

## Part 1: Formal Change Process

The Operations Portfolio at The Australian National University (herein referred to as the Operations Portfolio or the Portfolio) released a change management proposal on 2 December 2020. The formal consultation period ran from 2 December 2020 to 15 December 2020.

This document, the Change Management 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 and the extensive engagement received throughout the consultation process.

### **Background**

To put the Australian National University (ANU) 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 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.

Change proposals have been developed in tranches, given the magnitude of the work required and the need for coordination across the University.

This Implementation Plan outlines the confirmed changes as part of the second tranche, which includes renaming of the portfolio, an improved sustainable business model, service levels, ability to meet operational needs and value for money of some of our specialist services – specifically fleet services.

It outlines the changes that will support the Portfolio to adapt to our new circumstances. The Recovery Plan will enable the Portfolio to emerge strongly from the current global pandemic, while delivering improved critical services, advice and infrastructure that is driven by a commitment to excellent customer service and supporting the University's strategy and unique national responsibilities.

The Implementation Plan includes specific details and information on the confirmed changes within the Operations Portfolio, both with the renaming of the wider portfolio and specifically for the Human Resources, Facilities and Services, Information Technology Services, Planning and Performance Measurement, Service Improvement Group and Finance and Business Services Divisions. The changes outlined will support the University objectives, improve service delivery, and provide value for money for some specialist and services at the University.

## Part 2: Overview of Consultation Process

### **Consultation Period**

The consultation period for the Operations Portfolio Change Management Proposal commenced on Wednesday 2 December 2020 and concluded on Tuesday 15 December 2020.

Due to the University close down period, publication of this Implementation Plan was scheduled for week commencing 11 January 2021. Following receipt of substantial feedback and additional planned leave by key stakeholders, the University agreed to delay the Implementation Plan. This was communicated to, and agreed by, affected staff on 18 December 2020.

A copy of the Change Proposal was provided to all Operations Portfolio staff via email and to the University community via the [Operations Portfolio ANU Recovery](#) webpage, for consideration and feedback. A copy was also provided to the National Tertiary Education Union (NTEU) for consideration and feedback.

The consultation process has invited and enabled feedback from across the University Community. The feedback and comments received during the consultation have been carefully considered in the development of this Implementation Plan.

## **Overview of Feedback**

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

During the consultation period, a total of 31 formal submissions were received from stakeholders across the ANU community. The feedback was provided on an individual and group 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 arrangements would be implemented to achieve the anticipated improvement in services

There were 3 broad themes to the feedback received during the consultation period (in no order of priority):

- Operational impact and implementation of proposed changes
- Consultation and information provided in relation to the Fleet Services
- Need for change to service delivery and proposed renaming of Portfolio

## **Clarifications and Adjustments**

### 1. Operational impact and implementation of proposed changes

#### a) ANU Staff Services Centre

The ANU Services Centre was proposed as an idea, which if supported, would require significant design with the Service Divisions and Colleges. Feedback received during the consultation period included significant support for the development of the Services Centre, and suggestions on which functions and services should be included in the Centre.

The ongoing role of the Service Improvement Group in the University and future role and involvement within the proposed Centre was an additional key theme of the feedback.

The suggestions and feedback were carefully considered and in confirming the introduction and implementation of the Services Centre, the University commits to:

1. Recruiting an Interim Director, ANU Staff Services Centre to work collaboratively with Service Division Directors and Colleges in the creation of the Services Centre; and
2. Engaging with the Service Improvement Group on the user journey design of the Centre; and
3. Reviewing appropriate technology to support the success of the Centre
4. Releasing a Change Management Plan to consult on the design of the Centre

#### b) Staff Provisioning Team

Feedback and comments received during the consultation period included support for the creation of the Staff Provisioning Team, with detailed questions in relation to whether the proposed resourcing of the team is sufficient to manage casual staff onboarding and induction, questions relating to the devolution of duties between the Team and College based resources, and the ongoing development of staff within the team.

These questions were carefully considered and in establishing the Staff Provisioning team and implementing this new service delivery model, the University will work closely with College General Managers and key Portfolio stakeholders on the design, duties, principles, key performance indicators, process flow and value proposition for the Staff Provisioning Team. This consultation will continue to assess resourcing as required.

Following feedback and consultation, it is confirmed that the ITS Service Desk position that would be transferring to the Staff Provisioning Team will be Service Desk Officer, ANU Officer 4 (T) and an expression of interest process will be undertaken to determine the staff member who will be appointed.

c) Teaching Support Services Team

Feedback and comments received during the consultation period included support for the creation of the Teaching Support Services Team, with detailed questions regarding the proposed resourcing of the team, feedback regarding the Team's requirement to work closely with Information Technology Services and questions relating to Tier 1 and Tier 2 support.

The questions were carefully considered by the University who commit to monitor staffing levels during Semester 1 2021, seeking feedback from key stakeholders on service delivery and experience, and work closely with Information Technology Services to review Tier 1 and Tier 2 allocations.

2. Consultation in relation to Fleet Services

Feedback and comments in relation to Fleet Services included concerns about moving this to an external service model and the impact of clients who use fleet vehicles for fieldwork. The feedback indicated support for Fleet Services to continue to be delivered in house.

The University acknowledges the feedback, understands the concerns around changes to the service model and the significant support for individual staff members in the Fleet Services team, however, the University notes that the events of 2020 resulted in the need for a changed delivery model.

The University has reviewed the feedback relating to the maintenance of services levels and notes that Fleet Management Services are currently provided by an external provider with an internal liaison and coordination point provided by University staff.

The University confirms the existing contracted service levels will be maintained by the current external provider, with the Fleet Manager duties devolved according to the following:

<b>Current Fleet Manager duty</b>	<b>Devolved to</b>
Ensure value for money contracts with preferred suppliers, including continuous improvement and innovation	1. Contract Manager 2. Contracts Administrator 3. SG Fleet
Subject matter expertise and continual review of University Fleet Policies and procedures	1. Governance and Performance Manager 2. Contracts Administrator
Advice, guidance, promotion and training of University Fleet Preferred Supplier Agreements and University Fleet Policies and Procedures	1. Contracts Administrator 2. Governance and Performance Manager
Manage productive working relationships with contracted providers and University Fleet Service Customers	1. Contracts Manager 2. SG Fleet
Identify and implement continuous improvement and innovative initiatives with regards to Fleet Management	1. Contracts Manager 2. SG Fleet
Monitor and review University Fleet web pages	1. Contracts Administrator
Reporting regarding University's Fleet	1. Contracts Administrator 2. SG Fleet
Liaison with full private use vehicle staff and fieldwork fleet users regarding purchase and maintenance of vehicles	1. Contracts Administrator 2. SG Fleet

The University understands the importance of the fleet services in relation to fieldwork and the possible impact of management of fieldwork vehicles. The new service model has been carefully reviewed and it is considered that the fieldwork arrangements can and will be appropriately managed within the new model.

In transitioning to the new model for fleet services, UPCO will work closely with the stakeholders across the University and the fleet contract provider SG Fleet to ensure support services for fieldwork are delivered at the required level.

All current staff members who have a university vehicle or are responsible for fieldwork vehicles will be contacted and a transition plan will be put in place.

3. Need for change to service delivery and renaming of Portfolio

Feedback and comments received during the consultation period indicated widespread support for the need to change and improve service delivery across the University to better support the University, to provide consistent levels of service to all staff, and improved abilities for cross-University collaboration.

There was also positive support regarding the renaming of the *Operations Portfolio* to *Service Portfolio*, with comments noting Service Portfolio more accurately aligns the core service and role of the Portfolio within the University.

### Part 3: Drivers for the Change

The Operations Portfolio supports the strategic priorities of the University. The goal of the Portfolio is to deliver critical services, advice and infrastructure that is driven by a commitment to excellent customer service and supports the University's strategy and unique national responsibilities.

The Operations Portfolio 2020 revised recurrent budget allocation is \$137.6 million and has a target recurrent allocation of \$130.8 million in 2021, a further \$6.8 million in savings from the revised 2020 budget.

The allocation of recurrent budgets in 2021 to each Division in the Operations Portfolio are shown below in Table 1: Operations Portfolio 2021 Recurrent Budget Allocation and Savings. The allocation has been determined based on, amongst other things, the contribution made in 2020 to Expenditure Control savings, the size of the Divisions, and the level of growth in investment underway.

Division	2021 Allocation ('000)	% Budget Reduction	Savings Required ('000)
<b>Drill Hall Gallery</b>	839	0%	0
<b>Facilities and Services</b>	34,990	2%	(824)
<b>Finance &amp; Business Services</b>	13,540	10%	(1,504)
<b>Human Resources Division</b>	11,378	10%	(1,264)
<b>Information Technology Services</b>	34,488	4%	(1,437)
<b>Library &amp; Archives (Scholarly Information Services)</b>	23,701	2%	(558)
<b>Operations Portfolio Executive</b>	1,958	10%	(218)
<b>Planning &amp; Performance Measurement</b>	4,235	10%	(471)
<b>Service Improvement Group</b>	3,331	10%	(370)
<b>University Legal Office</b>	2,356	7%	(177)
<b>Portfolio Total</b>	<b>130,817</b>	<b>5%</b>	<b>(6,823)</b>

In addition to the recurrent budget, the Operations Portfolio includes Trading Accounts which are required to be cost neutral.

The changes outlined and confirmed in this Implementation Plan will assist the Portfolio in supporting the University objectives in the ANU Recovery Plan and within the Expenditure Control Framework. The changes also support the Service Performance Framework and will contribute to ensuring adherence to the Service Principles.

### **Renaming of the Operations Portfolio**

The Operations Portfolio will be renamed as the Service Portfolio to better reflect the role of the Portfolio in servicing and supporting the core teaching and research activities of the University. The changed name of Portfolio change can be implemented effectively and efficiently and with limited impact across the University.

### **Creation of the Staff Provisioning Team**

A Staff Provisioning Team will be established during quarter 1 2021 to meet and deliver operational needs, continue to improve upon service levels and customer experience and provide improved financial efficiencies and return on investment.

During January and February 2021, the Office of the Chief Operating Officer will consult and liaise with the College General Managers and Portfolio Heads on the principles, key performance indicators, process flow and value proposition for the Staff Provisioning Team to ensure the design improves service and experience for staff movements.

Following consultation and collaboration, it is expected the cross Divisional Team will commence operations from Monday, 1 March 2021.

### **Creation of the Teaching Support Services Team**

The Teaching Support Services team will be established and be in place to support teaching from the commencement of Semester 1, 2021. This will enable delivery of operational needs, continued improvement of service levels and customer experience and provide improved financial efficiencies and return on investment.

During January and early February 2021, the Director, Facilities and Services and Chief Information Officer (Interim) will review the principles, key performance indicators, process flow, staffing level and room tier for the Teaching Support Services Team and consult and liaise with key stakeholders to ensure the design improves the service and experience for students and staff.

Following consultation and collaboration, it is expected the cross Divisional Team will commence operations from the commencement of semester 1 on Monday, 22 February 2021

### **Creation and design of ANU Staff Services Centre**

The ANU Staff Services Centre will be established as proposed and will require significant design in consultation with the Service Divisions and stakeholders as part of the process for establishment and subsequent implementation.

The establishment of the Centre can be implemented effectively and efficiently, meet and deliver operational needs, continue to improve upon service levels and experience and provide improved financial efficiencies and return on investment and accordingly the design of the Centre will now commence.

The University will engage a Director, ANU Staff Services Centre to work with the Service Improvement Group, key stakeholders and the wider University community on the design, principles, key performance indicators, process flow and implementation plan of the Centre.

The Director, ANU Service Centre will be responsible for the following:

- Planning, design, and implementation of the ANU Service Centre
- Effective and efficient delivery of the critical services within the scope of the Centre
- Building an effective service culture of continuous improvement
- Building productive relationships with Colleges, Schools, Portfolios and Divisions.
- Leading data and digital solutions to improve service provision
- Measuring and improving service experience
- Leading teams to deliver improved services to the ANU community.

The position will report to the Chief Operating Officer. A position description will be developed and approved via the standard university governance arrangements for new positions, and the position will be advertised. The University will release a further Change Management Plan on the ANU Staff Services Centre, subject to the appointment of a Director.

### **Change of Delivery model and outsourcing of Fleet Services**

Fleet Services are currently provided by an external provider with coordination and management of the services support by University staff.

The University will continue to receive fleet management services from the current external provider (SG Fleet) with the management and coordination of these arrangements within UPCO to be adjusted to embed and align with other contract management services within UPCO.

## **Part 4: Current and Future State – The Nature of the Change**

Summary of the confirmed changes:

1. Creation of Staff Provisioning Team
  - Human Resources
    - a. Direct transfer of one (1) x HR Consultant, ANU Officer 6/7, (1.0 FTE)
    - b. Direct transfer of one (1) x HR Officer, ANU Officer 5, (1.0 FTE)
  - Facilities and Services
    - a. Direct transfer of one (1) x Facilities Officer, ANU Officer 4, (1.0 FTE) (expression of interest will be required)
  - Information Technology Services
    - a. Direct transfer of one (1) x Service Desk Officer, ANU Officer 4 – (1.0 FTE) (expression of interest will be required)
2. Creation of Teaching Support Services Team
  - Facilities and Services
    - a. Establishment of one (1) Triaging and Administration Service Desk Officer, ANU Officer 2/3 (1 FTE)
    - b. Direct transfer of one (1) x Team Lead, ANU Officer 6/7, (1.0 FTE) (Six-month Expression of Interest to backfill current incumbent who is on period of leave)
    - c. Direct transfer of two (2) x Facilities Support Officer, ANU Officer 2/3, (1.0 FTE)
  - Information Technology Services
    - a. Establishment of two (2) x IT Officer, ANU Officer 2/3, (1.0 FTE)
    - b. Direct transfer of one (1) x Triaging and Administration Service Desk Officer, ANU Officer 2/3, (1.0 FTE) (expression of interest will be required)
3. Creation of ANU Staff Services Centre
  - Establishment of one (1) x Interim Director, ANU Staff Services Centre, Senior Manager 5 (1FTE) following approval from the Senior Manager Remuneration Committee
4. Outsourcing of Fleet Services
  - Disestablishment of one (1) x Fleet Manager, ANU Officer 6/7 (1.0 FTE)
  - Establishment of one (1) x Contract Administrator, ANU Officer 4 (0.5FTE)

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

### **Fleet Services**

Fleet Management Services for the University are managed within the University Contracts and Procurement Office (UPCO) within the Finance and Business Services Division. Fleet Services are currently provided by an external provider with coordination and management of the services support by University staff.

In implementing the new operating model for fleet services, the impact of these changes will involve Disestablishment of one (1) position.

*Positions to be disestablished*

Manager, Fleet Services, ANU Officer 6/7 (1 position) – this role will cease and be disestablished as the work associated with this position is no longer required or the duties have been or will be delivered elsewhere within the new structure.

## **Part 5: Staffing Principles**

The Operations Portfolio will establish a Teaching and Support Services and Staff Provisioning Team, transition to the external delivery of fleet services, and create a Director to work on the design of the Staff Services Centre, 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 Australian National University Enterprise Agreement 2017-2021* (ANU Enterprise Agreement) and 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 new positions will commence once position descriptions have been reviewed and approved by the University Staffing Committee.

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

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

Recruitment for vacant positions will be via internal recruitment and formal selection processes. Should these roles not be filled through internal processes, external recruitment processes will then be undertaken as required.

It is expected that the recruitment processes may take up to two (2) 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 timeline for this action.

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

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

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

### **Status:**

Following the release of the formal Change Management Proposal on, and the conclusion of the formal consultation period on, this Change Implementation Plan has been prepared to confirm the process for progressing workplace change in relation to the Operations Portfolio.

The implementation of the changes will involve:

- 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:

- Operations Portfolio staff;
- ANU Senior Management Group
- Research School Directors, Service Division Directors, General Managers and School Managers;
- Available on the ANU Recovery website [here](#)
- Nominated staff representatives including the NTEU;
- Other relevant stakeholders as required.



**Representation:**

Throughout this process staff members may be represented, and seek advice or assistance at any time from a person of their choice as outlined in the ANU Staff Representation Procedure which may be accessed via this link [http://policies.anu.edu.au/procedures/staff\\_representation\\_procedure/procedure](http://policies.anu.edu.au/procedures/staff_representation_procedure/procedure) Staff may not request representation by a legal practitioner unless they are directly involved in a formal disciplinary or termination of employment processes.

**Part 7: Implementation Timetable**

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

Date	Details of Consultation Process
Tuesday 1 December 2020	Meetings with affected staff within University Fleet Services, and Divisional meetings with staff in Human Resources, Information Technology Services, Finance & Business Services, Planning & Performance Measurement, Service Improvement Group, and Facilities & Services Divisions.
Wednesday 2 December 2020	Release of the proposal to staff within Human Resources, Information Technology Services, Finance & Business Services, Planning & Performance Measurement, Service Improvement Group, and Facilities & Services Divisions  Release the Proposal to the Operations Portfolio and University Community  Consultation Period Commences
Tuesday 15 December 2020	Close of Consultation period
Wednesday 16 December to Friday 15 January 2021	Collation of feedback from Consultation and preparation of Implementation Plan
Thursday 24 December 2020 to Sunday 3 January 2021	University Close Down Period
Thursday 21 January 2021	Publication of Implementation Plan
Thursday 21 January to Wednesday 27 January 2021	Period for seeking clarification on Implementation Plan
Thursday 28 January 2021	Commencement of Implementation

**Contacts**

This change management process will be led by Paul Duldig, Chief Operating Officer in consultation with the Human Resources Division.

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Support for Staff

Staff seeking additional support or advice should contact:

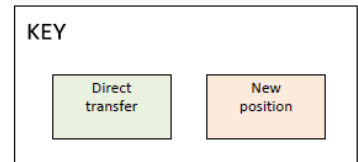
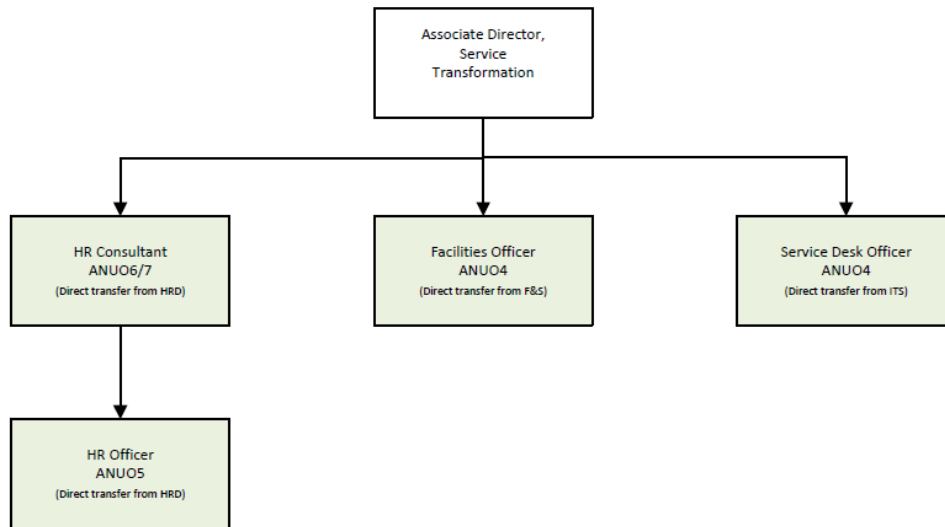
Name	Position	Contact Details
Gail Frank Dr Maaria Haque	Adviser to staff Adviser to staff	(02) 6125 3616 (02) 6125 8283  staff.adviser@anu.edu.au
Employee Assistance Providers	Assure Relationships Australia	1800 808 374 (02) 6122 7100

## **Part 8: Appendices**

Attachment #1: Staff Provisioning Team

Attachment #2: Teaching Support Services Team

Attachment #1: Staff Provisioning Team





Attachment #2: Teaching Support Services Team

