

Part 1: Background

This proposal outlines the second tranche of changes proposed within the **Operations Portfolio** to support and respond to the ANU Recovery Plan for The Australian National University (ANU) and the Operations Portfolio Recovery Plan.

This proposal outlines some of 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 **Operations 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 tranche two of the proposed organisational change and the nature of the changes proposed within the Operations Portfolio.

The Change Proposal specifically relates to proposed changes for the improved service delivery and value for money for some specialist services. The Change Proposal includes an indicative timetable for consultation, feedback and implementation.

The objective of the Change Proposal is to outline and consult on the proposed changes in the Operations Portfolio to respond to the ANU Recovery Plan. The Recovery Plan will enable the Portfolio to emerge strongly from the current global pandemic, while delivering 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.

Part 2: Tranches for Proposed Changes

Given the magnitude of the work required, and the need for coordination across the University, the Operations Portfolio Recovery Plan proposed to design and develop the savings measures and service improvements and associated proposed changes in work practices as Formal Change Proposals in tranches as follows:

The first tranche, as outlined in the Change Management Proposal released on 27 October 2020 included an improved sustainable business model, service levels, ability to meet operational needs and value for money of some of our specialist services - specifically printing, audio visual and telephony through exploring partnering with external providers.

The second tranche, as proposed within this document, includes:

1. Renaming of the Operations Portfolio to the Services Portfolio, to better align with the core role of service provision this Portfolio delivers to the University
2. A coordinated approach to staff provisioning throughout the employee life cycle including on-boarding to support incoming staff to the University, staff movements across the campus and off boarding of staff from the University. It is proposed that this team be established from existing resourcing within the Human Resources, Information Technology Services and Facilities & Services Divisions.
3. A Cross functional Teaching Support capability that will support the audio visual, Technology and facilities needs of teaching delivery, supported by Information Technology Services and Facilities & Services.
4. A whole of university approach to Staff Services, through the creation of an ANU Staff Services Centre to provide a coordinated approach to the provision of services that staff members need to access day-to-day to be able to do their jobs. The Services Centre will deliver those day-to-day services with improved cross portfolio integration and end-user experience, staffed by Human Resources, Information Technology Services, Finance & Business Services, Planning & Performance Measurement, Service Improvement Group, and Facilities & Services.
5. Changes to the delivery and management of Fleet Management Services including outsourcing some of the duties historically performed by ANU staff.

Third tranche- available for consultation by February 2021:

1. Establishment of a Surge Work and Transformation (SWAT) - Flying Squad team that will assist areas across the University with surge capacity in peak times (e.g. Admissions, Examinations, Research Grant support). The SWAT team will also work to enhance organisational agility and efficiency by documenting and streamlining business practices, recommending changes to policy, systems and

- delegations and building business resilience and improving user experience. This item has been held over to Tranche Three to allow consultation on the Services Centre
- Other more complex or interconnected changes derived from improvements identified through the Service Performance Framework, and/or service improvement proposals in other Colleges and Portfolios.

Part 3 : Tranche Two

The changes proposed as part of Tranche Two have been identified as changes which, if confirmed, could be implemented effectively and efficiently, meet and deliver operational needs, continue to improve upon service levels and customer experience and provide improved financial efficiencies and return on investment.

This document proposes:

- The renaming of the Portfolio from the Operations Portfolio, to the Services Portfolio
- The consideration of three new centralised coordinated teams or Service Centres:
 - Staff Provisioning Team
 - Teaching Support Team
 - ANU Staff Services Centre
- The consideration of partially outsourcing duties of internal Fleet Management Services to the existing fleet provider

Part 4 : Objectives and Rationale for 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.
- The Portfolio 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.

Table 1: Operations Portfolio 2021 Recurrent Budget Allocation and Savings

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

In addition to the recurrent budget, the Operations Portfolio includes Trading Accounts which are required to be cost neutral. University Printing Services operate as a Trading Account and is required to be cost neutral by operating on a fee-for-service basis that covers the cost of all inputs and an allocation of overheads.

These proposed changes will assist the Portfolio in supporting the University objectives in the ANU Recovery Plan. The proposed changes also support the Service Performance Framework and will contribute to ensuring adherence to the Service Principles.

These objectives are further supported by more detailed rationale for each program of proposed changes outlined below:

Renaming of the Operations Portfolio

The Operations Portfolio has historically been named as a direct representation of the Portfolio Head, the Chief Operating Officer. While the Operations Portfolio is responsible for some of the operational aspects of the University, it does not positively reflect the unique role the Portfolio plays in servicing the core teaching and research activities.

Renaming the Operations Portfolio to the Services Portfolio will reflect the nature of the work undertaken in the Portfolio and provide Portfolio staff with a more positive connection to their contribution to the University.

Staff Provisioning Team

It is proposed that a new cross Divisional team be created to deliver a coordinated approach to support incoming, outgoing and internal movements of staff, as a commitment to excellent customer service and an improved employee experience.

The Staff Provisioning Team will provide improved service and experience for staff movement through the facilitation of:

1. Improved logistics – this team will centralise all logistical needs to support a staff movement, including ID passes, parking permits, passwords and IT equipment, delegations, credit cards and more. This will provide a one stop shop for staff and significantly improve on the staff experience during entry, exit and movement.
2. Integrated Systems – this team will coordinate access creations, delegations and profile changes to all systems that support the commencement, movement or cessation of a staff member, including email and drives, Human Resources Management System, Concur, secure buildings, Aries etc. Coordinating and centralising this touch point will ensure all necessary access for a staff member to perform their role is granted on or before an agreed date, and access to all systems/buildings is cancelled when a staff member leaves the University.
3. A Welcome to the University – to support a positive experience and to contribute to being an employer of choice, all future staff will receive a consistent and positive welcome experience to the University with the team ensuring an enhanced first day by greeting the new starter, establishing a point of contact and source of information for their start with ANU, and provide them with a welcome pack that contains the necessary information to support their employment.
4. Induction and mandatory training requirements – consistent with a positive welcome experience for new starters, induction is a necessary component that ensures all new staff have a consistent experience and are provided with the relevant information, including information on the completion of mandatory training requirements. The centralised Team will ensure that all staff are appropriately inducted to the University and all mandatory training is completed in a timely manner at the start of their tenure with the ANU.

It is proposed that this cross Divisional team is staffed by members of the Human Resources, Information Technology Services and Facilities & Services Divisions and that the University will:

1. Develop a Staff Provisioning Team Engagement Plan to enable appropriate time for consultation, liaison and feedback from University staff which documents the implementation and transition for the centralised team.
2. Ensure the Plan aligns with the Service Performance Framework

Teaching Support Services Team

It is proposed that a new cross Divisional team be created to deliver a coordinated approach to supporting centralised teaching spaces and increase service satisfaction for both teaching staff and students.

The Teaching Support Services Team will provide improved service and experience for students and staff by:

1. Provide a central and first point of contact for all users of centralised teaching spaces for any issues within the room relating to lighting, furniture, electricity, cleaning, waste removal, heating, cooling, security, audio visual, Lectern PC plus associated equipment and consumables.
2. Act as the Building Custodians for the centralised teaching spaces.
3. Undertake daily room checks and ensure preventative and corrective maintenance
4. Bi-Annual Auditing of rooms for quality assurance and hardware requirements
5. Casual staff hire and management for end of semester examinations
6. Ensure repeated issues with rooms/equipment causing the most issues are known and resolved
7. Ensure communication to academic staff scheduled to use rooms when there are known issues
8. Working closely with the Central Timetabling team on forward schedules and intended room usage, along with local areas as needed.
9. Providing support from 8am – 8pm, Monday to Friday

It is proposed that this cross Divisional team is staffed by members of the Information Technology Services and Facilities & Services Divisions and that the University will:

1. Develop a Teaching Support Services Engagement Plan to enable appropriate time for consultation, liaison and feedback from University staff which documents the implementation and transition for the centralised team.
2. Ensure the Plan aligns with the Service Performance Framework

ANU Staff Services Centre

It is proposed that a new Service Centre be created to consolidate the provision of all services that will enable staff members to undertake their day-to-day jobs throughout their employee lifecycle with the university.

The Services Centre as proposed, will deliver an enhanced staff experience by through the delivery of a whole of university approach to services, transactions and operations, through the delivery of the following services to staff:

Business function	Service to staff within ANU Services Centre
Human Resources	<ol style="list-style-type: none"> 1. Your pay, leave and conditions 2. Providing general information to support your employment 3. Providing security checks if required for your work area 4. Providing you with online training and development. 5. Supporting you and your growing family 6. Providing information on superannuation options 7. Supporting you ahead of and on your start date 8. Providing injury management and rehab services 9. Supporting you if you choose to leave ANU
Facilities and Services	<ol style="list-style-type: none"> 10. I would like to hold a Function on Campus + coordination 11. Teaching team – supporting in-room operational requirements such as room bookings, exams 12. How do I get to campus – parking, bikes, buses and other transport? 13. Security – access passes 14. Maintenance requests – via Maximo 15. I am travelling to a remote site or need to stay at the Acton campus, how can I book my accommodation? 16. I am on campus and need some help with facilities

Business function	Service to staff within ANU Services Centre
Information Technology Services	17. ASK ANU 18. First response to ServiceNow tickets and calls, triage 19. Exams liaison 20. IC software coordination 21. Knowledge management 22. Audio Visual support 23. Telephone deployment including mobile phones 24. Equipment deployment 25. Wattle BSG
Finance and Business Services	26. Accounts payable (including invoices, reimbursements, scholarships and bursaries, superannuation, compensation payments etc.) 27. Payment runs 28. Accounts receivable (including invoicing, customer statements, receipting) 29. Journals and internal recoveries 30. Purchase cards 31. Travel 32. Finance Service Desk
Planning and Performance Measurement	33. Access and Enquiry support
Service Improvement Group	34. EForms 35. Robotic Process Automation 36. Chatbot Production Support

It is proposed that the ANU Staff Service Centre will be staffed by members of the current relevant divisional structures of Human Resources, Information Technology Services, Finance & Business Services, Planning & Performance Measurement, Service Improvement Group, and Facilities & Service Divisions, and that the University will:

1. Review options for an investment in technology to support the significantly improved services and staff experience
2. Work collaboratively with Service Division Directors in the creation of the Services Centre
3. Work with the First Nations Portfolio to determine if the Ngunnawal People will gift an appropriate name to the Services Centre

Proposed outsourcing of Fleet Services

University Fleet Services (UFS) is part of the University Procurement and Contracts Office (UPCO) which is part of the Finance and Business Services Division. ANU has historically maintained an owned fleet of vehicles which has been managed, maintained and administered by UFS. There is also some resourcing in Colleges and Service Divisions who manage their own fleet resources on a day-to-day basis. They are not impacted by the proposed changes and will continue to managed local fleet resources within Colleges and Service Divisions.

The University has a Fleet Management contract with sgfleet (SG) for Vehicle Fleet Management and Leasing Services. This arrangement is leveraged from the Whole of Australian Government Deed of Standing Offer (SON1142512) managed by the Department of Finance since 2013. Under this arrangement entities are required to lease their vehicles and only with written approval are owned transactions allowed, however the University continued to operate a wholly owned Fleet and therefore took ownership of maintenance and administration tasks such as:

- Insurance
- Registration Renewal
- Fuel Cards
- Vehicle acquisition and disposal
- Fines Management

In January 2020, the severe hailstorm that impacted the Acton campus caused significant damage to the University's fleet vehicles. 92 vehicles were damaged in total, with 48 vehicles being assessed as a total loss. With the large capital spend required to replace vehicles and the financial impacts of COVID-19, in May 2020 the University made the decision to lease all required replacement vehicles including specialist fitted vehicles, rather than outright purchases. In addition, the ANU Financial Health Strategy: Expenditure Control Framework outlined moving the University from an owned to leased fleet and was endorsed by the University in June 2020.

A Leased fleet will gradually reduce the requirement for UFS to coordinate repairs and maintenance, vehicle disposal, registration and fuel cards. These tasks will be the responsibility of sgfleet to coordinate with the end user.

The proposed changes will change the focus of the duties within UFS to contract management of sgfleet, strategy and policy, in accordance with the roles and responsibilities outlined in the sgfleet contract:

1. Oversee their fleet, including its financial, operational and selection practices
2. Encourage fleet best practice internally to support the objectives of the Arrangement
3. Collaborate with sgfleet and its systems to prepare entity-specific fleet management reports; including identifying ways to optimise and rationalise usage
4. Meet regularly, with sgfleet to discuss matters related to the entity's fleet; including vehicle forecasting and ordering, vehicle return and disposal, vehicle servicing, and vehicle over-utilisation and under-utilisation
5. Liaise with the Australian Government Fleet as required.

It is proposed, in considering the change in roles and responsibilities of UFS under a Leased model that the University will:

1. Work with sgfleet on the allocation of duties to be managed by them, as the fleet service provider
2. Work with Fleet users to understand the changes under a Leased model

The University acknowledges that consultation of the proposed change outlined in this document may be difficult for impacted staff members and acknowledges their achievements to date.

Part 5: Current and Future State, The Nature of the Change

Renaming of the Operations Portfolio

Renaming of the Operations Portfolio to the Services Portfolio will not impact on staffing levels or require any changes to positions or titles

Staff Provisioning Team

The proposed Staff Provisioning Team would be created and deliver a range of services which are currently delivered from within Human Resources, Information Technology Services and Facilities & Services Divisions.

The Staff Provisioning Team will report to the Associate Director, Service Transformation and new position descriptions will be developed to support these duties. Should the ANU Services Centre be established, the Staff Movements Team will transition to the Centre.

It is foreseeable that the impact of the proposed changes would involve the direct transfer of four (4) professional existing staff positions from Human Resources, Information Technology Services and the Facilities and Services Division with all staff in the Staff Movements Team to be cross trained in all functions to enable the team to operate holistically:

The direct transfer of one (1) position from the Facilities and Services Division will be confirmed via an expression of interest process. The proposed changes do not include disestablishment of any positions.

1. 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)
2. Facilities and Services
 - a. Direct transfer of one (1) x Facilities Officer, ANU Officer 4, (1.0 FTE) (expression of interest will be required)
3. Information Technology Services
 - a. Direct transfer of one (1) x Service Desk Officer, ANU Officer 5 – (1.0 FTE)

Teaching Support Services Team

The proposed Teaching Support Services Team would be created to deliver a range of service which are currently delivered from within Information Technology Services and Facilities & Services Divisions.

The proposed Teaching Support Services Team will initially report to the Associate Director, Corporate and Client Services, Facilities and Services, with a dotted line to the Associate Director, Service Delivery, Information Technology Services. Position descriptions will be reviewed and refreshed to support these proposed new arrangements.

Should the ANU Services Centre be established, the proposed Teaching Support Services Team will transition to the Centre.

The proposed Teaching Support Services Team would be available across the core hours of centralised timetabling covering 8am to 8pm, working on a rostered arrangement. The proposed team and operating hours would be:

1. Support Desk
 - a. Shift 1 - 8am-4pm, Monday to Friday
 - b. Shift 2 - 12pm-8pm, Monday to Friday
2. Shift for Facilities Officers
 - a. 8am-4pm, Monday to Friday
3. Team Manager 9am-5pm, Monday to Friday

It is foreseeable that the impact of the proposed changes would involve direct transfer of five (5) professional existing staff positions from Information Technology Services and Facilities and Services, and the creation of two (2) new positions to the Teaching Support Services Team:

1. 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)
 - c. Direct transfer of two (2) x Facilities Support Officers, ANU Officer 2/3, (1.0 FTE)
2. 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)

ANU Staff Services Centre

The proposed ANU Staff Services Centre would be created to deliver a range of services which are currently delivered from within the Human Resources, Information Technology Services, Finance & Business Services, Planning & Performance Measurement, Service Improvement Group, and Facilities & Services Divisions.

The proposed Services Centre would be led by a Director, ANU Staff Services Centre and have four (4) stream/ function Leads - one from within each of the Human Resources, Finance and Business Services,

Facilities & Services and Information Technology Services Divisions with the Stream Leads supplied from within existing resources.

New Positions within the Proposed Structure

To support the proposed new structure it is proposed the position of Director, ANU Staff Services Centre (Senior Manager 5) would be created to lead the ANU Staff Services Team. The proposed new position would report to the Chief Operating Office and is recommended to support the proposed new arrangements.

The proposed Director, ANU Staff Services Centre would work collaboratively with the Directors of the Human Resources, Information Technology Services, Finance & Business Services, Planning & Performance Measurement, Service Improvement Group and Facilities & Services Divisions.

They would work closely with these other Service Division Directors to determine the classifications and staffing levels that are required to form the ANU Staff Services Centre and any reporting line changes required to facilitate any proposed changes in supervisor and Division.

It is expected should the proposed new position be established, an interim appointment of up to 18 months will be made to enable and support the establishment of the ANU Staff Services Centre.

Fleet Management 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.

It is proposed, the University will continue to receive fleet management services from an external provider but the management of these arrangements within UPCO would be adjusted to embed and align with other contract management services within UPCO.

New Positions within the Proposed Structure

It is proposed that the following positions will be created to support the revised contract management arrangements. The proposed new position is recommended to ensure suitably qualified and experienced staff have the skills, and qualifications to support the proposed new arrangements.

To manage the contract administration, it is proposed that the following position be established and filled through a competitive recruitment process:

1. Contract Administrator, ANU Officer 4, 0.5FTE

Disestablished Positions within the Proposed Structure

As a result of these proposed changes the duties associated with the following position would be distributed elsewhere within UPCO and the Finance and Business Services Division and the position would no longer be required.

1. One (1) Fleet Manager, ANU Officer 6/7

Part 6: Staffing Principles

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

In this tranche of the proposed reorganisation of the Operations Portfolio, it is proposed that the change will result in the creation of five (4.5FTE) professional staff position and direct transfer of (8 FTE) professional staff positions and the disestablishment of one (1 FTE) continuing professional staff position.

The objective of this plan which outlines the proposed new Operations Portfolio structure is to enable the University to work with individual staff members, and representatives, to ensure timely and effective consultation on proposed improvements to employee experience and improved provision of service and that any changes in staffing are managed in accordance with 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 –Filling Positions

Finalise position descriptions for positions. Recruitment for vacant and proposed new positions will commence once position descriptions have been reviewed and approved by the University Staffing Committee.

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

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

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

If an EOI process is required, affected staff will be provided the opportunity to lodge applications for the specific positions which have substantially the same duties, classification level and career standing within the new structure. A selection process will be undertaken based on the standard recruitment process of assessing applicants against the selection criteria for the role. This selection process will include a formal selection panel and interviews may be held for short listed candidates.

Recruitment for all other positions will be via internal recruitment and formal selection processes. Should those roles not be filled through the internal process, external recruitment process will then be undertaken as required,

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

Phase 3 - Notification of Disestablishment of Positions & 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 7: The University's Commitment

Status:

This formal change management document is the first version of the formal proposal for workplace change required as part of and in response to the ANU Recovery Plan 2020.

It is foreseeable that the impact of this proposal will involve

- The establishment of five (4.5 FTE)
- The direct transfer of eight (8FTE) continuing professional staff position;
- The disestablishment of up to one (1 FTE) continuing 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:

- Operations Portfolio staff;
- University 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

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

Part 8: 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.

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.

Feedback may be submitted at 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
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 Wednesday 23 December 2020	Collation of feedback from Consultation and preparation of Implementation Plan
Thursday 24 December 2020 to Sunday 3 January 2021	University Close Down Period
Week commencing 11 January 2021	Publication of Implementation Plan
Week commencing 18 January 2021	Feedback on Implementation Plan
Week commencing 25 January 2021	Proposed commencement of Implementation

Contacts:

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

Name	Position	Contact details
Paul Duldig	Chief Operating Officer	coo@anu.edu.au (02) 6125 7880
ITS: Garry Whatley,	Interim Chief Information Officer	Garry.Whatley@anu.edu.au
F&BS: Anna Tsikouris	Interim Chief Financial Officer	Anna.Tsikouris@anu.edu.au
HR: Dr Nadine White	Director, Human Resources	Nadine.White@anu.edu.au
F&S: Nicki Middleton	Director, Facilities and Services	Nicki.Middleton@anu.edu.au
PPM: Richelle Hilton	Director, Planning and Performance	Richelle.Hilton@anu.edu.au
SIG: Dominique Haywood	Chief of Staff, Office of the Chief Operating Officer	Dominique.Haywood@anu.edu.au
Belinda Farrelly	Associate Director, Organisational Change	org.change@anu.edu.au Belinda.Farrelly@anu.edu.au (02) 6125 3012

Support for Staff:

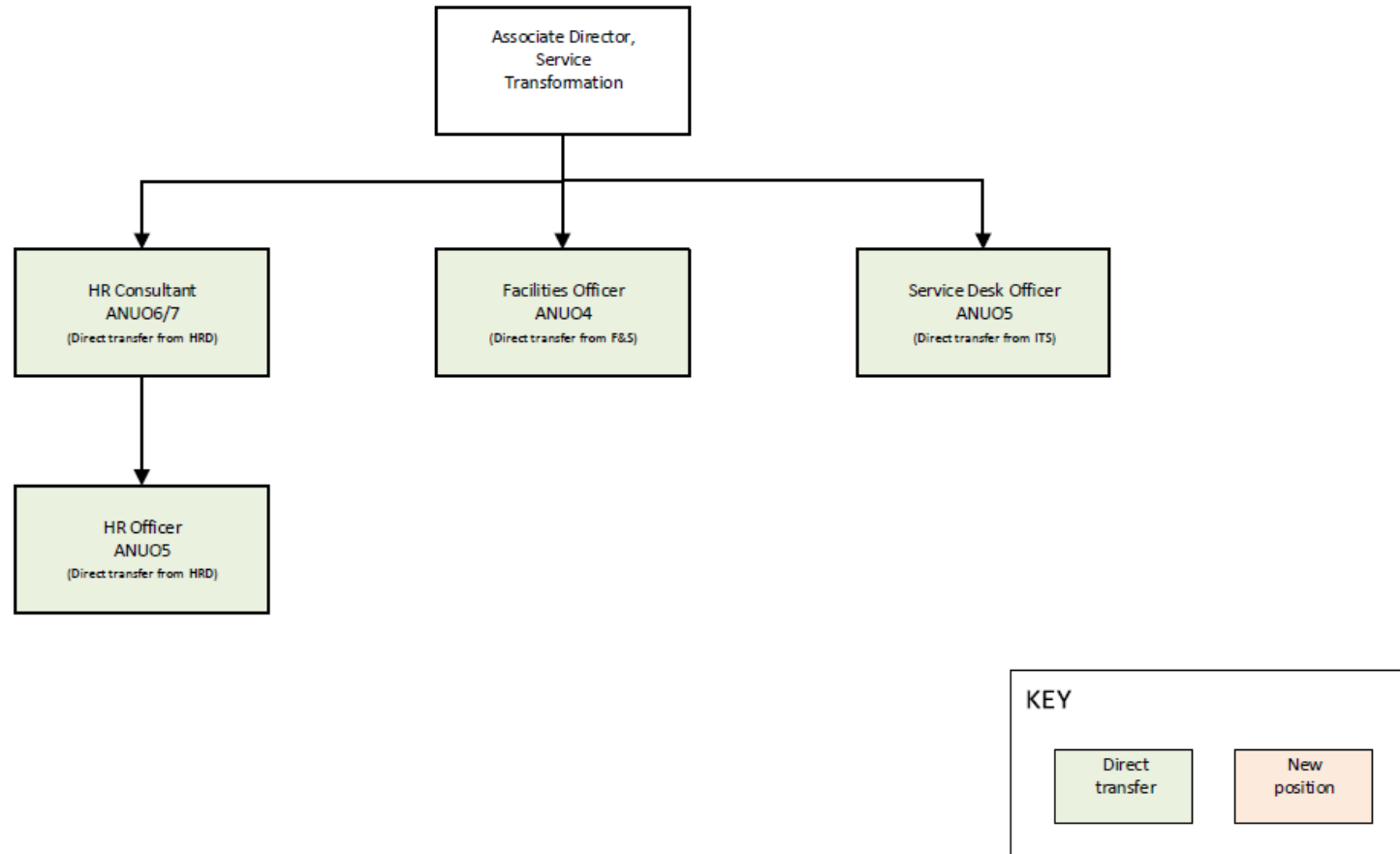
Staff seeking additional support or advice should contact:

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

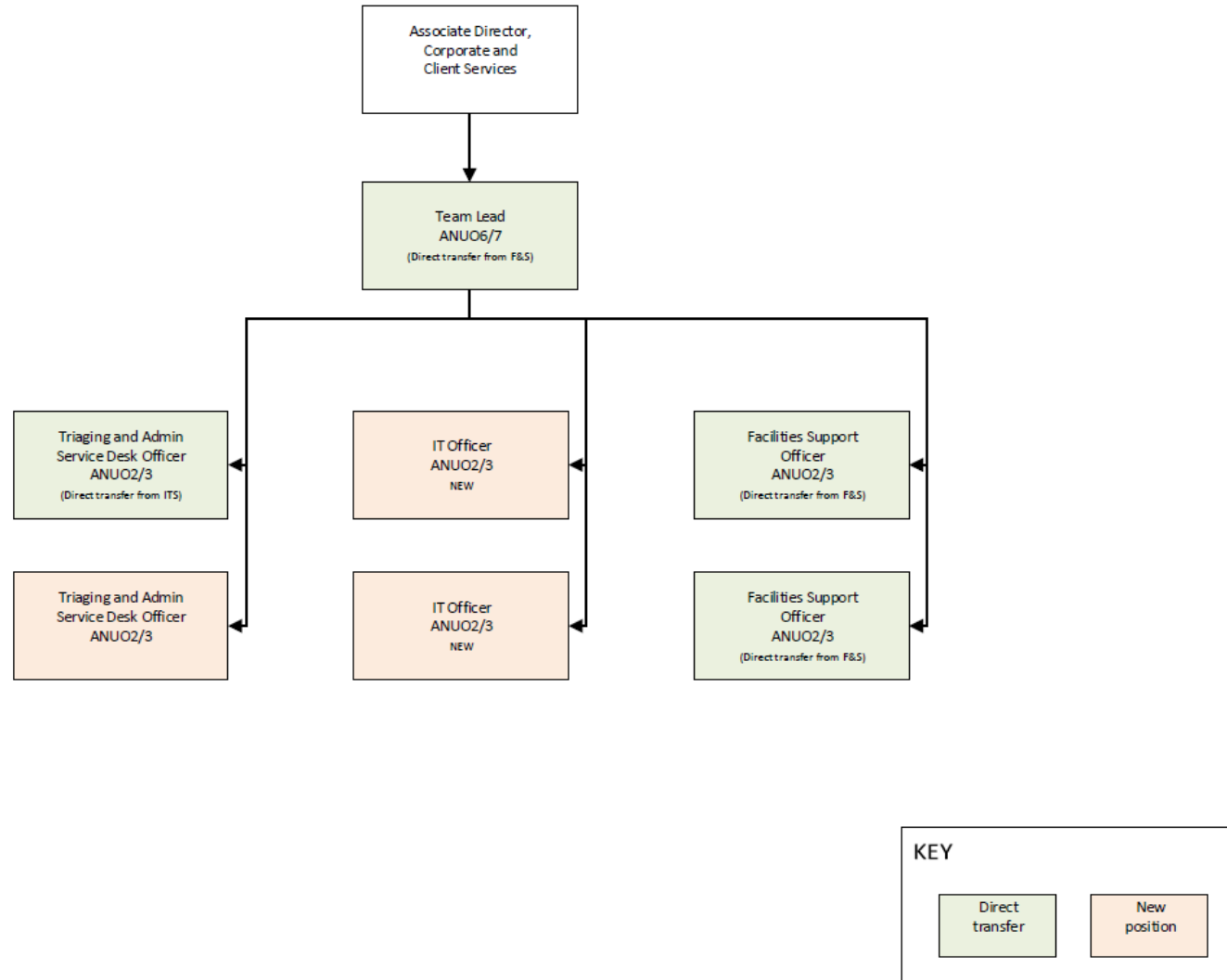
Appendices

Attachment One: Proposed Staff Movement Team
Attachment Two: Proposed Teaching Support Services Team
Attachment Three: Proposed ANU Staff Services Centre

Attachment One – Proposed Staff Movement Team



Attachment Two - Proposed Teaching Support Services Team



Attachment Three - Proposed ANU Staff Services Centre

