

## Part 1: Background

This proposal outlines some of the changes required within the Global Engagement portfolio (herein referred to as the Portfolio) to support and respond to the ANU Recovery Plan for The Australian National University (ANU).

The Portfolio plays a pivotal role in strategic engagement, government relations and communications activity for ANU. It leads the development and implementation of the international strategy and communications and engagement strategy, as well as the University's strategic engagement with global partners.

The Portfolio includes: Strategic Communications and Public Affairs (SCAPA), the Public Policy and Societal Impact Hub (the Hub), Sir Roland Wilson Foundation (SWRF), the Centre for Asian-Australian Leadership (CAAL), International Strategy and Partnerships, the China Liaison Office, the North America Liaison Office and the Southeast Asia Liaison Office.

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

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

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

This proposal outlines the challenges we face and how we must adapt to our new circumstances. It sets out specific details and information on the proposed changes within the Portfolio and seeks consultation and feedback on the proposed changes as well as providing the guiding principles, which will support any confirmed changes that may need to be implemented.

This managing change document (herein referred to as the Change Proposal) outlines the rationale for the proposed organisational change and nature of some of the proposed changes proposed within the Portfolio.

The Change Proposal specifically relates to proposed changes in Strategic Communications and Public Affairs and the Public Policy and Societal Impact Hub, as well as reporting lines for the Sir Roland Wilson Foundation and the Centre for Asian Australian Leadership.

International Strategy and Partnerships, the China Liaison Office, the North America Liaison Office and the Southeast Asia Liaison Office are not directly impacted by this change proposal.

The Change Proposal includes an indicative timetable for consultation, feedback and implementation.

The objective of the Change Proposal is to outline and consult on proposed changes in the Portfolio to enable it to respond to the ANU Recovery Plan and to enable the constituent parts of the Portfolio to emerge strongly from the current global pandemic. The proposed changes are business driven and designed to support the ongoing strategic and operational needs of the University and ensure that we meet the future needs of our students, staff and stakeholders as well as positioning the University strongly nationally and internationally.

## Part 2: Objectives and Rationale for Change

The Global Engagement Portfolio plays a key part in helping the University to deliver its unique national responsibilities including:

- supporting the strong connection to governments both domestic and offshore.
- developing and cultivating partnerships across the world.
- supporting our students and staff community and they contribute to our global network; and
- ensuring the strong reputation that ANU holds in Australia and globally remains intact.

Following the decision of the Vice President (Engagement and Global Relations) to step down from their role at the end of December 2020, changes are proposed to the Portfolio to enable and support the delivery of the key responsibilities and strategic objectives, priorities and services delivered by the teams.

These proposed changes will impact Strategic Communications and Public Affairs (SCAPA), the Public Policy and Societal Impact Hub (the Hub), the Sir Roland Wilson Foundation (SRWF) and the Centre for Asian Australian Leadership (CAAL).

The International Strategy and Partnerships, the China Liaison Office, the North America Liaison Office and the Southeast Asia Liaison Office are not impacted by these proposed changes and will in January 2021 transition to an International Strategy Portfolio lead by the Deputy Vice-Chancellor – International Strategy and Partnerships.

The priorities for communications, engagement and government relations will remain focussed on:

- Targeted and enhanced engagement in Government and Commonwealth Relations
- Strengthening the commercial potential of ANU through our processes and partnerships
- Increased support for ANU strategic digital communications
- Increased capacity for strategic events and outreach
- Resource sharing and collaboration with Colleges and Divisions
- Expenditure controls and savings

The proposed future structure and proposed resourcing supports the ANU Recovery Plan and Expenditure Control Framework. It considers the communications, engagement and government relations needs of the University which has been informed by the recommendations of, and management response to, the external Review of ANU-wide communications and engagement commissioned in January 2020. It has also been informed by the International Strategy and the University's ambitions for its engagement with the Australian government.

The proposed structure has been designed to support strategic engagement with parliament, governments and the Commonwealth and enable the reshaping of ANU-Commonwealth relations.

It will also support the implementation of the University's Communication and Engagement strategy, approved by the University Senior Management Group on 10 September 2020 and to support the ANU Digital Masterplan.

### **Review of ANU Wide Communications and Engagement – January 2020 (the Review)**

The University undertook a thematic review in January 2020 to examine holistically its communications and public affairs functions. The purpose of the review was to ensure ANU has strategic capacity, is fit for purpose, and is sector leading, with a particular focus on:

- Alignment with the University's Strategic Plan and distinct role as the national university
- Capacity and capability to advance the national and international profile and reputation of the University
- Capacity and capability to advance the standing of the University with government, community and other stakeholders
- Adaptation to a rapidly changing communications and engagement landscape

The Review recommended the development of an agreed university-wide communications and engagement strategy to underpin its communication activities. This recommendation was accepted, and the University Communication and Engagement Strategy (the Strategy) was approved by the University Senior Management Group on 10 September 2020. The changes proposed for the Portfolio have been designed and are presented to enable the necessary operational resources and structure to support for implementation of the Strategy.

Other relevant recommendations dealt with by the proposed changes include:

- The panel recommended a focus on being "digital first".
- The panel highlighted some confusion around how communications functions were described. SCAPA's name should be reconsidered.

- The review was clear that ANU lacked capacity in its central communications area. Critical gaps included:
  - Story-driven communication (and campaigns) across multiple channels – digital first
  - A dedicated internal communications team with a senior leader
  - A team of specialists to deliver major events, including festivals
  - The need to recruit additional senior government relations experts

The management response to the Review broadly accepted these recommendations, and the proposed structure in this change proposal seeks to address these recommendations.

### **Strategic Communications and Public Affairs**

Strategic Communications and Public Affairs (SCAPA) is the University's central point for public affairs, internal and external communication, media relations, community engagement, public lectures and outreach, government relations and VIP visits and protocol. It also maintains responsibility for the verbal and some visual elements of the ANU brand, as well as the ANU style guide.

As outlined in the current organisational chart (Appendix 2), the current structure of SCAPA includes five (5) teams including Public Affairs, Strategic Communications, Multimedia, Government Relations and Internal Communications.

### **Proposed changes to SCAPA**

It is proposed, in considering the communications and engagement service model, the University will:

- Transition communications, events and engagement services and associated teams to the Vice Chancellor's Portfolio;
- Rename the team to reflect more clearly its role in the university to "University Communications and Engagement";
- Create five (5) teams: Corporate Communications, Media, Multimedia, Events and Engagement and Digital Communications;
- Create a strategic digital communications team in response to recommendations of the Review and ANU Digital Masterplan;
- Create an Events and Engagement team to support flagship and major university events and outreach, including the seven ANU Traditions, ANU Crawford Leadership Forum, Future Shapers, and other university-wide outreach;
- Restructure and redesign of Corporate Communications and Media teams to increase capacity; and
- Refine existing position descriptions and roles to support the implementation of the Communications and Engagement Strategy and to, as per the recommendations of the Review, more clearly define the services provided by the team.

The proposed new structure for the ANU Communications and Engagement team is included as Appendix 1.

### **The Public Policy and Societal Impact Hub**

The Public Policy and Societal Impact Hub (The Hub) was established in 2017 to bring together the policy making community within the Australian Public Service and the University's academic community through engagement activities, programs and services. The Hub has, since that time, been responsible for initiatives that include the ANU Crawford Leadership Forum, Policy Masterclasses, Future Shapers Forum, Public Policy Fellows, Policy Greenhouse and APS engagement programs. It also delivered the First Nations Governance Forum and supported the First Nations Treaty Forum, and supported a range of policy-focused forums and round tables.

The current organisational chart for the Hub is included as Appendix 3.

**Proposed changes to the Hub**

In consideration of Review recommendations regarding investment in Government Relations and Engagement capacity, the ANU Recovery Plan and Expenditure Control Framework, it is proposed the Hub be disestablished at the end of 2020 and a new, operationally and business development focused Office of Commonwealth and Government Relations be established.

The University has a strategic need to invest in its capacity for operational management and coordination of its relations with the Commonwealth and other governments. The Review identified an opportunity to improve coordination of relations with government and the establishment of this team will enable efficient focus on both the bureaucratic and political levels.

It is proposed, in considering the creation of Office of Commonwealth and Government Relations, the University will:

- Create a Commonwealth Program team who will focus on coordination, business development and management of the relationship between ANU and the Commonwealth;
- Create a Government Relations team who will focus on parliamentary relations, the ACT and State Governments;
- Transition the events and outreach activities of the Hub across to the Communications and Engagement team to create an economy of scale for major events and engagement activities;
- Consider and review current activities to identify what activities will be continued in the proposed new Office of Commonwealth and Government Relations and what activities will reside in the Colleges and other Portfolios;
- Disestablish the Hub

The proposed new structure for the Commonwealth and Government Relations team is included as Appendix 1.

**Centre for Asian-Australian Leadership (CAAL) and Sir Roland Wilson Foundation (SRWF)**

It is proposed The Centre for Asian-Australian Leadership (CAAL) and Sir Roland Wilson Foundation (SRWF) will transition to the Vice-Chancellor Portfolio and report to the Chief Engagement Officer. CAAL and SRWF will collaborate and complement activities of the Commonwealth and Government Relations team. There are no other proposed changes to these teams.

The current organisational charts for CAAL and the SRWF are included as Appendix 4 and 5.

**Office of the Vice President – Engagement and Global Relations**

Following the decision of the Vice President – Engagement and Global Relations to step down from their role at the end of December 2020, it is proposed the office will close as the activities of the office will cease and the duties undertaken by the positions within the Executive office will no longer be required.

The current organisational chart for the Office of the Vice-President is included as Appendix 6.

**Part 3: Nature of the Change****Summary of Proposed changes**

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

1. Introduction of a new structure for the ANU Communications and Engagement team including:
  - Establishment of eight (8) new professional staff positions;
  - Direct transfer of twelve (12) professional staff positions with refreshed position descriptions and titles

- Direct transfer of two (2) professional staff positions to the Commonwealth and Government Relations team.
  - Direct transfer of four (4) fixed term professional staff positions
  - Disestablishment of eight (8) professional staff positions (four (4) of which are VACANT)
2. Establish a new Commonwealth and Government Relations team and disestablish the Public Policy Hub including:
- Establishment of one (1) new professional staff position
  - Direct transfer of three (3) professional staff positions
  - Direct transfer of two (2) professional staff positions to the ANU Communications and Engagement team
  - Disestablishment of two (2) professional staff positions
3. Closure of the VP Engagement Global Relations Office
- Direct transfer of one (1) professional staff position to the ANU Communications and Engagement team
  - Disestablishment of two (2) professional staff positions

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

### **The Strategic Communications and Public Affairs team (SCAPA)**

#### **Summary of Proposed Changes**

It is proposed SCAPA will be renamed as ANU Communications and Engagement and the proposed team and structure changes include:

#### **New Positions within the proposed structure**

It is proposed the following positions will be created within the new structure. The proposed new positions are recommended to ensure that suitably qualified and experienced staff optimise the delivery of services and support for the University.

Chief Engagement Officer, Senior Manager 5 (Administration) – one (1) position This proposed new position is recommended to be classified at Senior Manager 5 (Administration). This role, reporting to the Vice-Chancellor, will provide strategic leadership across the University for communications, engagement and Commonwealth and Government relations. It will be responsible for communications and outreach strategy, leadership of the communications community at ANU, and direct management of the ANU Communications and Events and Commonwealth and Government Relations teams.

Head, Events and Engagement (Senior Manager 1) – one (1) position - This proposed new position is recommended to be classified at Senior Manager 1 (Administration). This role, reporting to the Chief Engagement Officer, will lead the development and implementation of University's event and engagement strategy, provide expert advice to the senior management team and colleagues across the University on all matters related to events and engagement.

Head, Digital Communications (Senior Manager 1) – one (1) position - This proposed new position is recommended to be classified at Senior Manager 1 (Administration). This role, reporting to the Chief Engagement Officer, will lead the development and implementation of a University-wide digital communications strategy and governance framework, to maximise the University's reputation and positioning in an online environment.

Digital Editor, ANU Officer 8 (Administration) – one (1) position - This proposed new position is recommended to be classified at ANU Level 8. This role, reporting to the Manager, Digital Communications, will provide high quality, professional support and expert advice on strategic and operational digital media activities. It will



coordinate the implementation of a digital communications strategy and maintain professional relationships across the University to advance strategic digital communications.

Senior Media Officer, ANU Officer 8 (Administrator) – one (1) position - This proposed new position is recommended to be classified at ANU Officer Level 8 (Administration). This role, reporting to Head, Media, will focus on the implementation of a University-wide media strategy that identifies media activities to communicate the University's strategic priorities through multiple media channels, management of complex media engagement, and provision of expert advice to the team and colleagues across the University on all matters relating to media engagement

Digital Communications Officer, ANU Officer 6/7 (Administration)– two (2) positions – these proposed new positions are recommended to be classified at ANU Officer Level 6/7 (Administration). This role, reporting to Manager, Digital Communication, will coordinate the University's digital media content, monitor social media, and provide advice relevant to digital content, and prepare and disseminate engaging digital media content.

Assistant Communications Officer, ANU Officer 5 (Administration) - one (1) position - This proposed new position is recommended to be classified at ANU Officer Level 5 (Administration). This role, reporting to Senior Corporate Communications Officer, will assist in the proactive management of issues by producing content for internal and external audiences, ensure the production of high-quality content and materials, assist in identifying interesting stories about ANU staff, students, alumni and our broader community, produce engaging stories for digital and print communications channels.

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

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

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

<b>Current Position Title</b>	<b>Proposed Position Title</b>	<b>Number of positions</b>
Manager, Multimedia Communications and Production (SM1)	Head, Multimedia (SM1)	1
Multimedia Communications Officer (ANU6/7)	Multimedia Officer (ANU6/7)	2
Video Production Assistant (ANU4/5)	Multimedia Assistant (ANU4/5)	1
Manager, Strategic Communications	Head, Media (SM1)	1
Digital Communications Coordinator (ANU8)	Media Comms Coordinator (ANU8)	1
Media Officer (ANU6/7)	Media Officer (ANU 6/7)	2
Senior Strategic Adviser (SM1)	Head, Corporate Communications (SM1)	1
Senior Internal Communications Officer (ANU8)	Senior Corporate Communications Officer (ANU8)	1
Senior Communications Officer (ANU8)	Events Manager (ANU8)	1
Engagement Manager, Public Policy Hub (ANU8)	Project and Engagement Manager (ANU8)	1
Project Officer – Public Policy Hub (ANU6/7)	Major Events Officer (ANU6/7)	1
Public Lecture and Events Coordinator (6/7)	Events Officer (ANU6/7)	1

Current Position Title	Proposed Position Title	Number of positions
Communications Manager (ANU Story) (SM1) – Fixed term	Communications Manager (ANU Story) (SM1) – Fixed term	1
Communications Officer – COVID Office (ANU 6/7) – Fixed term	Communications Officer – COVID Office (ANU 6/7) – Fixed term	1
Events Coordinator (ANU 6/7) – Fixed term	Events Coordinator (ANU 6/7) – Fixed term	1
Internal Communications Officer (ANU 05) – Fixed term	Internal Communications Officer (ANU 05) – Fixed term	1
<b>TOTAL</b>		<b>18</b>

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

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

Director, SCAPA, Senior Manager 5 (Administration) – one (1) position - . It is proposed that this role will be disestablished. The proposed new structure requires a role with the responsibilities covering Communications, Engagement and Commonwealth and Government Relations. The work associated with this position will be included in the proposed new Chief Engagement Officer role.

Deputy Director, SCAPA, Senior Manager 3 (Administration) - one (1) position (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.

Senior Communications & Public Affairs Officer, ANU Officer Level 8 (Administration) - one (1) position (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.

VIP Visits and Protocol Coordinator, ANU Officer Level 6/7 (Administration) – one (1) position (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.

Assistant Media Officer, ANU Officer Level 5 (Administration) – two (2) positions - . It is proposed that these roles will be disestablished as the work associated with these positions are no longer required or the duties have been or will be ceased or distributed elsewhere within the proposed new structure.

Administration and Public Affairs Officer ANU Officer Level 5 (Administration) – one (1) position - . 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.

Internal Communications Officer, ANU Officer Level 5 (Administration) - one (1) position (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.

### **The Public Policy and Societal Impact Hub**

It is proposed the Public Policy and Societal Impact Hub (the Hub) will close at the end of December 2020.

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

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

Director, Public Policy (Senior Manager 5) – one (1) position - The proposed new structure includes the closure of the Public Policy Hub. 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.

Executive Assistant (ANU Officer 5) – one (1) position - The proposed new structure includes the closure of the Public Policy Hub. 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.

## **Commonwealth and Government Relations (proposed)**

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

#### **New Positions within the proposed structure**

It is proposed the following positions will be created within the new Commonwealth and Government Relations structure. The proposed new positions are recommended to ensure that suitably qualified and experienced staff optimise the delivery of services and support for the University.

Senior Government Relations Officer (ANU Officer 8) - This proposed new position is recommended to be classified at ANU Officer Level 8 (Administration). This role, reporting to Manager, Government Relations, will build and maintain effective working relationships with a wide range of stakeholders, including senior leaders and administrators in the State and Territory Governments, parliamentarians, and international governments. This role will also develop and deliver key project management artefacts such as stakeholder engagement, communication plans, risk and issue registers, business process and training documentation and resource management plans.

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

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

**Table 2: Positions to be directly transferred to the proposed Commonwealth and Government Relations structure**

<b>Current Position Title</b>	<b>Proposed Position Title</b>	<b>Number of positions</b>
Associate Director – Public Policy and Societal Impact (SM2) (VACANT)	Associate Director – Commonwealth and Government Relations (SM2) (VACANT)	1
Project Manager, PPSI (ANUO8)	Senior Commonwealth Officer (ANUO8)	1
Project Officer (ANUO6/7)	Commonwealth Project Officer (ANUO6/7)	1
Government Relations Manager (SM1) (VACANT) (currently within SCAPA)	Government Relations Manager (SM1) (VACANT)	1
Government Relations Officer (ANUO6/7) (currently within SCAPA)	Government Relations Officer (ANUO6/7)	1
<b>TOTAL</b>		<b>5</b>



**Office of the Vice President Engagement and Global Relations**

**Summary of Staff Position Changes**

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

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

**Table 3: Positions to be directly transferred to ANU Communications and Engagement**

Current Position Title	Proposed Position Title	Number of positions
Executive Assistant (ANUO6/7) (Fixed term)	Executive Assistant (ANUO6/7) (Fixed Term)	1
<b>TOTAL</b>		<b>1</b>

**Disestablished positions within the proposed structure**

It is proposed the following positions will be disestablished.

Vice President – Engagement and Global Relations (Executive) – one (1) position - 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.

Executive Officer (Senior Manager 1) – one (1) position - 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.

**Part 4: Staffing Principles**

The transition to the proposed new structure would be via the following steps and staffing principles.

The objective of this plan is to enable the University to work with individual staff members within the Portfolio 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 Portfolio will be managed and achieved through the following principles:

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

**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.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Part 5: The University's Commitment****Status:**

This formal change management document is the first version of the formal proposal for workplace change within the Global Relations Portfolio required as part of and in response to the ANU Recovery Plan 2020 and to support business driven change. It is foreseeable that the impact of this proposal will involve:

It is foreseeable that the impact of this proposal will involve

- The establishment of nine (9) new professional staff positions
- The direct transfer of 20 continuing professional staff positions;
- The direct transfer of four (4) fixed term professional staff positions;
- The disestablishment of up to 12 (4 VACANT) professional staff positions;
- Changes may also include a change in reporting or supervisory lines for some staff and positions; a change in work practices for some staff; reorganisation of teams, and/or a change in conditions, including change that would be likely to lead to changed responsibility levels.

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:

- Global Engagement Portfolio Staff
- ANU Executive;
- College Deans, Research School Directors, Service Division Directors, General Managers and School Managers;
- Available on the ANU Recovery website [here](#)
- Nominated staff representatives including the NTEU;
- Other relevant stakeholders as required.

**Representation:**

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

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

## Part 6 Consultation

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

ANU has set out the below timetable to meet and confer with the staff members concerned (and their chosen representatives). ANU endeavours 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.

Date	Details of Consultation Process
3 November 2020	Meetings with affected staff  Meeting with teams and Portfolio  Release of the proposal to staff within Global Engagement Portfolio  Release the Proposal to the College and University Community  Consultation Period Commences
17 November 2020	Close of Consultation period
3-17 November 2020	Collation of feedback from Consultation and preparation of Implementation Plan
Week Commencing 23 November 2020	Publication of Implementation Plan
Week commencing 23 November 2020	Feedback on Implementation Plan
Week commencing 30 November 2020	Proposed commencement of Implementation

### **Contacts:**

This change management process will be led by Professor Sally Wheeler, Pro Vice Chancellor – International Strategy, Global Engagement Portfolio, Chris Price, Director, Vice Chancellor Portfolio in consultation with the Human Resources Division.

Name	Position	Contact details
Professor Sally Wheeler	PVC International Strategy Global Engagement Portfolio	<a href="mailto:Sally.wheeler@anu.edu.au">Sally.wheeler@anu.edu.au</a>
Chris Price	Director – Vice Chancellor Portfolio	<a href="mailto:Director.ovc@anu.edu.au">Director.ovc@anu.edu.au</a>
Belinda Farrelly	Associate Director, Organisational Change	<a href="mailto:org.change@anu.edu.au">org.change@anu.edu.au</a> <a href="mailto:belinda.farrelly@anu.edu.au">belinda.farrelly@anu.edu.au</a> (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  <a href="mailto:staff.adviser@anu.edu.au">staff.adviser@anu.edu.au</a>
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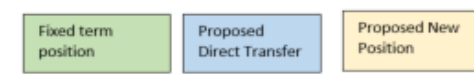
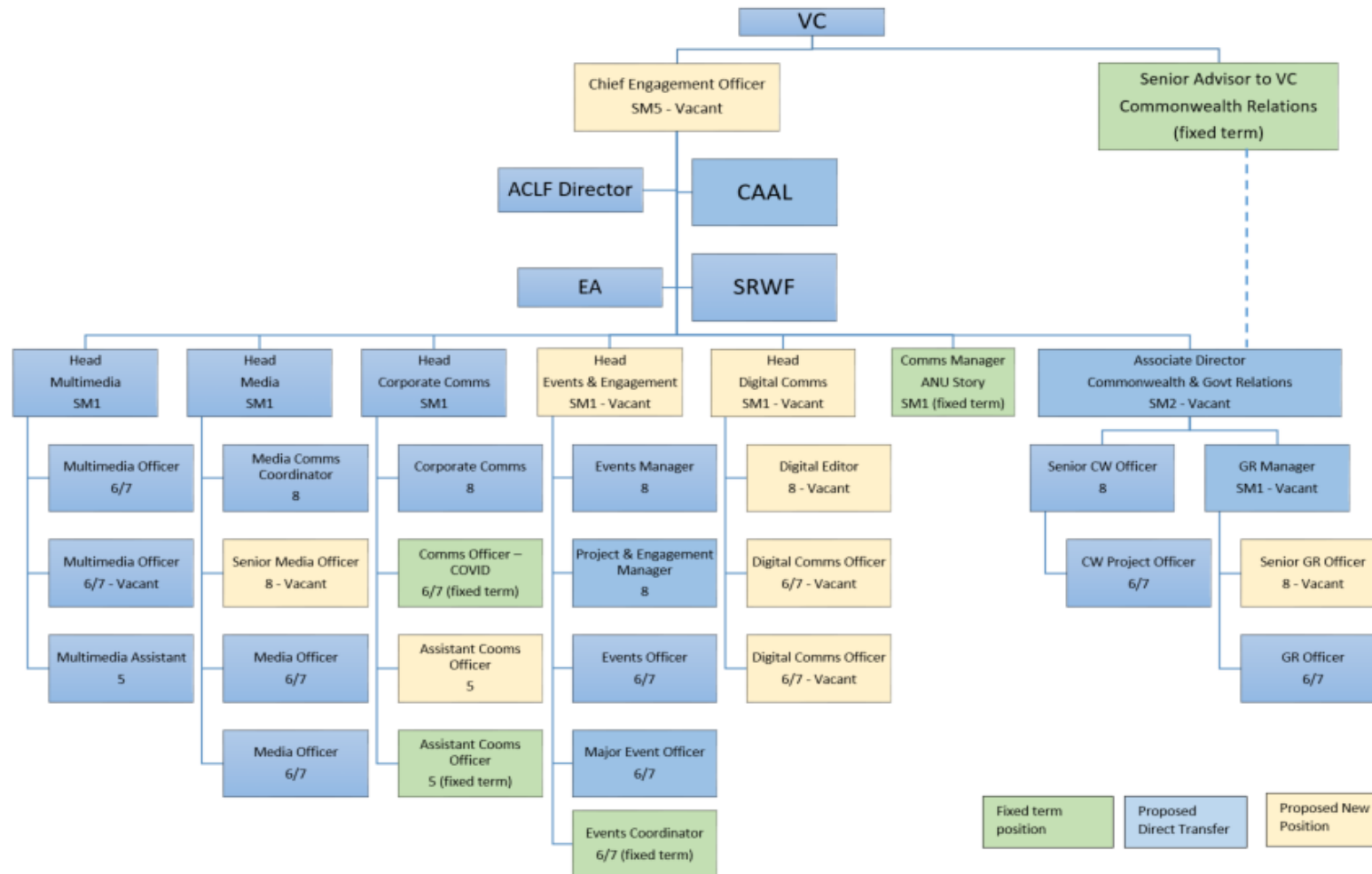
## Appendices

- Appendix 1 Proposed new Organisational Structure - ANU Communications and Engagement and Commonwealth and Government Relations
- Appendix 2 Current Organisational Structure – SCAPA
- Appendix 3 Current Organisational Structure - Public Policy and Societal Impact Hub
- Appendix 4 Current Organisational Structure - Sir Roland Wilson Foundation
- Appendix 5 Current Organisational Structure - Centre for Asian-Australian Leadership
- Appendix 6 Current Organisational Structure - Office of the Vice President – Engagement and Global Relations



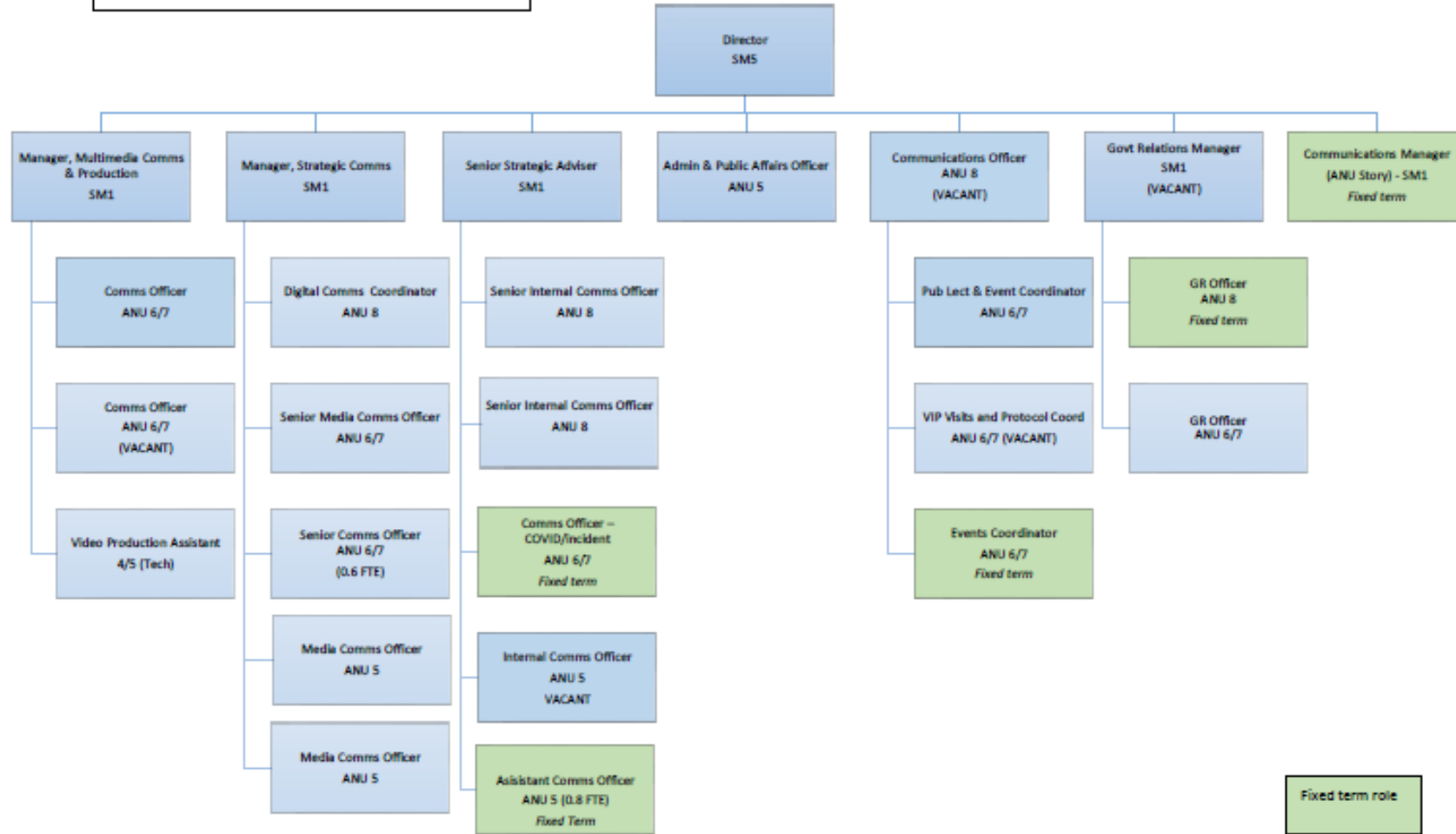
**APPENDIX 1**

**PROPOSED STRUCTURE - Engagement and Global Relations**



**APPENDIX 2**

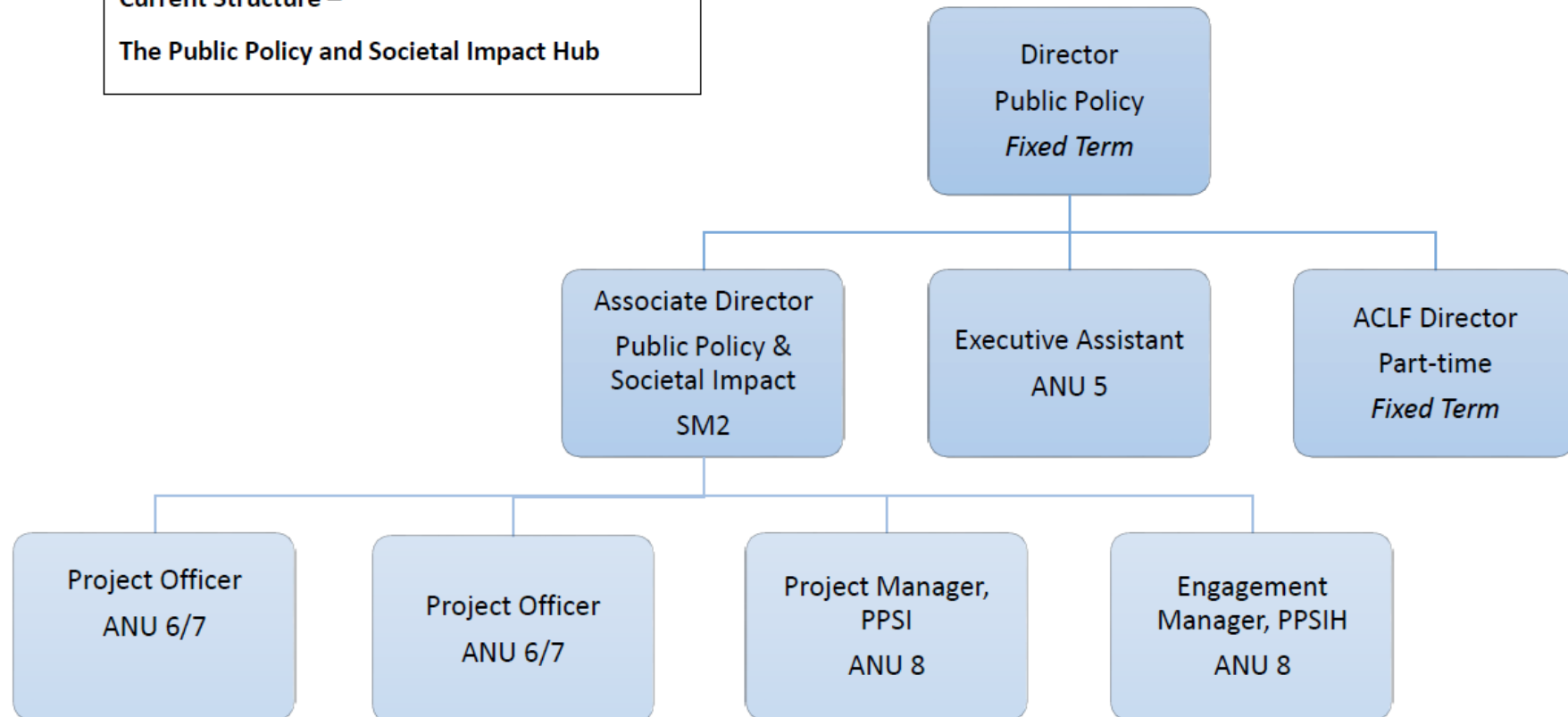
**Current Structure - SCAPA**

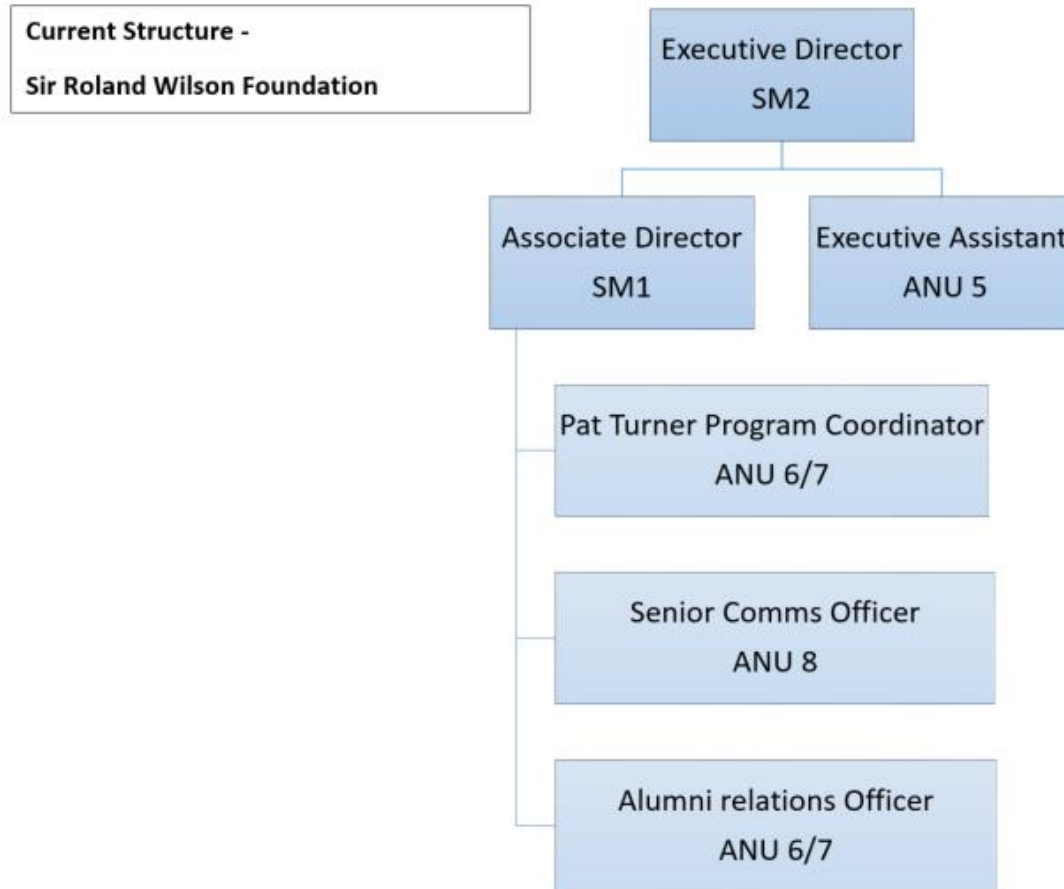


**APPENDIX 3**

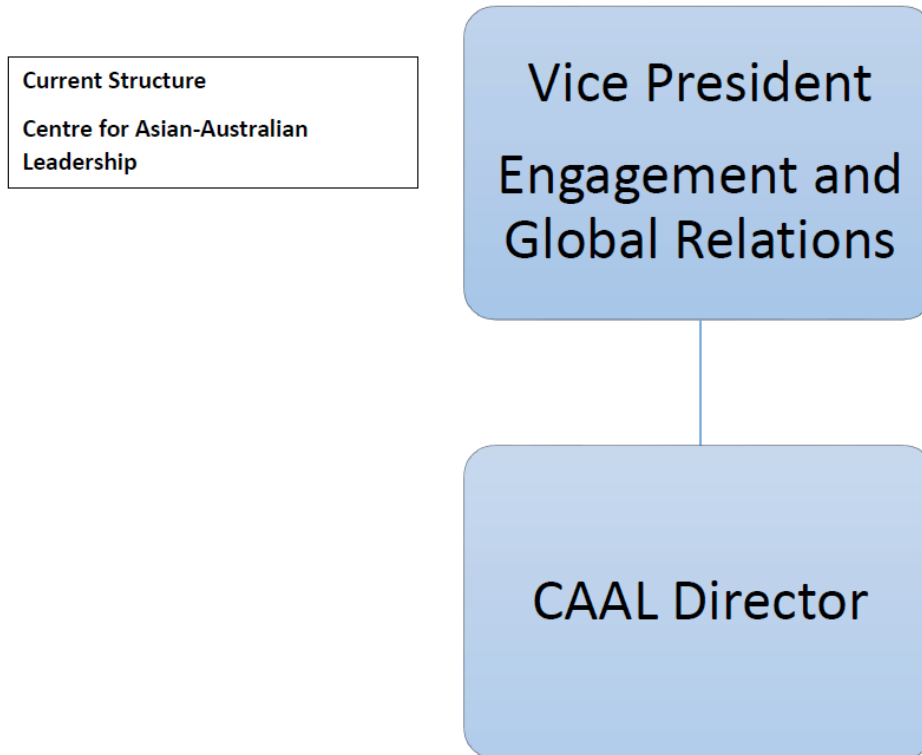
Current Structure –

The Public Policy and Societal Impact Hub



**APPENDIX 4**

**APPENDIX 5**





**APPENDIX 6**

