preparation	<input type="checkbox"/>	<input type="checkbox"/>	noise / vibration	<input type="checkbox"/>	<input type="checkbox"/>
fieldwork & travel	<input type="checkbox"/>	<input type="checkbox"/>	electricity	<input type="checkbox"/>	<input type="checkbox"/>
driving a vehicle	<input type="checkbox"/>	<input type="checkbox"/>			
NON-IONIZING RADIATION			IONIZING RADIATION		
solar	<input type="checkbox"/>	<input type="checkbox"/>	gamma, x-rays	<input type="checkbox"/>	<input type="checkbox"/>
ultraviolet	<input type="checkbox"/>	<input type="checkbox"/>	beta particles	<input type="checkbox"/>	<input type="checkbox"/>
infra red	<input type="checkbox"/>	<input type="checkbox"/>	nuclear particles	<input type="checkbox"/>	<input type="checkbox"/>
laser	<input type="checkbox"/>	<input type="checkbox"/>			
radio frequency	<input type="checkbox"/>	<input type="checkbox"/>			
CHEMICALS			BIOLOGICAL MATERIALS		
hazardous substances	<input type="checkbox"/>	<input type="checkbox"/>	microbiological materials		<input type="checkbox"/>
allergens	<input type="checkbox"/>	<input type="checkbox"/>	potential biological allergens	<input type="checkbox"/>	<input type="checkbox"/>
cytotoxics	<input type="checkbox"/>	<input type="checkbox"/>	laboratory animals or insects	<input type="checkbox"/>	<input type="checkbox"/>
mutagens/teratogens/ carcinogens	<input type="checkbox"/>	<input type="checkbox"/>	clinical specimens, including blood	<input type="checkbox"/>	<input type="checkbox"/>
pesticides / herbicides	<input type="checkbox"/>	<input type="checkbox"/>	genetically-manipulated specimens	<input type="checkbox"/>	<input type="checkbox"/>
			immunisations	<input type="checkbox"/>	<input type="checkbox"/>
OTHER POTENTIAL HAZARDS (please specify):					

Supervisor's Signature:		Print Name:		Date:	
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For assistance please contact HR Division Ph. 6125 3346