

Part 1: Background

The Research & Innovation Portfolio (*herein referred to as the Portfolio*) released a change management proposal on 17 February 2021 to support and respond to the ANU Recovery Plan for The Australian National University (*herein referred to as ANU or the University*). The formal consultation period ran from 17 February to 3 March 2021. During this period, there was consultation undertaken and a level of understanding was expressed regarding the need for the proposed changes with a range of suggestions about alternate options put forward.

This document, the Change Management Implementation Plan (herein referred to as the Implementation Plan), reiterates the key details of the Phase 1 proposal, outlines the consultation and amendments incorporated from the consultation, and details the implementation schedule.

Colleagues and stakeholders are thanked for their contributions and feedback. Feedback was received from Portfolio staff, colleagues from across the University and stakeholders external to the University. This reflected high levels of engagement and commitment to the delivery of programs and services from the Portfolio.

Background

The Research and Innovation Portfolio (the Portfolio), under the leadership of the Deputy Vice-Chancellor (Research & Innovation) is responsible for the leadership, governance and overall strategic direction of research, the higher degree by research (HDR) program, innovation and commercialisation, and research support activities. The priorities for the Portfolio encompass leadership and effective governance of research and innovation endeavours at ANU and support the positioning of the University so it will emerge from the pandemic as a strong national resource.

The Portfolio currently includes five areas: Office of the Deputy Vice-Chancellor (Research & Innovation), Innovation, Office of the Dean of Higher Degree Research, Research Services Division and National Computational Infrastructure.

In order to put the University on a sustainable financial footing from 2021 onwards, 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 a sustainable, stable and secure financial foundation. The ANU Recovery Plan outlines how we will continue this trajectory and reduce our size with a smaller student cohort and, of necessity, a smaller staffing profile.

The challenge for 2021 and beyond is to ensure the ongoing ability of ANU to operate within a highly constrained projected revenue. ANU 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 requires a reduction of positions across the University.

This Implementation Plan describes the challenges we face and what we must do to meet them. It includes specific details and information on the confirmed changes within the Portfolio specifically relating to Office of the Deputy Vice-Chancellor (Research & Innovation), Innovation and Office of the Dean of Higher Degree Research.

The confirmed changes in Phase 1 do not directly affect the Research Services Division. Further initiatives, such as that of the optimal model for the ANU-wide delivery of research services and support, continue to be explored. Discussion and collaboration across the University is continuing as we seek a more coherent and unified model to deliver sustainable research services that are fit-for-purpose. Further details on proposed changes for the Portfolio in relation to the findings and recommendations from the "Optimising Research Services Review" are currently being explored and will be communicated to the University community in the later part of 2021.

Part 2: Overview of Consultation Process

Consultation Period

The consultation period for the Research & Innovation Change Management Proposal – Phase 1 commenced on Wednesday 17 February and concluded on Wednesday 3 March 2021.

Portfolio staff received a copy of the Change Proposal via email and the rest of the University community via the Recovery Plan website. A copy was also provided to the National Tertiary Education Union (NTEU) and the ANU Students Association (ANUSA) and the Post Graduate and Research Students Association (PARSA) for distribution to members for their consideration and feedback.

The consultation process invited and enabled feedback from across the University Community. There was a Portfolio town hall to provide opportunity for and to enable staff within the portfolio to ask questions and discuss the Change Proposal in detail. In addition, individual meetings and discussions were offered and held with staff and students from across the Portfolio and where relevant, external to the Portfolio.

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

Overview of Feedback

We acknowledge and appreciated the time and the thought taken by colleagues within the Portfolio, colleagues from across the University and from the broader community to provide valuable feedback regarding the change proposal. The feedback, suggestions and questions raised have enabled adjustments and improvements to be made to the changes proposed and have improved the plan for the Portfolio.

In the course of the consultation 65 formal submissions were received from stakeholders within the Portfolio (4), external to the Portfolio (57) and external to the University (4). Both individuals (53) and team/group/areas (12) provided feedback. 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. Clarification was also sought about the rationale behind the proposed changes and how certain elements of the proposed new structure, organisational arrangements and changes would deliver the anticipated improvements.

The Portfolio acknowledges the large number of submissions received regarding the strength and expertise of the various areas within the Portfolio – particularly with regard to the Statistical Consulting Unit, and high calibre of the staff within the areas where change were proposed and with positions affected by the proposed changes.

It is recognised and acknowledged that the Portfolio has excellent and dedicated staff whose contributions help make the University the leading institution that it is today. Staff in areas affected by changes and with affected positions are very highly regarded both by colleagues within the University and by members of the national community.

The decisions around changes to work areas within the Portfolio are not a reflection on the performance of any area or individual.

Having considered all of the submissions in full, no alternative organisational arrangements were able to be identified for the Portfolio. For the Portfolio to sustain and deliver the University research strategy and meet the requirements of the operational budget and available financial resources, the Portfolio cannot continue to undertake all the activities as it currently does. It must proceed with changing the services it provides and this needs to include a reduction to the staffing levels within the Portfolio.

Submissions suggesting alternate approaches to the configuration of positions, taking account of the financial constraints under which the Portfolio must operate, have, where possible and appropriate, been incorporated into this Implementation Plan.

The changes being made within the Portfolio are not being taken lightly, and there has been extensive consideration given to the decisions made and the changes confirmed and outlined in this Implementation Plan. Although the changes may see a narrowing of some service offerings and includes a reduction in positions these changes will allow the Portfolio to operate within its budget and be financially sustainable and support the delivery against the overall ANU Recovery Plan.

The key themes of the feedback during the consultation period included (in no particular order of priority):

1. Officer of the Deputy Vice-Chancellor (Research & Innovation)

- Operational changes relating to the movement of the strategic initiatives roles to the Business Engagement and Commercialisation (BEC) and the Strategic Research Initiatives and Research Initiatives and Infrastructure teams and possible impact on external stakeholder relationships, development and management, coordination and delivery of key initiatives for the Portfolio if these roles do not remain within the Office of the DVC R&I.

2. Research Degrees@ANU

- Operational changes relating to the disestablishment of the Statistical Consulting Unit including concerns around appropriateness and implementation of proposed alternatives, impact on research quality, ability to prepare grant submissions and on impact on attracting and supporting HDR students, its ability to replicate current quality of offerings and the possible consideration of a fee for service model
- Impact of Operational changes relating to disestablishment of roles in Graduate Research Office (GRO) compounded by delays in automation of processes that impact service delivery timeframes and compliance obligations.

3. Innovation@ANU

- Some commentary sought clarification around the roles and responsibilities of the four proposed Associate Directors within Innovation@ANU and the staffing profile and position levels within the area.
- Clarification were requested on the distribution of business development capability

4. Research Initiatives & Infrastructure @ANU (RII@ANU)

- Operational changes relating to RII@ANU including clarifications on the implementation process, the level of administrative support and the staffing profile and position levels within the area.

5. Corrections and Adjustments

6. Individual impact

Response to feedback

Research Degrees@ANU

Statistical Consulting Unit (SCU)

Considerable feedback and commentary was received commending the high calibre and quality of the statistical support delivered by SCU to academic staff and HDR candidates. Concerns were raised as to whether the proposed alternative support pathways would provide a comparable standard of service. In response, it is acknowledged that there are inevitably uncertainties in the effectiveness of future alternative approaches in service delivery. However, given the challenges faced by the University and the continued reduction in demand for SCU services that have been occurring over the past four (4) years, it remains difficult to demonstrate and support that the current service model utilised by SCU is the optimal use of limited resources.

Comments, suggestions and feedback received suggested adopting recommendations made from a review of SCU in 2014. However, the Review took place in a very different environment to the present and the recommendations from 2014 did not provide any suitable and amenable solutions that could be implemented in a sustainable and financially viable manner.

Clarification was sought on the timeframe and process around the disestablishment of SCU and implementation of the proposed alternative statistical support options. This has been carefully examined and considered and, it is anticipated the current services provided by SCU will wind down from 30 June 2021 and will cease from 30 December 2021.

Further specific detail regarding the new service delivery model has been developed following consultations and discussions with discipline-based-providers of statistical support within the University. The details of the new service delivery model are outlined below and the implementation of this new model will be coordinated and managed by the office of the Dean HDR (ODHDR) with periodic reviews to ensure service proficiency. The emphasis is on increasing training support for HDR candidates and researchers in addition to limited bespoke support offerings.

There was strong feedback and commentary received around the requirement for a dedicated discipline specific expert for the development, implementation and ongoing improvements of the alternative support pathways.

A number of submissions highlighted that a discipline expert will be critical during the transition from the current SCU service model to the new support pathways.

Following consideration of this feedback and the discussions regarding the new service delivery model it has been confirmed the transfer of the current Director SCU position to the, "Lead, Statistical Support Network" position. This position (3 years, fixed term) will initially report into the office of the Dean HDR before transitioning to RII@ANU. This aligns with the Research Infrastructure Strategy and may, dependent on University needs, facilitate the broadening of the scope of RII@ANU to ultimately include a data science platform.

The transition from the current service model to the new model will also be supported by a part time (0.5 FTE) Project Officer (ANU Officer 6/7) for six (6) months from June to December 2021. These positions will be funded through a combination of transition funding and funds released by positions which have recently become vacant and will not be immediately replaced.

Delivery Timeframe July – December 2021

1. Development of a Statistical Support Network that includes staff with relevant expertise from across the campus and builds on the existing network of statisticians.
2. Delivery of a curated online platform that is a repository of expertise that exists within the University. Support would be provided from CSRM in CASS, RSFAS in CBE, BDSI in CoS to develop materials and encourage staff participation. Any ANU staff member with appropriate skills would be encouraged to contribute. The platform would include:
 - a. Information on existing courses and micro credentials
 - b. A range of videos or tutorials developed for the platform dealing with specific techniques, packages or methodological approaches;
 - c. Direction to existing external statistical support resources

A variety of models exist for such a platform. An example of an existing ANU support platform is shown [here](#).

3. Statistics Support Clinic will provide one-on-one statistical advice in a drop in setting. The Clinic will run once a week for 2-3 hours depending on demand during term time with 6 additional sessions outside term time (30 sessions per year). The clinic will be staffed by the Lead, Statistical Support Network and academic staff with expertise in one or many areas. Interested academic staff will be asked to provide at least two sessions per year and will be able to allocate this time to the service component of their workload. Expertise of the staff member would be advertised for their allocated sessions.
4. Creation of how-to-guides, lectures or tutorials to be made available on the online platform.
5. Transition of Lead, Statistical Support Network to RII@ANU Team

Delivery Timeframe early 2022

1. ARC/NHMRC Statistics Surgery to assist researchers submitting funding applications. This will run during periods of project development and will enable the Lead, Statistical Support Network, and other interested academic staff to advise and collaborate with staff across ANU who are submitting funding applications. Consideration will also be given to a methods peer review process if there is demand.
2. Intensive statistics boot camp for HDR candidates pitched at intermediate and advance stats level. The boot camp format would allow a cohort of HDR candidates to workshop and develop their proposed research designs and methodology.
3. Identified potential for a course in statistical consulting run by CBE that teaches consulting practice to advanced statistical students. The course would include a practical element where students work with academic staff in the clinic setting.
4. Negotiate preferential rates with external statistical consultants that staff/students can engage should they require more bespoke support on a fee for service basis.

Graduate Research Office (GRO)

Feedback and comments received during the consultation raised concerns that the disestablishment of more senior positions in the team may increase delays in service delivery.

GRO, with the assistance of Intelledox Digital Transformation Centre (IDTC), has been actively exploring automation of key high volume priority processes to lessen manual data entry to enable more efficient service delivery and ability to direct resourcing away from the high volume and labour intensive manual data related work.

However, IDTC have advised that further narrowing of the scope is required to achieve automation. To ensure continued service delivery and compliance with regulations and in response to the concerns raised, it is confirmed interim fixed term resourcing within GRO will be supported to supplement existing resourcing and capability while the automation work is further developed and can be implemented.

Business and process improvement will be the primary focus of the new Senior Project Officer, Projects and Improvements. This role will be responsible for leading the development of improvements across HDR administration to continuously improve the efficiency and effectiveness of processes, communications, reporting, compliance, quality assurance and systems and ensure the overall quality and sustainability of service provision.

Innovation@ANU

Office of Business Engagement and Commercialisation (BEC)

Comments and feedback sought clarifications sought around the scope of the roles of the four Associate Directors in BEC and the overall staffing profile and position levels within the BEC structure. Clarification was also sought regarding the allocation of business development capability across the University.

BEC suffered a loss of capability and expertise in 2020 due to natural attrition and voluntary separations. The staffing profile outline for BEC will ensure stabilisation of core expertise within BEC to preserve and build on the current commercial development support provided to Colleges.

Feedback received raised concerns that the change of title of Head, Strategic Research Initiatives to Associate Director, Strategic Alliance Development may impact on work undertaken by this position and the external partnerships it manages. To address these concerns and minimise any disruptions the change of role title, this role title will not change and will remain as Head, Strategic Research Initiatives when it transfers to become part of the BEC. \

The Senior team within BEC have assigned areas of focus that are not designed to be mutually exclusive in order to provide resilience, allow for succession planning and to guard against having a single point of failure for any key partnership. It will also assist in continuity in support of key relationship that may be disrupted through staff turnover.

A brief summary of the areas of the focus of each of the Associate Directors and Head, Strategic Research Initiatives are provided below. Each position will serve to deliver on University goals and strategic objectives around funding diversity and improved engagement with our community and our stakeholders.

Associate Director, Commercialisation & IP will drive University strategy for, and lead the delivery of, all aspects of commercial technology marketing and licensing of University intellectual property including management of the University patent portfolio.

Associate Director, New Ventures & Entrepreneurship will drive University strategy for, and lead the delivery of, sustainable start-up/spin-out creation and investment fundraising based on University intellectual property and research capabilities.

Associate Director, Partnerships will drive University strategy for, and lead the delivery and management of, competitive, high-value/high impact funded research partnerships. The particular focus will be on developing and delivering major partnerships that need a commercial perspective, such as, but not limited to, with major companies. The Associate Director, Partnerships will work with the DVCRI and Associate Director, Strategic Alliance Development to establish effective and accountable relationship and stakeholder management arrangements.

Associate Director, Business Development will drive University strategy for, and lead the delivery of, all aspects of BEC support for College business development strategies and outcomes. This includes leading a College-focused Business Development teams that will provide each College a designated point-of-access to BEC as well as accountability for clear, responsive and efficient service delivery.

Head, Strategic Research Initiatives will move from the office of the DVCRI and will continue to drive University strategy for, and lead the identification, development and establishment of new university-wide strategic research partnerships (including recent ones like Optus and CSIRO) with a view to building compelling business cases and developing relationships with potential external partners outside of formal processes. Given the importance of direct engagement with the University Executive and Council's desire for effective account management, this position will

continue to work closely with, and remain responsive to, the DVCRI.

BEC will deliver a flexible and responsive expansion of research business development (BD) across ANU. It is acknowledged that BD support needs to be deeply engaged with researchers in the Colleges and Schools across the University. This will be delivered and supported by the introduction of embedded College Business Development Managers, led by Associate Director, Business Development, that will integrate with College-based BD and research support teams. The deployment of resources and expertise within BEC will be flexible, agile and strategic, and will ensure that all Colleges, irrespective of size, receive effective and responsive BD support. We acknowledge that College demands will be heterogeneous due to differences in both the scale and the nature of the Colleges. We acknowledge that additional BD capacity may need to be established at the college level. The BEC College-based BD team will actively integrate as appropriate with College BD leads to deliver College research priorities.

Feedback received through the consultation process highlighted that the management of significant University research and commercial relationships aligns with BEC's strategy and remit. Additionally, the outcomes of the 2021 Council Strategy session requires us to create a Partner Relationship Manager model or unit to ensure proper coordinated management of our external commercial, or other, relationships with clear accountability.

Taking the feedback and 2021 Council strategy into account, we will establish the position of Associate Director, Partnerships in place of Associate Director Major Project and Initiatives. The Associate Director, Partnerships will drive, lead, manage and act as a point of coordination for all significant University commercially based research partnerships. Accordingly, we will modify reporting lines, in consultation with current supervisors, for staff currently managing these relationships to be accountable to the Associate Director, Partnerships position for these relationships. This may be through a partial or direct reporting line or, where appropriate and agreed, may necessitate the relocation of the position to the BEC team to ensure that ANU may appropriately leverage and manage commercial outcomes and contractual imperatives.

Our goal here is to ensure professional relationship management delivered via clear lines of accountability through the Associate Director Partnerships to the DVCRI.

Research Initiatives & Infrastructure @ANU (RII@ANU)

Feedback received was positive and supportive of the establishment of the new RII@ANU. However, questions were raised around the rationale of grouping the two functions of Initiatives and Infrastructure under a single area and clarification was requested on the process for implementation. Feedback was also received on the proposed staffing profile and position levels.

There was some confusion about how it was intended that RII@ANU interface with Colleges and Schools.

RII@ANU will be the point at which ANU coordinates its strategic research investments. Its role will be to oversee and manage strategic funds allocated to cross-university activities, especially where different allocations are made to different Schools for a given cross-disciplinary activity. The current fragmented approach leads to confusion around responsibility and accountability as well as significant duplication of administrative support and processes, which, in turn, diverts critical resources from research projects.

RII@ANU will provide a clear point of contact for the management and development of our externally accountable and funded activities, such as NCRIS facilities and other large pieces of national infrastructure. RII@ANU will take on the role of coordinating our investments in research infrastructure, with a view to working towards the implementation of a modified form of our currently suspended research infrastructure strategy.

The establishment of RII@ANU and the scope of the work for this group will not include provision of administrative and the other important support services that researchers need day to day and which are provided within Colleges and Schools. All research activity and research funding will continue to be delivered from and remain within Colleges and Schools. RII@ANU is about enabling and providing University wide leadership, coordination and accountability for our strategic research investments.

In summary, both research initiatives and infrastructure have University wide remits that if coordinated at the institutional level can deliver improved delivery outcomes and cost savings through increased efficiencies and reduction in duplication. It will allow for a coherent approach to securing new opportunities for collaborations and funding. It will clarify lines of accountability and it will allow ANU to manage its critical strategic research and research infrastructure resources in a more agile manner.

The priority for RII@ANU will be to develop and implement a coherent strategy and coherent processes for the effective governance of research initiatives and infrastructure. It will ensure that these investments deliver on their

strategic intent within their allocated budget.

Feedback received highlighted that the Heads of a number of the RII@ANU initiatives and entities include some of the most senior and distinguished professors at the university and so that the proposed position level of the Academic Director at Level D or E does not have the necessary seniority. The position level of the Academic Director will be benchmarked with positions across the ANU and, if appropriate, the position level will be amended.

Commentary was also received that the position level (SM1) of the proposed Operations and Business Manager was not at the level reflective of the scope and responsibilities of the role. The Operations and Business Manager will be accountable for the overall administration of RII@ANU, support the attraction and retention of external funding and investment, manage financial commitments, and monitor performance against agreed performance indicators. On consideration this position is confirmed as needing a sophisticated and experienced skill set and suitable professional standing within the University community to be able to drive the required changes. With this in mind position level for this new role has been amended to Senior Manager 2.

Corrections and Adjustments

Feedback included questions and observations about information considered incorrect in the Managing Change Proposal. This feedback has all been reviewed and the corrections include minor corrections relating to individual circumstances, including corrections to position titles and position levels

Individual impact

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

Part 3: Drivers for Change

The vision and mission for Research at ANU remains unchanged. We will continue to support excellence in research in 2021 and ensure that we play a national leadership role in research and translation.

A vigorous and successful ANU Recovery requires us to identify opportunities to align expertise, strengthen capacity and to implement a more holistic approach to service delivery across the research and innovation activities of the University. Now, more than ever, it is vital that we seek and secure new sources of research revenue and continue to deliver and build on our track record of research excellence.

The new organisational arrangements, realignments and transitions outlined in this implementation plan will enable the Portfolio to streamline its operations to fit within the allocated budget while ensuring delivery on the University research goals and supporting delivery of the ANU Recovery Plan.

This Implementation Plan outlines and confirms changes to the range of services provided from within the Portfolio and includes a reduction in positions in some areas. This reduction includes a number of positions that are vacant following voluntary separations taken during 2020 and will not be replaced but also includes further reductions in positions to meet the operating budget for 2021 and beyond. The confirmed changes will bring the operational budget for the Portfolio back into balance.

The confirmed organisational arrangements outlined for the Portfolio will also enable the delivery on the initiatives that have strategic allocation of funds over a fixed and short timeframe.

The initiatives that have been endorsed and supported by the University Senior Management Group are:

- Bolstering Business Development capability;
- Implementing and delivering the ANU PhD Strategy;

The coordination and collaboration of the range of cross-college strategic initiatives has been challenging. To deliver resource efficiencies and maximize impact and return on investment, the cross-College strategic initiatives and research infrastructure will be consolidated under a new area, the Research Initiatives & Infrastructure@ANU team, within the revised operating budget.

Office of the Deputy Vice-Chancellor (Research & Innovation)

The Deputy Vice-Chancellor (Research and Innovation) (DVCRI) is responsible for the development and implementation of strategies, policies and systems that deliver the University's strategic goals in research and innovation.

The Office of the DVCRI provides strategic decision-making & governance; research & innovation related business processes; end-user engagement; and research communications across the University. It supports the DVCRI with the implementation of research and innovation strategies and the work of the DVCRI with the Senior Executive of the University. ODVCRI also provides broader support to, and engagement with, our researchers, HDR candidates, Schools and Colleges, members of the Senior Management Group, and with our research collaborators, funders, stakeholders and the wider innovation community.

The Office of the DVCRI also includes a Head, Strategic Initiatives and Project Officer, Strategic Initiatives. The area of 'Strategic Initiatives' was established in 2017 to foster strategic partnerships with Australian and international agencies and external partners that enhance the University's strategic goals. It includes responsibility for the management of the internal strategic research schemes. Through 2020 due to budget constraints, the development of new internal research schemes has halted so no new recipients were announced in 2020. This is likely to remain true for the foreseeable future.

Given the reduced emphasis on building new internal strategic research schemes combined with the renewed and increased focus on external funding and the realignment of responsibilities and priorities within the Office of the DVCRI, the positions in the current Strategic Initiatives team will be transitioned to other areas within the Portfolio.

Head, Strategic Research Initiatives will move to work within the Office of Business Engagement & Commercialisation. This is to enable and expand the ability of the role to drive University strategy for, and lead the delivery and management of new university-wide strategic research partnerships with a view to building compelling business cases and developing relationships with potential external partners outside of formal processes. The role of Project Officer, Strategic Initiatives will move to the Research Initiatives and Infrastructure@ANU team.

The current and new organisational structure for Office of the DVCRI is included as Appendix 1.

Innovation@ANU

Engagement with business, industry and government is a key element of the ANU Strategic Plan. Innovation @ ANU provides central support to researchers, Schools, Colleges and the Executive of the University. It facilitates the protection and commercialisation of intellectual property (IP) from research as well as building partnerships that will enable the diversification of the sources of research funding needed to deliver the targets (outlined previously) for the Portfolio by 2025.

Innovation@ANU is comprised of ANU Enterprise and the Office of Business Engagement & Commercialisation (BEC). ANU Enterprise is a wholly owned subsidiary of ANU and is governed by an External Board and as such is outside the scope of the proposed changes outlined in this proposal.

BEC provides experienced development support and advice on commercialisation and intellectual property, patent management, new ventures and entrepreneurship and major commercial research projects.

Following the decision of the Pro-Vice Chancellor (Innovation & Enterprise) to step down from his role at the end of March 2021, the role of Director, Office of Business Engagement & Commercialisation will be established to provide strategic leadership and oversight of the activities of BEC.

There have been changes to the staffing profile within BEC during 2020 as a result of voluntary separations and natural attrition. Current positions within BEC will have their position descriptions reviewed, adjusted and refreshed to provide additional clarity on roles and responsibilities within the office and to ensure support of and alignment with the Portfolio Recovery Plan, delivery against the key responsibilities in the University Strategic Plan and to ensure continued excellence and effectiveness. The changes for the BEC team will include some changes to reporting lines for some positions.

Fixed term strategic funding has been allocated for 2021 to address and bolster Business Development (BD) capability across the University. Following consultation with College Deans in December 2020, the creation of six (6) fixed term positions embedded within Colleges was agreed with these appointees having responsibility for developing, managing, delivering and reporting on a pipeline of business development opportunities aligned with College priorities.

The current and new organisational structure for Innovation@ANU is included as Appendix 2

Research Degrees@ANU

The Dean of Higher Degree Research (Dean, HDR) is responsible for providing academic leadership, strategic direction, and oversight of the University's Higher Degree Research Programs to ensure delivery of high quality, internationally benchmarked research programs. The Dean, HDR has responsibility for the strategic planning, development, and implementation of research training policy and for ensuring a vibrant, supportive and responsive environment for postgraduate research at ANU that enhances the research student experience and delivers excellent student outcomes.

The Office of the Dean of Higher Degree Research (Office Dean HDR) has responsibility across four key areas:

- the Graduate Research Office;
- HDR Supervision Development;
- Researcher Development; and
- The Statistical Consulting Unit.

The *Graduate Research Office* (GRO) performs a key liaison function with the Colleges and Portfolios across the University to provide support to HDR candidates and consistency in HDR administrative support. The GRO is dedicated to improving the HDR student experience and focusses on delivering effective services, advice and support for HDR candidates, for the staff supervising the candidates, and for the staff that support and mentor the candidates from application through to graduation.

The *HDR Supervision Development* team is responsible for implementing and supporting the ANU HDR Supervision Development Framework.

The *Researcher Development* team run university-wide programs and events to support HDR candidates, supervisors and early career researchers in their work. The programs and events are multi-disciplinary and assist participants with developing transferable skills and knowledge useful to their future career. The programs focuses on the skills and attributes necessary to being a successful researcher.

A priority for Research Degrees@ANU is the delivery of the new SMG endorsed ANU PhD strategy for which strategic funding has been allocated. The ANU PhD Strategy will:

- Provide skills that benefit our HDR graduates irrespective of their chosen career.
- Treat our PhD candidates as professionals and provide them with development options comparable or better than their contemporaries in paid employment.
- Equip ANU PhD graduates to rapidly move on to leadership positions across Australia and the world.
- Ensure that the ANU PhD graduate will be a well-rounded professional with world-beating research experience.

The GRO, HDR Supervision Development and Researcher Development teams will be instrumental in delivering the ANU PhD Strategy, however successful implementation will require additional staffing resources for a fixed term period. This additional resourcing is supported through the strategic funding allocation and recruitment for the required roles will occur progressively through 2021. Implementation of the ANU PhD strategy will require review of the roles, reporting lines and the roles and responsibilities of current positions within the GRO, HDR Supervision Development and Researcher Development teams to ensure clarity and direction as well as continued excellence and effectiveness across all the teams.

The Statistical Consulting Unit (SCU) was established in 1982 and is a research collaborative unit that specialises in statistical applications in academic research. The role of the unit is to provide expert statistical advice to HDR candidates in study design, data collection and data analysis across all disciplines.

In addition to the SCU, the provision of statistical advice across the University has grown and developed in recent years and is now available through significant discipline specific units including, the Biological Data Science Institute within the College of Science, the Centre for Social Research and Methods within College of Arts and Social Sciences, ANU Bioinformatics Consultancy in the College of Health and Medicine and within a number of Schools in the College of Business and Economics.

The SCU is well regarded across the University and provides a valued service for researchers and HDR candidates.

However, only a small fraction of researchers and HDR candidates use the service, furthermore, this has been reducing over time, coinciding with the establishment of additional discipline specific units, developing capability across the University and the changing nature of the support required by HDR candidates and researchers.

Given the challenges faced by the University and the wide range of other sources of statistical support, it is difficult to demonstrate that the provision of the services provided by the SCU is the optimal use of the increasingly limited resources available in the present financial climate.

Following careful consideration of the feedback received through the consultation process the decision has been made to discontinue and close the Statistical Consulting Unit with the result that the current form of the services provided by the unit to cease from 30th Dec 2021 with a wind down of services commencing from the 30 of June 2021.

The Portfolio has carried out consultations with discipline-based-providers of statistical support within the University to explore and seek feedback on how best to continue to deliver this support to the University community in a way that is financially viable and sustainable. Consultations considered;

- Web-based resources, including recorded lectures and guides;
- The development of statistical communities of practice;
- Detailed, discipline-based intensives and short workshops;
- A fee-for-service activity

Details on the alternative statistical support options and delivery time frames are detailed in Part 2 above The development and implementation of the new model for statistical support services to the ANU community will be coordinated and managed by the office of the Dean HDR (ODHDR) with periodic reviews to ensure service proficiency.

The current and new organisational structure for Office, Dean, HDR is included as Appendix 3.

Establishment of Research Initiatives & Infrastructure@ANU

The DVCRI currently oversees a range of research programs and initiatives¹ across the University. Many have their origins under a variety of ANU strategic initiatives – both historical and new. The estimated total ANU commitment to these various initiatives is approximately \$55 million per annum.

The current research initiatives and entities include:

- The Grand Challenge Program:
 - Our Health In Our Hands (OHIOH)
 - Zero Carbon Energy for the Asia-Pacific,
 - Indigenous Health & Wellbeing,
 - Humanising Machine Intelligence,
 - Social Cohesion
- NCRIS funded facilities
 - Phenomics Australia
 - National Computational Infrastructure (NCI)
 - Australian Plant Phenomics Facility (APF)
 - Microscopy Australia Facilities, including the Centre for Advanced Microscopy (CAM)
 - ACT Node of Australian Nan-Fabrication Facility
 - NCRIS related collaborations with CSIRO
 - The Heavy Ion Accelerator Facility (HIAF)
 - ACCESS NCRIS – this is a recently funded facility for which negotiations have commenced
- University-wide Institutes
 - The Institute for Climate Energy & Disaster Solutions (ICEDS)
 - The Gender Institute

¹ These report centrally as they receive central funding, central resourcing, or respond to central strategic objectives or KPIs.

- Innovation Institutes
 - ANU Centre for Entrepreneurial Agri-Technology (CEAT)
 - The ANU Institute for Space (InSpace)
 - WearOptimo

- Other major projects
 - Canberra Clinical Genomics²
 - Phenomics Translation Institute
 - Phenomics Australia
 - Australian Signals Directorate²
 - SRI²
 - Genentech²
 - De Beers²

The wide range of programs and initiatives outlined above each have distinct characteristics and objectives and are resourced in different ways and for varying timeframes. However, there is also considerable overlap in their structures, operations and key business functions that provide the opportunity for improvement in efficiency and delivery of support and services.

ANU research infrastructure has an estimated replacement value of over \$1 billion, and is supported by over 500 staff across the University. ANU has a significant national mission and requires significant national-level research infrastructure in order to conduct its own high-quality and impactful research, to retain its national leadership role and to attract and retain the best staff and students. ANU now has a total HERDC-eligible income (including the research component of the National Institutes Grant) close to the five largest Australian universities (University of Melbourne, University of Sydney, University of Queensland, Monash University and University of New South Wales).

Given the current constraints on resources, we will consolidate our strategy for research infrastructure under a new single area, Research Initiatives & Infrastructure@ANU (RII@ANU).

RII@ANU will be led by an Academic Director and where appropriate, the current reporting lines of the senior academics leading each of the various above-mentioned initiatives and entities will be transitioned from the DVCRI, or other College and Research School reporting lines, to the Academic Director of RII@ANU.

The Academic Director RII will be responsible for

- Building and implementing a cohesive plan and strategy that will ensure the effective governance of research initiatives and entities;
- Ensuring investments made by the University deliver the maximum benefit and that budgets are expended efficiently and effectively, including working with the Finance Division to ensure that budget reporting is up to date and accurate;
- Ensuring research-driven Centres and Institutes comply with ANU policy and with their funding agreements, and are monitored and reviewed at the appropriate time;
- Lead the development of Policy and Procedures around the role of Centres, Institutes and university-wide research infrastructure;
- Leveraging and building on current NCRIS facilities/expertise as well as building cases for additional NCRIS initiatives;
- Consolidating and developing ANU's research infrastructure investments;
- Seeking and securing new opportunities for research infrastructure collaborations and funding; and
- Representing the ANU in inter-university and national discussions around collaborative research infrastructure.

The activities undertaken by the various Centres and Institutes which support and deliver research initiatives and

² These relationships tend to operate on a more commercial basis and so, in line with the expectations of Council, relationship management will sit with the DVCRI through the BEC team under the Associate Director Partnerships.

infrastructure will continue to take place within Colleges. The role of RII@ANU will be to provide consistent strategic and financial oversight and support for major university activities that cross existing College and Portfolio boundaries and to seek to deliver a more effective University wide strategy in line with the recommendations of the 2019 Research Infrastructure Taskforce.

The Academic Director, Research Initiatives & Infrastructure, will be supported by a Manager, Business and Operations (SM2) and a Project Officer (ANU6/7). In addition, the position of University Collections Coordinator presently based within the Facilities and Services Division will be transferred and become part of the proposed new RII@ANU team. In line with the previous 2019 strategy for managing infrastructure, the new Lead, Statistics Support Network will transition into this team following the disestablishment of the Statistical Consulting Unit.

The move of the University Collections Coordinator and the Lead, Statistical Consulting Network into the RII@ANU team are both consistent with the previously endorsed approach to managing ANU research infrastructure.

The confirmed new organisational structure for RII@ANU is included as Appendix 4.

Part 4: Nature of the Change

Summary of changes

1. Office of the Deputy Vice-Chancellor (Research & Innovation)

- Direct transfer of one (1) academic position
- Direct transfer of two (2) professional staff positions
- Direct transfer of one (1) professional staff position to Innovation @ ANU
- Direct transfer of one (1) professional staff position to Research Initiatives & Infrastructure @ ANU

2. Innovation@ANU

- Establishment of two (2) professional staff positions (one (1) fixed term, one (1) continuing)
- Establishment of six (6) strategically funded professional staff position (fixed-term)
- Reclassification of four (4) professional staff positions
- Direct transfer of 11 professional staff positions (1 Vacant)
- Disestablishment of three (3) professional staff positions (Vacant)
- Disestablishment of one (1) academic staff position (Vacant)

3. Research Degrees@ANU

- Establishment of five (5) strategically funded fixed term professional staff positions
- Establishment of one (1) continuing professional staff position
- Direct transfer of four (4) academic positions (3.2 FTE)
- Direct transfer of fifteen (15) professional staff positions (14.1 FTE)
- Disestablishment of four (4) professional staff positions (four (4) vacant)
- Disestablishment of one (1) Level D academic positions (one (1) continuing)
- Disestablishment of one (1) Level C academic positions (fixed term)
- Disestablishment of one (1) Level B academic position (Vacant)

4. Research Initiatives & Infrastructure@ANU

- Establishment of one (1) fixed term academic position
- Establishment of one (1) professional staff position
- Direct transfer of one (1) professional staff position from Facility & Services to RII@ANU

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.

Summary of Staff Position Changes

New Positions within the new structure:

The following positions will be created within the new structure. All new positions are recommended to ensure that suitably qualified and experienced staff have the skills, qualifications, attributes and expertise to optimise the delivery of services and requirements within the Research and Innovation Portfolio and to the University.

Research Degrees@ANU

Executive Officer, Office of the Dean, HDR (Senior Manager 1). An Executive Officer will be appointed, for a fixed-term, to support the ANU PhD strategy. The role will provide high-level executive support to enable the achievement of strategic goals, working effectively across a wide range of high-level internal and external stakeholders, including government agencies and other relevant bodies. The Executive Officer is also responsible for managing the day-to-day administrative operations, working closely with personnel within the Office of the Dean HDR, and across the Portfolio.

Senior Project Officer - Projects and Improvements, Graduate Research Office (ANU 08). A position is to be established to drive business improvements, provide comprehensive, high level project and development support to the Manager, HDR Operations & Dean HDR on all HDR related matters. The position will also be responsible for leading the development of improvements across HDR administration to continuously improve the efficiency and effectiveness of processes, communications, reporting, compliance, quality assurance and systems and the overall quality and sustainability of service provision.

Learning Advisor, Researcher Development (ANU08). A Learning Advisor will be appointed, for a fixed term, to support HDR candidates in their learning journey at ANU and design, plan and run a broad program of events and workshops in consultation with colleagues and stakeholders throughout the University specifically related to increasing the engagement of HDR candidates and early career researchers with industry.

Project Officer, Office of the Dean, HDR (ANU6/7). A Project Officer will be appointed, for a fixed term, to assist with the delivery of the operational requirements of the ANU PhD Strategy. The role will provide assistance with coordination of events, communication with internal and external stakeholder and the implementation of related policies and procedures.

Administrative Assistant, Researcher Development (ANU05). An administrative assistant is to be appointed, for a fixed term, to support the extensive stakeholder engagement activities of the Director, Researcher Development and senior members within the units of HDR Supervision and the Graduate Research Office. The position will be a point of liaison between HDR candidates, research supervisors and other academic stakeholders both within and outside the University.

HDR Officer, Graduate Research Office (ANU05). An additional HDR officer will be appointed for a fixed-term, to improve the level of service available to support HDR candidates. This role will enable an increased processing capacity and capability within the team and in order to meet compliance and regulatory requirements in advance of the systems based processing solutions being finalised and implemented.

Innovation@ANU

Director, Office of Business Engagement & Commercialisation (Senior Manager 5). This position will be established to lead the Business Engagement & Commercialisation team. The role will be responsible for the leadership, management, strategic oversight and delivery of strategic objectives and services to the University by Innovation @ANU. It would report to the Deputy Vice Chancellor (R&I) and will be classified at Senior Manager 5.

College embedded Business Development Managers (Senior Manager 1) (six (6) positions). These fixed term positions will be created to support the delivery of University funding diversification, industry and external partnership engagement goals through business opportunity development and delivery activities aligned to needs of the University's Colleges and Research and Innovation targets more broadly. Responsibilities for these positions will include establishment, management, delivery and reporting on a pipeline of research business development opportunities within the assigned College. In particular the role will develop and implement business development plans with strategies, tactics and actions to cultivate industry and government relationships that support College funding. The positions will be classified at Senior Manager 1

Research Initiatives & Infrastructure@ANU

Academic Director, Research Initiatives & Infrastructure@ANU (Senior Academic position). This position will be established to lead the Research Initiatives & Infrastructure@ANU team and will be a senior academic appointment. The role will be responsible to provide leadership, management and coordination of cross institutional initiatives to support delivery of the strategic objectives and services to the University by Research Initiatives & Infrastructure@ANU. It would report to the Deputy Vice Chancellor (R&I) and is expected to be an appointment at Level E.

Business and Operations Manager, Research Initiatives & Infrastructure@ANU (Senior Manager 2). This position will be established to support the delivery of RII's strategy and targets. The role will be accountable for the overall administration of RII@ANU, support the attraction and retention of external funding and investment, manage financial commitments, and monitor performance against agreed performance indicators. The role will report to the Academic Director Research Initiatives & Infrastructure @ ANU and is to be classified as a Senior Manager 2.

Directly transferred positions within the proposed structure:

The following positions will be directly transferred into the new structure and some will be reclassified as part of this transfer and/or undergo a change of title.

For those positions to be reclassified, this is to recognise the increased responsibilities and the depth, breadth and expertise required of the role since its establishment and the ongoing requirements of the role.

All of the positions be directly transferred will have a position description refresh. This will enable the positions to be updated and aligned with the requirements of the new structure and ensure roles are focussed to optimise the delivery of services and requirements within the Research & Innovation Portfolio and to the University.

Table 1: Positions to be directly transferred

Current Position Title	New Position Title	Number of positions
Office of the Deputy Vice Chancellor (Research and Innovation)		
Deputy Vice- Chancellor (Research & Innovation)	Deputy Vice- Chancellor (Research & Innovation)	1
Executive Officer (Research & Innovation), SM1	Executive Officer (Research & Innovation), SM1	1
Executive Assistant (Research & Innovation) (ANU06/7)	Executive Assistant (Research & Innovation) (ANU06/7)	1
Research Degrees @ ANU		
Dean HDR	Dean HDR	1
Deputy Dean HDR Supervision (0.2 FTE) Level E	Deputy Dean HDR Supervision (0.2 FTE) Level E	1
Project Officer ANU08 (0.1 FTE) (Fixed Term)	Project Officer ANU08 (0.1 FTE) (Fixed Term)	1
Director Statistical Consulting Unit (Fixed Term)	Lead, Statistical Support Network (Fixed Term)	1
Manager HDR Operations, (SM1)	Manager HDR Operations, SM1	1



Current Position Title	New Position Title	Number of positions
GRO Deputy Manager, (ANU08)	GRO Deputy Manager HDR Operations, (ANU08)	1
HDR Examinations Co-ordinator (ANU06/7)	HDR Co-ordinator (ANU06/7)	1
HDR Candidature Coordinator (ANU06/7)	HDR Co-ordinator (ANU06/7)	1
Supervision Training & Strategic Support officer (ANU 05)	HDR Officer (ANU 05)	1
HDR Pre-Candidature Officer (ANU05)	HDR Officer (ANU 05)	2
HDR Candidature Officer (ANU05)	HDR Officer (ANU 05)	1
HDR Examinations Officer (ANU05)	HDR Officer (ANU 05)	1
HDR Officer (ANU 04)	HDR Officer (ANU 04)	3
Director Researcher Development (Level E)	Director Researcher Development (Level E)	1
Learning Advisor (ANU08) (Fixed Term)	Learning Advisor (ANU08) (Fixed term)	1
Senior Programs & Events Coordinator(ANU08)	Senior Programs & Events Coordinator(ANU08)	1
Innovation @ ANU		
Director Technology Transfer (SM3) (VACANT)	Associate Director, Commercialisation & IP (SM3) (VACANT)	1
Senior Business Development Manager (Life Sciences) (SM3)	Associate Director, Partnerships (SM3)	1
Senior Business Development Manager (Humanities) (SM3)	Associate Director, Business Development (SM3)	1
Director Business Development (SM3)	Associate Director, New Ventures & Entrepreneurship (SM3)	1
Head Strategic Research Initiatives (SM3) (currently based in Office of DVC R&I)	Head, Strategic Research Initiatives (SM3)	1
Project Manager (ANU08)	College Business Development Manager (ANU08)	1
Business Development Manager, (SM1)	Commercial Development Manager (SM1)	2
Executive Officer (Innovation), (SM1)	Stakeholder Relationships Manager (SM1)	1
Executive Assistant (Innovation) (ANU06/7)	Admin & Business Support Officer (ANU06/7)	1
ASD Strategic Partnerships Manager (SM2)	ASD Strategic Partnerships Manager (SM2)	1
Data Administrator (ANU05) (Fixed Term)	Data Administrator (ANU05) (Fixed Term)	1
Research Initiatives & Infrastructure @ ANU		
Director, Statistical Consulting Unit (Level D)	Lead, Statistical Support Network (Level D) (Fixed Term)	1
Collections Coordinator (ANU06/7) (Fixed term) (currently based in Facilities & Services Division)	University Collections Coordinator (ANU06/7) (Fixed term)	1
Project Officer, Strategic Research Initiatives ANU06/7	Project Officer, Research Initiatives & Infrastructure ANU06/7	1
TOTAL		36

Reclassified Positions

The following positions are to be reclassified, consistent with an increase and change in the ongoing responsibilities and requirements of the roles within the new structure:

Project Officer, Strategic Projects & Partnerships team, Innovation, (ANU08) to Commercial Development Manager, Office of Business Engagement & Commercialisation (BEC) (Senior Manager 1)

Under BEC's new organisational arrangements, this role will include an increase in scope, requiring the position to support the delivery of University funding diversification and industry engagement goals through activities aligned to the Office's key accountability areas of Commercialisation & IP; New Ventures & Entrepreneurship; and Major Research Partnerships & Initiatives. The position will be responsible for the establishment, management and delivery of a pipeline of research business development opportunities within the University, as they relate to BEC including

- identification and creation of new research business development opportunities that use, expand and develop research capabilities and/or technology commercialisation for the University
- leading external partner engagement to actively market research and translation opportunities in domestic and international forums, playing a leadership role in developing potential strategic business/industry partners and/or licensing or investment partners.

Licence Manager, Technology Transfer, Innovation (ANU08) to Commercial Development Manager, Office of Business Engagement & Commercialisation (BEC) (Senior Manager 1)

Under BEC's new organisational arrangements, this role will include an increase in scope, requiring the position to support the delivery of University funding diversification and industry engagement goals through activities aligned to the Office's key accountability areas of Commercialisation & IP; New Ventures & Entrepreneurship; and Major Research Partnerships & Initiatives. The position will be responsible for the establishment, management and delivery of a pipeline of research business development opportunities within the University, as they relate to BEC including

- identification and creation of new research business development opportunities that use, expand and develop research capabilities and/or technology commercialisation for the University
- leading external partner engagement to actively market research and translation opportunities in domestic and international forums, playing a leadership role in developing potential strategic business/industry partners and/or licensing or investment partners

IP Administrator (ANU Officer 6/7) Technology Transfer, Innovation to Operations Manager, Office of Business Engagement & Commercialisation (BEC) (ANU08)

Under BEC's new organisational arrangements, this role will include an increase in scope and responsibility, most significantly being a shift from general execution of financials for the Technology Transfer Office (TTO) to the strategic planning, analysis, budgeting, monitoring and management across the whole of BEC. The role will be responsible for supervising a team including the Administration and Business Support Officer and Data Administrator.

Communications & Entrepreneurship Coordinator (ANU Officer 6/7) Technology Transfer, Innovation to Marketing & Communications Manager, Office of Business Engagement & Commercialisation (BEC) (ANU08):

Under BEC's new organisational arrangements, this role will include an increase in scope and responsibility taking a strategic lead in development and implementation of communications strategies for BEC and wider Research & Innovation portfolio. The role will be responsible for designing and implementing training programs, workshops, and online training resources for ANU staff and students to plug gaps in commercialisation "know how" across the University. The role will also provide strategic oversight, management and development activities and programs to promote student entrepreneurship.

Disestablished positions within the new structure:

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.

A number of staff within the Portfolio have elected during 2020 and early 2021 to take a voluntary separation from the University and have left or will leave the University in the coming months. These positions are or will be vacant and the positions proposed for disestablishment listed below include these positions.

Pro Vice-Chancellor (Innovation & Enterprise) - 1 position - This position will not be filled and the role will be disestablished. The work associated with this position will be distributed to other positions within the Portfolio

Commercialisation Manager, Senior Manager 1 (Innovation) – three (3) positions (VACANT) – These positions will not be filled and will be disestablished. The work associated with the positions will be distributed to other existing positions within the Portfolio.

Senior Project Officer ANU08 (ODHDR) – one (1) position (VACANT) – This position will not be filled and the role will be disestablished. The work associated with the position will be distributed to other existing positions within the Portfolio.

GRO Deputy Manager (GRO) – one (1) position (VACANT) - This position will not be filled and the role will be disestablished. The work associated with the position will be distributed to other existing positions within the Portfolio.

HDR Coordinator 6/7 (Graduate Research Office) – two (2) positions (VACANT) - These positions will not be filled and the roles will be disestablished. The work associated with the positions will be distributed to other existing positions within the Portfolio.

Early Career Fellow Level B (Supervisor Development) – 1 position (VACANT) – This position will not be filled and the role will be disestablished. The work associated with the position will be distributed to other existing positions within the Portfolio.

Statistical Consultant, Level D (Statistical Consulting Unit) – one (1) continuing position – This position will be disestablished. The Statistical Consulting Unit (SCU) will close and individual statistical consultation work associated with this position will no longer be provided. Alternative support for HDR statistical skills support and development will be made available via an online portal and from other existing areas within the University.

Statistical Consultant, Level C (Statistical Consulting Unit) – one (1) fixed term position - This position will be disestablished. The Statistical Consulting Unit (SCU) will close and individual statistical consultation work associated with this position will no longer be provided. Alternative support for HDR statistical skills support and development will be made available via an online portal and from other existing areas within the University.

Part 5: Staffing Principles

The transition to the new organisational structure within the Research & Innovation Portfolio would be via the following steps and staffing principles. Any reductions in staffing are managed in accordance with the job security provisions outlined in clause 67 of the ANU Enterprise Agreement 2017- 2021 (ANU Enterprise Agreement),.

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.

ACADEMIC STAFF: STAFFING PRINCIPLES:

The following principles will apply to any proposed changes for continuing academic staff positions where a direct transfer to the proposed new structure cannot be confirmed.

Phase 1 – Management of Staff Requests

Consult with all affected staff for all possible options, in accordance with clauses 67 and 68 of the ANU Enterprise Agreement.

Phase 2 – Notification of Disestablishment of Positions & Redeployment

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

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

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

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

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

Phase 3 – Notice of termination due to Redundancy

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

This notification advice will also provide the staff member with at least 6 weeks formal notice in accordance with clause 56.15 of the ANU Enterprise Agreement that their employment is to be terminated due to redundancy from a specified date. At the discretion of the University payment in lieu of notice may be provided.

The following termination payments will apply to staff made redundant:

- For Academic staff a redundancy payment of 3 weeks' salary for each year of service with a minimum payment of 5 weeks' pay and maximum of 68 weeks' pay;
- Academic Employment Transition Payment of up to 16 weeks salary for academic staff, provided the total redundancy payment for academic staff does not exceed 78 weeks (excluding accrued annual and long service leave); and
- Payment of accrued annual leave and, if eligible, long service leave

PROFESSIONAL STAFF: STAFFING PRINCIPLES

The following principles will apply in determining professional staff position changes:

Phase 1 – Management of Staff Requests

Consult with all affected staff for all possible options, in accordance with clauses 67 and 68 of the ANU Enterprise Agreement

Phase 2 – Recruitment and Appointment Process

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

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

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

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

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

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

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

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 6: The University's Commitment

Status:

Following the release of the formal change management proposal and the conclusion of the formal consultation period on 3 March 2021, the ANU has prepared this Change Implementation Plan for workplace change within the Research & Innovation 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:

1. Office of the Deputy Vice-Chancellor (Research & Innovation)

- Direct transfer of one (1) academic position
- Direct transfer of two (2) professional staff positions
- Direct transfer of one (1) professional staff position to Innovation @ ANU
- Direct transfer of one (1) professional staff position to Research Initiatives & Infrastructure @ ANU

2. Innovation@ANU

- Establishment of two (2) professional staff positions (one (1) fixed term, one (1) continuing)
- Establishment of six (6) strategically funded professional staff position (fixed-term)
- Reclassification of four (4) professional staff positions
- Direct transfer of 11 professional staff positions (1 Vacant)
- Disestablishment of three (3) professional staff positions (Vacant)
- Disestablishment of one (1) academic staff position (Vacant)

3. Research Degrees@ANU

- Establishment of five (5) strategically funded fixed term professional staff positions
- Establishment of one (1) continuing professional staff position
- Direct transfer of four (4) academic positions (3.2 FTE)
- Direct transfer of fifteen (15) professional staff positions (14.1 FTE)
- Disestablishment of four (4) professional staff positions (four (4) vacant)
- Disestablishment of one (1) Level D academic positions (one (1) continuing)
- Disestablishment of one (1) Level C academic positions (fixed term)
- Disestablishment of one (1) Level B academic position (Vacant)

4. Research Initiatives & Infrastructure@ANU

- Establishment of one (1) fixed term academic position
- Establishment of one (1) professional staff position
- Direct transfer of one (1) professional staff position from Facility & Services to RII@ANU

Staff redundancies, if unavoidable, will be subject to the University's redundancy provisions.

Notification

The University is drafting this document to set out its specific proposal for your information and it is being circulated to the:

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

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.

Staff redundancies, if unavoidable, will be subject to the University's redundancy provisions.

Part 7: Implementation Timetable

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

Alternatively please contact one of the nominated members of staff identified in the contacts table below.

Date	Details of Consultation Process
1-12 February 2021	Initial meetings with affected staff within Statistical Consulting Unit in Research & Innovation Portfolio
Week commencing 15 February 2021	Meeting with staff within Research & Innovation Portfolio
Wednesday 17 February 2021	Research and Innovation Portfolio Staff Meeting Release of Proposal to Research and Innovation Portfolio staff Release of the Proposal to the University Community Commencement of consultation Period
Wednesday 17 February 2021	Briefing with student representatives and PARSА president regarding the proposal Discussion with discipline specific providers of statistical advice including but not limited to Biological Data Science Institute, the Centre for Statistical Research and Methods, ANU Bioinformatics Consultancy in JCSMR and CBE
Week commencing 22 February 2021	Staff meetings (individual and Group as required)
Wednesday 3 March 2021	Close of Consultation period



Date	Details of Consultation Process
Wednesday 17 February to Friday 19 March 2021	Collation of feedback from Consultation and preparation of Implementation Plan
23 March 2021	Publication of Implementation Plan
24 -26 March 2021	Period for seeking clarification on Implementation Plan
Week Commencing 29 March 2021	Commencement of Implementation Plan

Support for Staff:

Staff seeking additional support or advice should contact:

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

Appendices

Appendix 1 – Current and new organisational structure for Office of the DVCRI

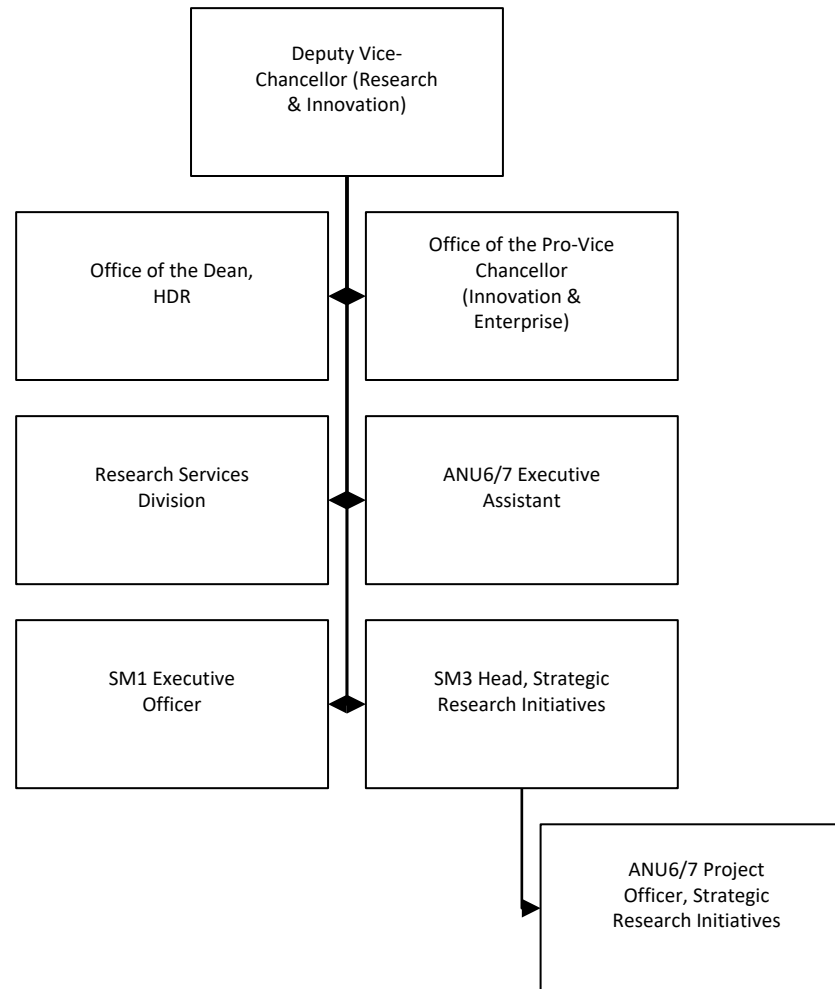
Appendix 2 – Current and new organisational structure for Innovation@ANU

Appendix 3 – Current and new organisational structure for Research Degrees @ ANU

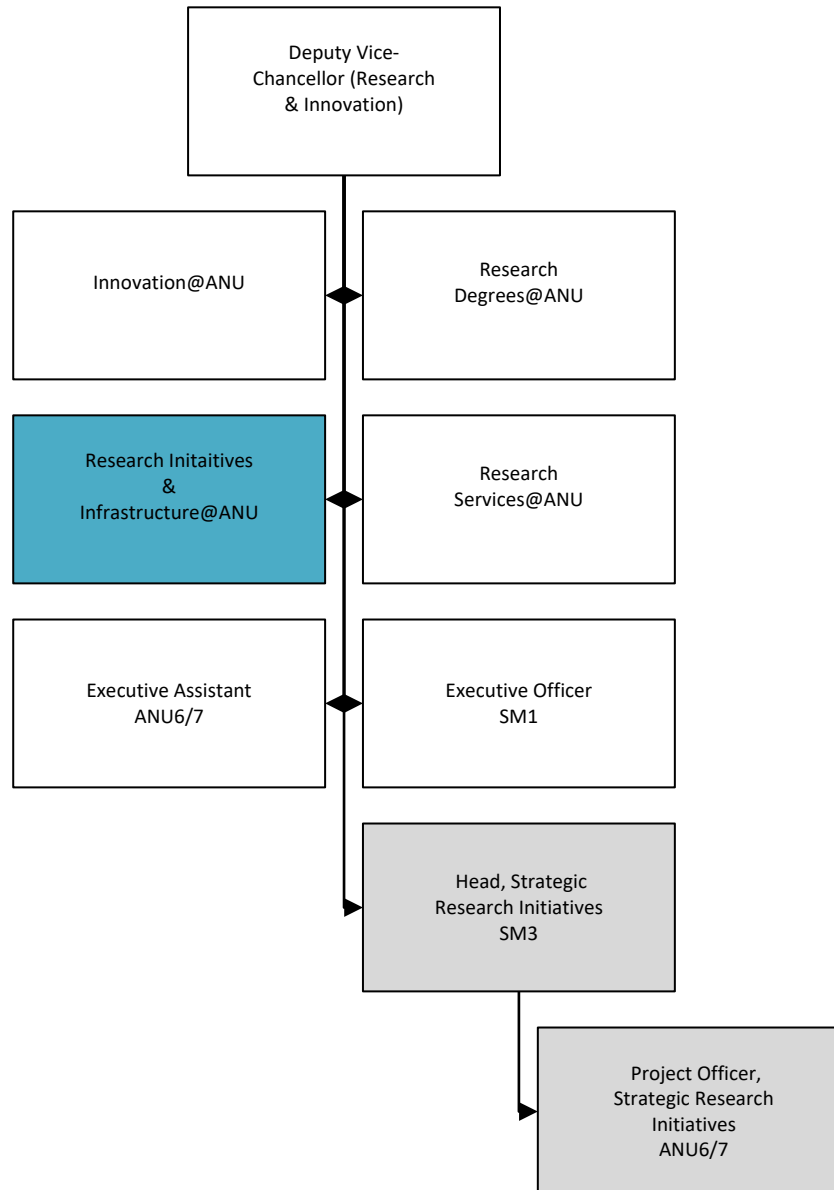
Appendix 4 – Organisational structure for RII@ANU

Appendix 5 – Draft position descriptions for new positions

Appendix 1: Office of the Deputy Vice Chancellor (Research & Innovation) - CURRENT



Appendix 1: Office of the Deputy Vice Chancellor (Research & Innovation) – NEW

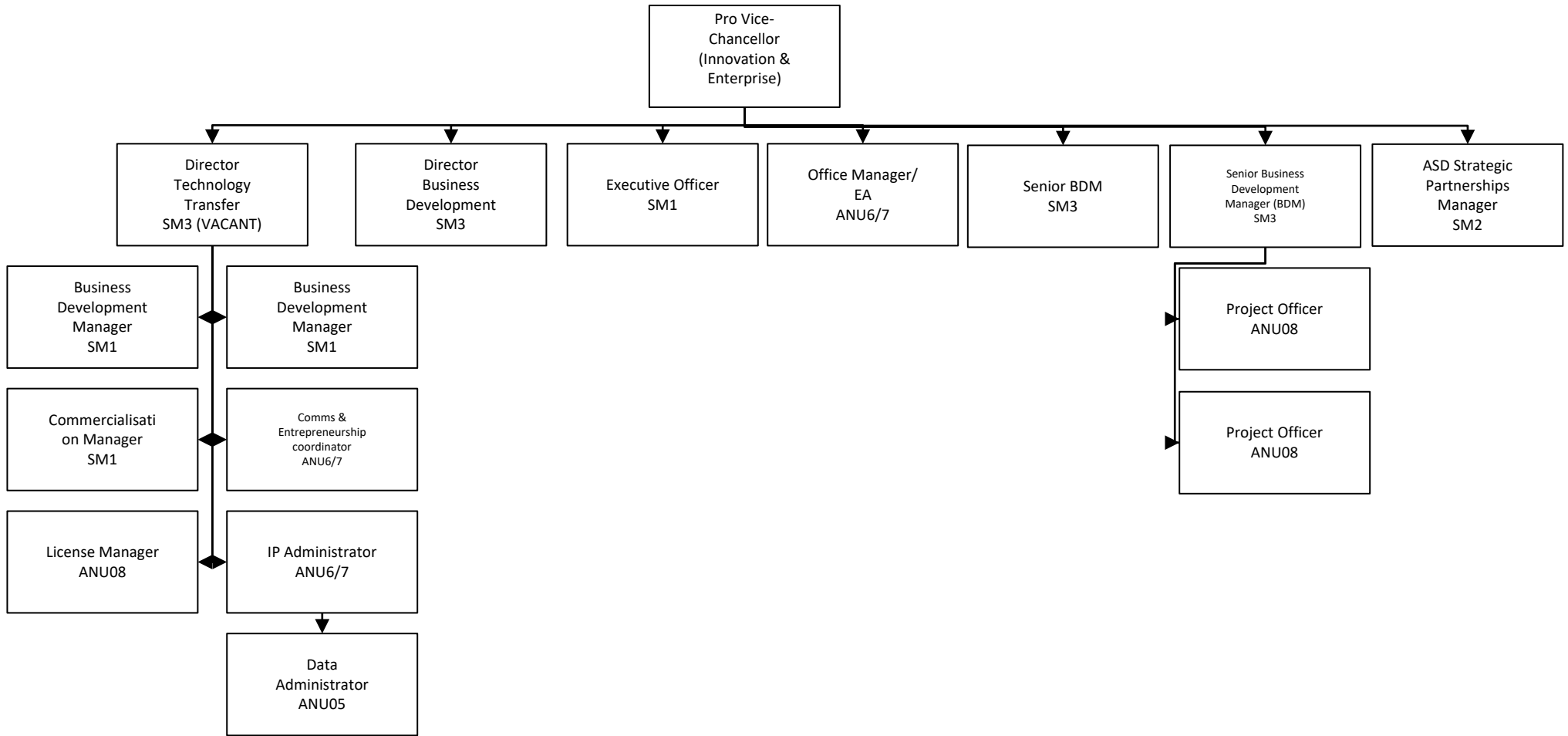


Key

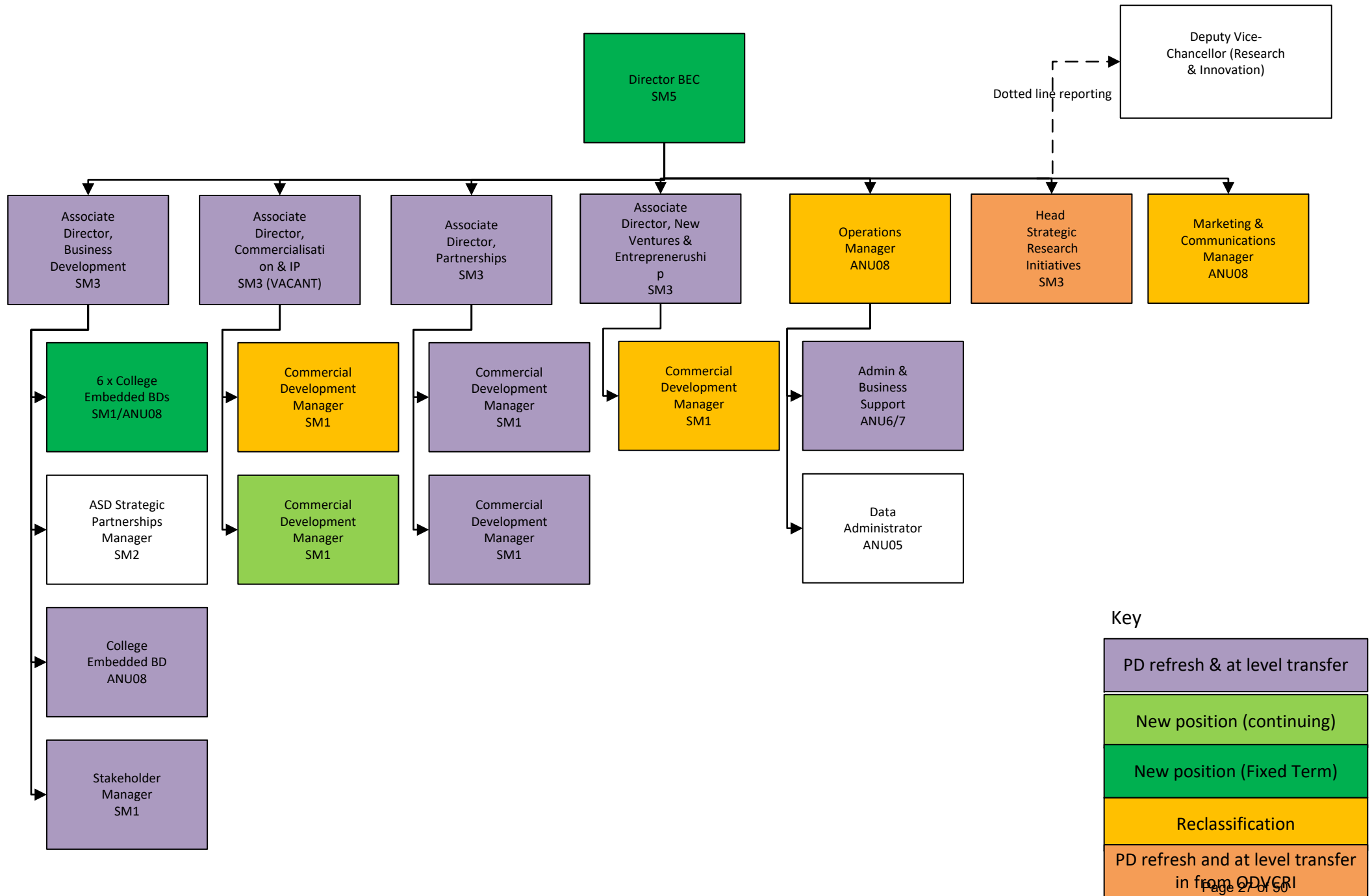
PD refresh & direct transfer to other areas within portfolio

New Area

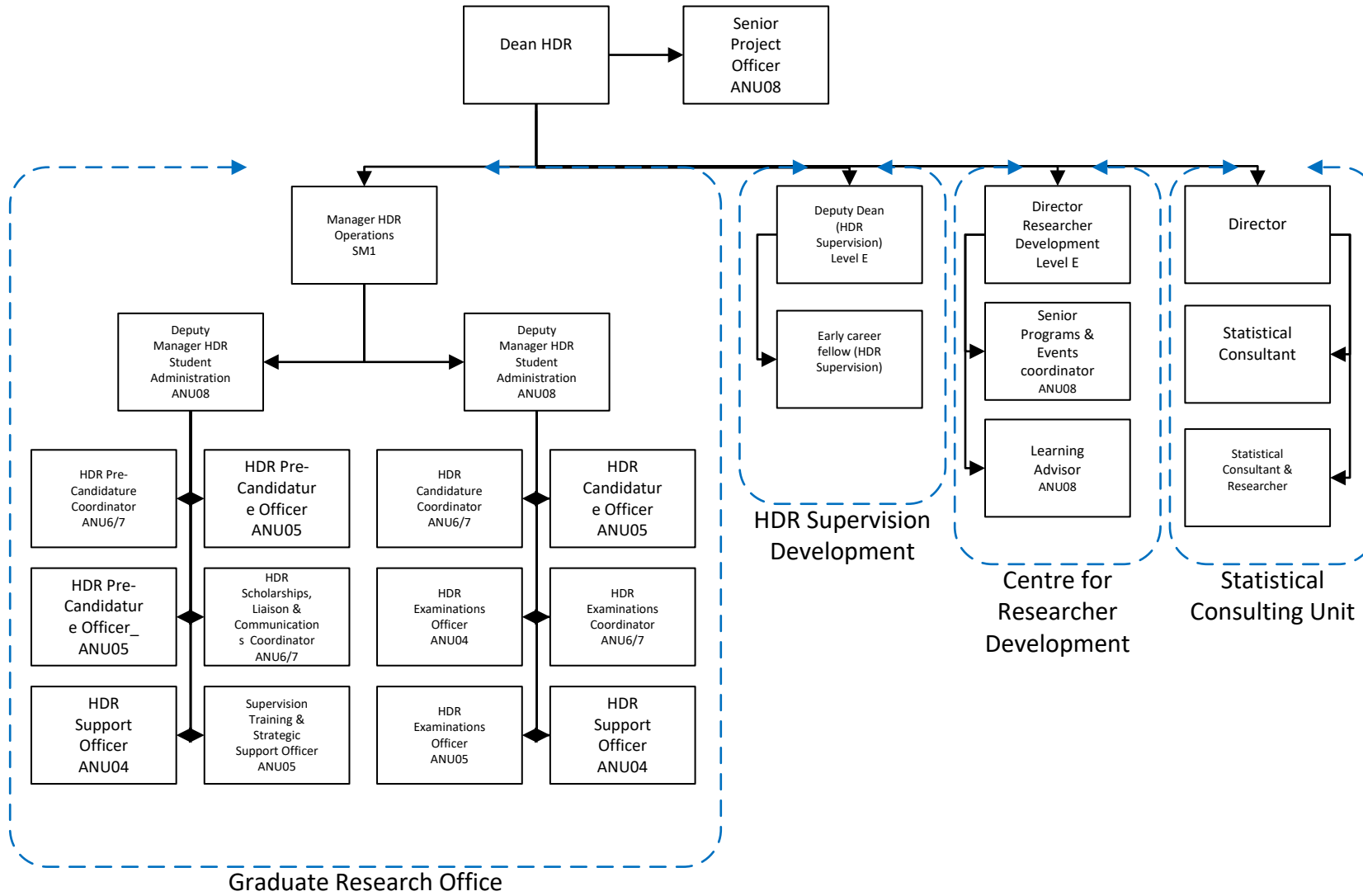
Appendix 2: Office of the Pro-Vice Chancellor (Innovation & Enterprise) – CURRENT



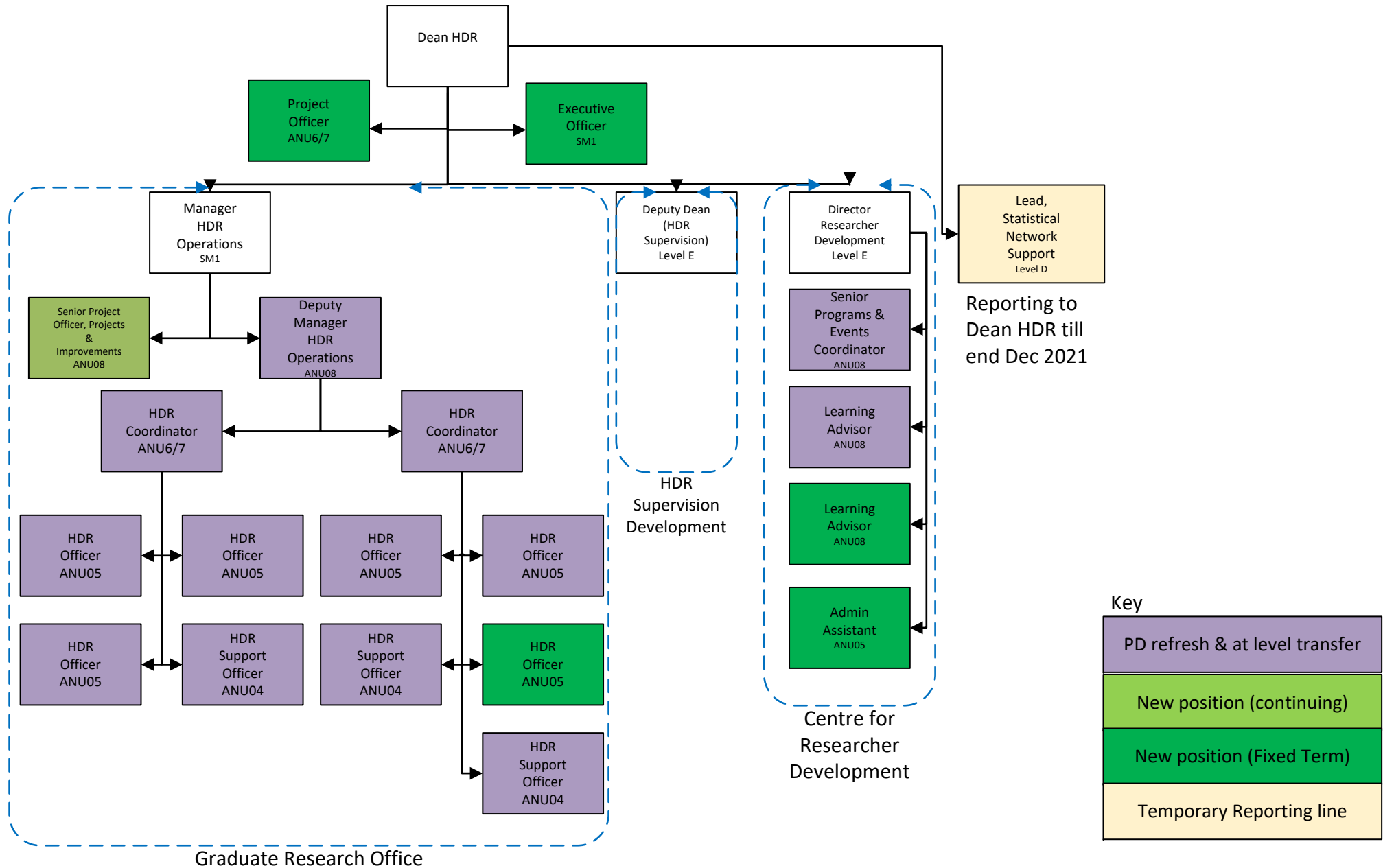
Appendix 2: Innovation@ANU, Office of Business Engagement & Commercialisation – NEW



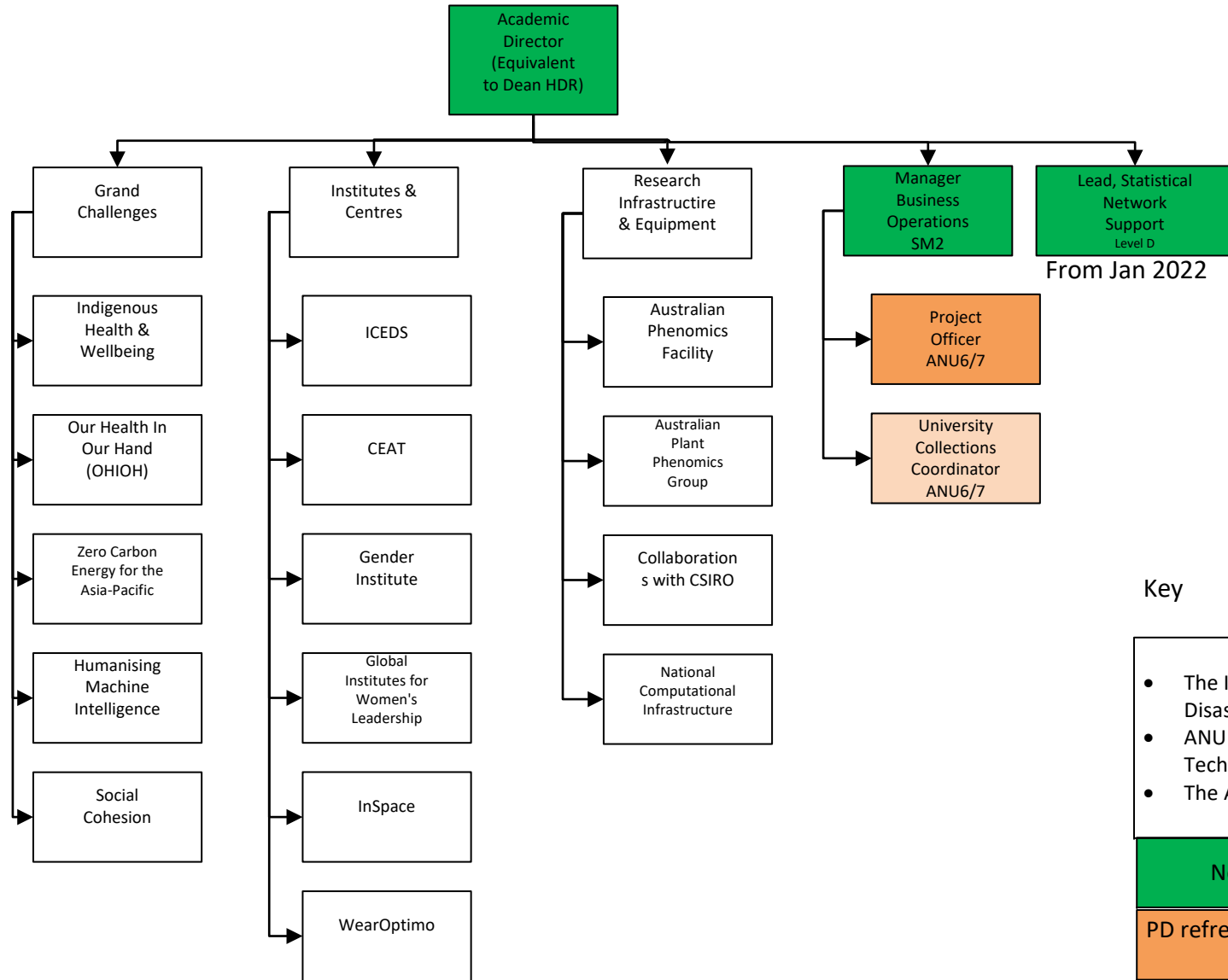
Appendix 3 - DEAN HDR - CURRENT



Appendix 3: Research Degrees@ANU NEW



Appendix 4: New - Establishment of Research Initiatives & Infrastructure@ANU



Key

- The Institute for Climate Energy & Disaster Solutions (ICEDS)
 - ANU Centre for Entrepreneurial Agri-Technology (CEAT)
 - The ANU Institute for Space (InSpace)
- | |
|---|
| New position (Fixed Term) |
| PD refresh and at level transfer in from ODVCRI |
| PD refresh and at level transfer in from F&S |



Position Description

Division:	Office of the Deputy Vice-Chancellor (Research and Innovation)
Department/Unit:	Office of the Dean HDR
Position Title:	Executive Officer to the Dean Higher Degree Research
Classification:	SM1
Position No:	TBD
Responsible to:	Dean Higher Degree Research
Number of positions that report to this role:	0
Delegation(s) Assigned:	D6

PURPOSE STATEMENT:

The Executive Officer will be responsible for providing high-value advice and support to the Dean, Higher Degree Research (HDR).

KEY ACCOUNTABILITY AREAS:

Position Dimension & Relationships:

The Executive Officer is responsible for supporting the Dean HDR, in achieving strategic and operational goals.

The Executive Officer will work closely with the Dean, HDR across the Research and Innovation Executive portfolio. The Executive Officer will also work closely with other members of the University Executive, other Executive Officers in the Office of the Vice-Chancellor, with senior staff of the university, and key groups and stakeholders external to the University.

Role Statement:

Under the broad direction of the Dean, HDR, the Executive Officer will:

- Advise and support the office of the Dean HDR, in the development, implementation and reporting of outcomes in their portfolio, including the development of policy and contributions to the University's planning processes.
- Undertake research, write reports, draft submissions and correspondence.
- Ensure the effective operation of the Office of the Dean HDR
- Provide support and coordination for managing portfolio operational and strategic budgets.
- Provide support to University committees and reference groups.
- Provide a point of liaison and coordination between the Office of the Dean, HDR, other members of the University Executive, Deans of Colleges, Heads of Administrative Divisions, key student organisations and key groups and individuals external to the University, including government agencies and private firms.
- Actively engage in on-going professional development and make a continuing contribution to administrative process improvements relevant to the portfolio.
- Carry out any other related duties as required to achieve the strategic objectives of the Office and the Research and Innovation portfolio, consistent with the classification level.
- Comply with all ANU policies and procedures, and in particular those relating to work health and safety and equal opportunity.

SELECTION CRITERIA:

1. Tertiary qualifications and relevant experience or an equivalent combination of experience and education/training.
2. Demonstrated experience in providing strategic planning advice and support to senior management.
3. Demonstrated project management experience, including seeing projects through to completion on time and on budget.
4. Demonstrated high-level organisational skills and the ability to strategically prioritise work to meet competing demands and use sound judgement in decision making.
5. Demonstrated ability to work as part of a team of people, to provide consistent, timely and high quality administrative support services.
6. Demonstrated ability to use management information systems, as well as proficiency in the Microsoft Office suite of programs.
7. Demonstrated high level of interpersonal and communication skills, both written and oral, including demonstrated ability to liaise effectively with key stakeholders and senior representatives across the University and external to the University.
8. A demonstrated understanding of challenges facing the Australian higher education sector and university operations.
9. A demonstrated high-level of understanding of equal opportunity principles and occupational health and safety and a commitment to their application in a university context.

Supervisor/Delegate Name and Position:

Professor Ann Evans, Dean, Higher Degree Research

Date:**References:**[Professional Staff Classification Descriptors](#)[Essential EEO Criteria](#)



Position Description

College/Division:	Research and Innovation
Faculty/School/Centre	Office of the Dean, Higher Degree Research
Department/Unit:	Graduate Research Office
Position Title:	Senior Project Officer, Projects and Improvement
Classification:	ANU Officer Grade 8 (Administration)
Position No:	TBC
Responsible to:	Dean, Higher Degree Research
Number of positions that report to this role:	0
Delegation(s) Assigned:	D8

PURPOSE STATEMENT

The ANU Graduate Research Office delivers central higher degree research (HDR) administration and support services from admission through to examination. The office is client focused and aims to deliver seamless, responsive, consistent, and effective services, advice and support to HDR candidates and staff through a single point of contact from enquiry and application through to graduation. The office has a key liaison function with the Colleges and Service Divisions and is part of the Office of the Dean, Higher Degree Research which provides the academic leadership, strategic direction and oversight of the University's Higher Degree Research Programs to ensure delivery of high-quality, internationally benchmarked research programs.

The Deputy Manager, HDR Projects and Developments is a key role in the office driving business improvements provides comprehensive, high level project and development support to the Manager, HDR Operations & Dean HDR on all HDR related matters. Besides managing strategic and operational projects the position-holder will innovatively lead the development of improvements across HDR administration to continuously improve the efficiency and effectiveness of processes, communications, reporting, compliance, quality assurance and systems and the overall quality and sustainability of service provision. The Deputy Manager, HDR Projects and Development works closely with the Service Divisions, Colleges, and within GRO to identify issues, implement improvements, harness technology supporting the achievement of the University's strategic goals and the academic governance of higher degree research at ANU.

KEY ACCOUNTABILITY AREAS

Position Dimension & Relationships:

The Deputy Manager, HDR Projects and Development reports to the Manager, HDR Operations and works closely with the other Deputy manager and GRO team to lead key projects and process improvement initiatives at the operational level. The Deputy Manager, HDR Projects and Development provides professional advice on all HDR student administration matters, delivering excellence in service delivery and builds professional networks across campus to support the GRO. The Deputy Manager, HDR Projects and Development works collaboratively with the Manager, HDR Operations to support key processes

Role Statement:

Under broad direction, the Deputy Manager, HDR Administration will:

- Support the provision of responsive and expert advice, services and support to students, staff and senior management on student related matters throughout the HDR value chain through improvements.
- Lead the provision of engagement, communications, training, procedures and interactive website resources for HDR students, HDR staff and other stakeholders.
- Lead and support change and development by delivering strategic advice, making policy recommendations, maintaining understanding of contemporary approaches in service improvement strategies and operations.
- Gather and develop detailed business requirements for developments including high level process maps, cases, and customer journey maps that interpret stakeholder & business needs. Analyse and translate business

requirements into application and operational requirements to ensure the best options for improvement are identified and implemented. Identify cost and resource savings and identify time and user experience impacts.

- Communicate effectively, building strong and effective working relationships and networks with key internal and external stakeholders (including candidates and supervisors), Service Divisions, Colleges, Schools, and other relevant areas of the University, including participating in working groups, committees and facilitating workshops and training.
- Analyse and prepare reports, investigate issues and provide insightful recommendations on various HDR processes and matters, to support the achievement of HDR strategic and operational objectives.
- Support the Manager HDR Operations in the development, planning and implementation of strategic and operational plans, performance measures, reporting and monitoring of data integrity for the Higher Degree Research Office.
- Implement and manage various business improvement initiatives in accordance with strategic plans and/ or aimed at improving and streamlining student services, systems and administrative processes, with a commitment to continuous improvement, sector benchmarking, collaboration, and best practice.
- Actively engage with relevant central key service divisions in the development of systems and reporting for the provision of accessible, accurate, and timely data to support strategic and operational decisions.
- Contribute to a HDR community of practice including sharing of developments, lessons learned, and best practice.
- Participate in mentoring and coaching of the GRO team, in line with the concept of multi-skilling, enabling growth of the office's in-house skill sets and delivery capacity.
- Comply with all ANU policies and procedures and Government policies, in particular those relating HDR candidates and to work health and safety and equal opportunity.
- Perform other duties as requested, consistent with the classification level of the position and in line with the principle of multi-skilling.

SELECTION CRITERIA:

1. Postgraduate qualifications or progress towards relevant postgraduate qualifications and extensive experience in student administration, project management or business analyst role in a complex student administration environment (preferably in the higher education sector) or an equivalent combination of extensive relevant experience / education/ training.
2. Demonstrated record of success in managing a number of concurrent projects with minimum supervision through to completion within time and resourcing constraints and a demonstrated ability to understand and manage complex administrative processes, service delivery goals, and reporting within a service oriented framework.
3. Strong knowledge of contemporary project management practices and proven analytical, problem-solving and decision-making skills, including experience analysing data from multiple sources, making recommendations that inform initiatives and strategies and contributing to the development of strategic and operational plans.
4. Advanced knowledge of business process development, standardisation, and improvement and redesign methods to lead/support business improvement efforts including a thorough understanding of how to interpret customer & business needs and translate them into operational requirements.
5. Demonstrated computer skills and understanding of current and emerging technical solutions. Strong skills in Excel and Visio for complex business diagrams; experience with MS Office 365 apps, programming autobots, and experience working in an agile development environment will be highly regarded.
6. High level of interpersonal and consultation skills with demonstrated effective communication skills and experience developing comprehensive written documentation and reports, including policies and procedures.
7. Proven ability to provide high-level advice, planning and reporting to support senior management with demonstrated experience in improvement initiatives, implementing and informing policies, procedures and strategic plans to improve outcomes.
8. Demonstrated experience and skills in facilitating change, mentoring and motivating a team with an ability to coach, train and mentor staff, to prioritise and monitor workloads, to provide a positive and collaborative environment and to lead teams to deliver on challenging objectives in a timely manner and on budget.
9. A demonstrated level of understanding of equal opportunity principles and occupational health and safety and a commitment to their application in a university context.

References: [General Staff Classification Descriptors](#)



College/Division:	Research Portfolio
Faculty/School/Centre:	Office of the Dean, HDR
Department/Unit:	ANU Researcher Development
Position Title:	Learning Advisor
Classification:	ANU Officer 8 (Administration stream)
Position No:	TBC
Responsible to:	Director of researcher development
Number of positions that report to this role:	NA
Delegation(s) Assigned:	NA

PURPOSE STATEMENT:

The ANU Researcher Development team designs, develops and implements strategies to support research training across all ANU Colleges and academic areas. The Learning Advisor works collaboratively with the Researcher Development team and the Director of Researcher Development to support a yearly program of events for all HDR candidates and early career researchers at ANU.

KEY ACCOUNTABILITY AREAS:

Position Dimension & Relationships:

The Learning Advisor will work as part of a small research training development and delivery team, reporting to the Director of Research Training. The Learning Advisor will collaborate with team members, HDR candidates and other stakeholders both within and outside the University to support the yearly program of events for all HDR candidates at ANU.

The Learning Advisor will support HDR candidates in their learning journey at ANU, specifically with respect to their employability skills. They will help the ANU researcher development team design, plan and run a broad program of events and workshops about research communication and leadership, in consultation with colleagues and stakeholders throughout the university. The Learning Advisor will be responsible for teaching into and evaluating a program of events and workshops aimed at helping HDR candidates' engage with industry and become more employable outside academia as well as within.

Role Statement:

Under broad direction, the Learning Advisor will:

1. Develop and deliver high quality learning experiences for HDR candidates at ANU, with a special emphasis on facilitating candidates develop their research communication and industry engagement skills. This role will assist HDR candidates and early career researchers to better engage with industry and a broad range of stakeholders inside and outside academia.
2. Plan, develop and lead the end-to-end event running for our research communication and industry engagement workshop program, including oversight of all operational and logistical aspects around advertising workshop opportunities, communicating with candidates, delivery of the events/opportunities and evaluation activities.
3. Be the team expert on research communications; designing and delivering workshops that help people increase their research impact and reach. These workshops would include (but not be limited to) presenting research to expert audiences, preparing and delivering pitches for research funding and engaging non-expert members of the public in research.
4. Collect and analyse feedback on events and workshops and assist in developing meaningful evaluation reports that provide strategic advice to shape future educational activities.

5. Take responsibility for the developmental aspects of our HDR competitions program, including providing training and individual coaching for participants in, for example, the 3MT competition. Liaise and collaborate with internal stakeholders to host large events engaging the public with HDR research at ANU.
6. Perform other duties as directed, consistent with the classification level of the position and in line with the principle of multi-tasking.
7. Comply with all ANU policies and procedures, and in particular those relating to work health and safety and equal opportunity

SELECTION CRITERIA:

1. Deep knowledge of how research is designed, funded and carried out in university settings is crucial and experience with communicating research/teaching communications outside of academic environments is highly desirable. Therefore, a PhD and/or extensive relative experience in teaching/facilitating at post-graduate level will be an advantage.
2. Proven experience in workshop design and event running, including planning, delivery and evaluation. Proven ability to produce and deliver high quality, targeted learning materials. Proven ability to provide effective one on one coaching is desirable, but not essential.
3. High level of interpersonal and negotiation skills to engage and influence a range of stakeholders inside and outside a university context. The ability to co-ordinate individual work and meet deadlines while building positive working relationships with others. Ability to handle personal information with discretion and sensitivity.
4. Demonstrated ability to create engaging classroom experiences. Ability to deal with an inter-disciplinary classroom, specifically to be able to adapt teaching to the needs of HDR candidates of all ages and disciplinary backgrounds, including the humanities, science, law, business and arts and design.
5. Highly developed communication skills, both written and verbal. The ability to use a large range of online communications software and a 'can do' attitude to learning new digital tools and strategies. Facility with social media and knowledge of how to leverage these tools for impact is highly desirable.
6. A demonstrated high-level of understanding of equal opportunity principles and occupational health and safety and a commitment to their application in a university context.

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

References:

[General Staff Classification Descriptors](#)

[Academic Minimum Standards](#)



Position Description

College/Division:	Research and Innovation Portfolio
Department/Unit:	Office of the Dean, HDR
Position Title:	Project Officer
Classification:	ANU Officer Grade 6/7 (Administration)
Position No:	TBC
Responsible to:	Dean, HDR
Delegation(s) assigned:	Nil

The Project Officer performs a critical role supporting the project management, administration and communication activities associated with projects initiated or prioritised by the Office of the Dean, HDR. The Project Officer works closely with the Executive Officer, (Dean, HDR) to support the team's work in proactively progressing the Dean, HDR's Strategic Priorities.

KEY ACCOUNTABILITY AREAS

Position Dimension & Relationships:

The Project Officer supports the delivery of strategic and operational projects within Research Degrees @ ANU. The position also provides assistance to the Dean, HDR with ad hoc projects and initiatives to assist with daily strategic priorities within Research Degrees @ ANU. The Project Officer will work collaboratively across Research Degrees @ ANU and with other stakeholders, particular within the offices of the members of the Senior Management Group, to contribute to the efficient and effective delivery of the strategic priorities.

Role Statement:

Under the general direction the Project Officer will:

1. Provide high level support to projects during various project phases from inception through to completion by applying the relevant project management methodology taking into account the operational context.
2. Contribute to Research Degrees @ ANU project work, including planning and prioritising tasks, coordinating strategic projects and assisting with operational projects aimed at mapping and improving processes, and liaising with stakeholders to ensure appropriate consultation is conducted and envisaged outcomes are achieved timely and on budget.
3. Assist in the development and delivery of key project management artefacts such as project plans, risk and issue registers, stakeholder engagement, communication plans, business process and resource management plans.
4. Take on day-to-day strategic activities on behalf of the Dean HDR and Executive Officer, HDR as agreed and where additional capacity is required.
5. Undertake research, prepare reports, identify risks and issues to be addressed, and coordinate correspondence relating to Research Degrees @ ANU strategic projects

6. Comply with all ANU policies and procedures, in particular those relating to work health and safety and equal opportunity.
7. Carry out other related duties consistent with the classification level of the position.

SELECTION CRITERIA

1. Degree in a relevant field with demonstrated relevant experience in a project officer role in a complex environment or an equivalent combination of relevant experience and education/ training.
2. Demonstrated high level interpersonal and communication skills, both written and oral, with experience producing business correspondence, reports and meeting papers and an ability to liaise effectively with stakeholders in a culturally diverse environment.
3. Demonstrated analytical and problem-solving skills, with a proven ability to collect and analyse data and to make recommendations on alternative solutions to senior management.
4. Proven organisational skills and ability to prioritise own workload and to work effectively both independently and as part of a team, meeting deadlines and delivering high quality outcomes.
5. Highly developed computer skills, including proficiency using the MsOffice suite and experience with online data management platforms.
6. A demonstrated understanding of equal opportunity principles and policies and a commitment to their application in a University context.

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

References: [Professional Staff Classification Descriptors](#)



College/Division:	Office of the Vice-Chancellor
Faculty/School/Centre:	Office of the Dean HDR
Department/Unit:	ANU Researcher Development
Position Title:	Administrative Assistant
Classification:	ANU Officer Grade 5 (Administration)
Position No:	
Responsible to:	Director of Researcher Development
Number of positions that report to this role:	none
Delegation(s) Assigned:	none

PURPOSE STATEMENT:

The ANU Researcher Development team develops and implements strategies to support Higher Degree Research (HDR) candidates and early career researchers across ANU and reports to the Dean HDR. The Administrative Assistant will have responsibility for supporting the day-to-day administrative and educational work of the unit. The administrative assistant will be able to support the extensive stakeholder engagement activities of the Director and senior members of the team and ensure that all the information needed to underpin the work of the unit is collected and coordinated appropriately.

KEY ACCOUNTABILITY AREAS:

Position Dimension & Relationships:

The Administrative Assistant will support the work of the whole ~~ANU~~ ANU Researcher Development team and will liaise closely with other units under the direction of the Dean HDR, in particular the Statistics Consulting Unit (SCU) and the Graduate Research Office (GRO). The Administrative Assistant will liaise with HDR candidates, research supervisors and other academic stakeholders both within and outside the University.

Role Statement:

Under general direction, the Administrative Assistant will:

- Be a friendly first point of contact for HDR candidates interacting with the ANU Researcher Development team, directing inquires to other areas of ANU as appropriate via telephone and email.
- Provide administrative support for the over 150 events and workshops the team runs each year. Specifically: set up event sign up forms in Qualtrics, answer general inquiries via email, collate attendance data after events.
- Manage data and documents from all the RD activities accurately and consistently, following up with participants and stakeholders where relevant with the aim of helping the team use the data for strategic purposes.
- Support the RD Director with diary management.
- Assist in the preparation and distribution of a range of communications with key stakeholders, including HDR candidates and supervisors, including the monthly 'HDR Update' newsletter.
- Implement changes to the ANU website, under direction from other team members.
- Comply with all ANU policies and procedures, and in particular those relating to work health and safety and equal opportunity.
- Perform other duties as directed, consistent with the classification level of the position and in line with the principle of multi-skilling.

[See the classification descriptors for general staff¹ and minimum standards for academic staff²](#)

¹[Schedule 5 - General staff classification descriptors - Human Resources - ANU](#)

SELECTION CRITERIA

1. Demonstrated relevant experience in an administrative role in a university or public service environment, or a combination of relevant experience and training. Previous experience in working in a small research-oriented team desired, but not essential.
2. Demonstrated customer service skills with an ability to liaise effectively with a range of stakeholders in a culturally diverse environment, including the ability to communicate effectively, both verbally and in writing.
3. Ability to meet and maintain high service standards, handle personal data ethically and exercise appropriate levels of sensitivity and discretion when interacting with others.
4. Highly skilled with common enterprise software including Office 365 - Microsoft Word, Outlook, Powerpoint, Excel. Familiarity with web content management systems and survey software will be an added advantage.
5. Demonstrated organisational skills including the ability to prioritise work and manage competing priorities while maintaining a high level of attention to detail.
6. A demonstrated understanding of equal opportunity principles and policies and a commitment to their application in a University context.

References: [Professional Staff Classification Descriptors](#)

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

References:

[General Staff Classification Descriptors](#)

[Academic Minimum Standards](#)



Position Description

College/Division:	Research and Innovation
Faculty/School/Centre	Research Degrees@ANU
Department/Unit:	Graduate Research Office
Position Title:	HDR Officer
Classification:	ANU05
Position No:	
Responsible to:	HDR Coordinator
Number of positions that report to this role:	NA
Delegation(s) Assigned:	NA

PURPOSE STATEMENT

The ANU Graduate Research Office delivers central higher degree research (HDR) administration and support services from recruitment through to examination. The office is client focused and aims to deliver seamless, responsive, consistent, and effective services, advice and support to HDR candidates and staff through a single point of contact from enquiry and application through to graduation. The office has a key liaison function with the Colleges and Service Divisions and is part of the Office of the Dean, Higher Degree Research which provides the academic leadership, strategic direction and oversight of the University's Higher Degree Research Programs to ensure delivery of high-quality, internationally benchmarked research programs.

Under the general direction of the HDR Coordinators, the HDR Officer is responsible for providing efficient and effective administration on matters relating to all aspects of HDR student administration in a student centric environment.

KEY ACCOUNTABILITY AREAS

Position Dimension & Relationships:

The position is part of the Graduate Research Office, within the broader Office of the Dean HDR (ODHDR). Under the routine supervision of the HDR Coordinators and Deputy Managers the successful candidate will work in the Graduate Research Office administering high volume and often complex processes across the HDR lifecycle from Admissions to Examinations as well as contributing to projects, continuous improvement and other development initiatives, ensuring candidates receive an outstanding level of service and a positive student experience and staff receive timely advice and service.

The HDR Officer builds and maintains effective working relationships with internal and external stakeholders to support the efficient and effective delivery of high quality services that deliver practical and supportive outcomes for HDR students, staff, and other stakeholders. The HDR Officer is responsible for the provision of day-to-day administrative support for student lifecycle activities, ensuring data accuracy and integrity, and timely escalation of more complex issues to relevant team members.

Role Statement:

1. Provide accurate and timely processing of applications and transactions across the HDR Student lifecycle including but not limited to admission, scholarship, leave, program extension, thesis submission, HDR supervision registration, and examinations escalating enquiries when needed and ensuring compliance with University policies and procedures. The successful candidate will be expected to meet pre-determined turnaround times and targets and provide inputs to support ongoing reporting.
2. Provide accurate information and advice on a range of government and university legislation, policies and procedures to current and potential students and staff across the HDR lifecycle in a timely and professional manner.

3. Provide high-quality and accurate administrative support, output documents, statistical data, and records relating to HDR candidates including drafting standard letters, reporting and maintaining student records.
4. Liaise with relevant Service Divisions, HDR Candidates and Colleges regarding issues, investigating and problem-solving whilst actively and continuously contributing to improving processes from identified issues.
5. Foster strong relationships with stakeholders and peers in the Research and Innovation Portfolio, relevant Service Divisions and ANU Colleges.
6. Monitor applications and enquiries, following up with prospective and current candidates and stakeholders as required, appropriately escalating any issues with appropriate team members.
7. Actively contribute to the ongoing improvement of HDR services, processes and projects; and develop, implement and maintain manuals, processes, procedures and training documentation, as it relates to the position.
8. Ensure candidates and stakeholders receive an outstanding level of service and a positive experience
9. Actively contribute to a positive and professional work environment that fosters collaboration, empathy, teamwork, high achievement, and continuous improvement.
10. Provide quality administrative support to senior members of staff within the GRO and Office of the Dean HDR including event management, web updating and development, and workshop/training/meeting support.
11. Comply with all ANU policies and procedures and in particular those relating to work health and safety and equal opportunity.
12. Perform other duties as directed, consistent with the classification level of the position and in line with the principle of multi-skilling.

SELECTION CRITERIA:

1. Degree or Year 12 and relevant work experience in an administrative role and /or relevant education and training. Student Administration experience in a Tertiary Institution or experience in a high volume position requiring high attention to detail and accuracy in a complex environment will be highly regarded.
2. Sound knowledge of administrative practices, including the ability to interpret and apply policies, procedures and legislative requirements and to clearly and concisely provide accurate advice to stakeholders.
3. Excellent interpersonal and communication skills (both written and oral), including the ability to consult and liaise effectively with colleagues, supervisors and key internal and external stakeholders. Demonstrated commitment to high quality, flexible, and responsive customer service dealing efficiently and tactfully with sensitive and confidential matters.
4. Strong numerical, analytical and problem solving skills, in particular those relating to financial matters and proficiency using the Ms Office suite, particularly Excel, and online data management systems. Demonstrated experience using a large enterprise system including the ability to generate reports, analyse and provide data. Experience with web content development, formatting and the ability to edit and utilise HTML. The ability to manage learning management system sites, learn new systems, video editing, and MS VISIO business process mapping, would be highly regarded. Experience utilising the ANU Student Administrative System, HR and Finance system will also be highly regarded.
5. Proven organisational skills and attention to detail, with a demonstrated ability to prioritise own workload and to work effectively and flexibly both independently and as part of a team, meeting competing deadlines and delivering high quality outcomes.
6. The ability to service a committee or meetings, drafting agenda's, taking minutes and managing action items.
7. Demonstrated ability to learn new processes, actively contribute to process improvements, and develop expertise across a large range of processes. The ability to mentor, train, and support other staff members will be highly regarded.
8. A demonstrated general knowledge and understanding of the University's equal opportunity principles and policies and a commitment to their application in the workplace.

*An ability and willingness to take recreation leave in periods which do not conflict with major deadlines of the office and take into consideration the needs of colleagues equitably.

Delegate Signature:		Date:	
Printed Name:		Position:	

References: [General Staff Classification Descriptors](#)



Position Description

College/Division:	Research and Innovation
Faculty/School/Centre:	Office of the Deputy Vice-Chancellor (Research & Innovation)
Department/Unit:	Office of Business Engagement and Commercialisation
Position Title:	Director, Office of Business Engagement and Commercialisation
Classification:	Senior Manager 5
Position No:	TBC
Responsible to:	Deputy Vice-Chancellor (Research & Innovation)
Number of positions that report to this role:	5
Delegation(s) Assigned:	D3

PURPOSE STATEMENT:

The Research and Innovation Portfolio provides leadership of strategic initiatives to build growth in research and education outcomes through strategic partnerships with industry, government and not-for-profit organisations.

The Office of Business Engagement and Commercialisation (BEC) leads the growth and diversification of revenue to support the strategic goals of the University, including growing research funding from diverse sources and increasing collaboration with business, industry and other organisations

The Director, Office of Business Engagement and Commercialisation (BEC), is a key member of the Research and Innovation Portfolio. The Director, BEC provides expert input into University strategy for building growth in research and education outcomes by maximizing the impact of ANU research through knowledge exchange and commercialisation by developing strategic partnerships with business, industry and government organisations to achieve social and economic good. Leading the BEC, the Director is responsible for the development, operationalisation and implementation of the strategy for BEC in a structured and targeted way that aligns with the University's strategic aims and core activities of research and education, and affirms the University as a world leader in these areas.

KEY ACCOUNTABILITY AREAS:

Position Dimension & Relationships:

Under the broad direction of the Deputy Vice-Chancellor (Research & Innovation), the Director, BEC will be responsible for the strategic and operational management of opportunities and relationships that facilitate the University's broader engagement with external business, industry, research and government organisations. This will involve engaging new opportunities of interest to the University as well as drawing on and refining current activities and will form a single entity, which will provide continuity of relationship management as opportunities are progressed through the University.

The Director, BEC, will work closely and collegially with the University Executive; College Deans and Directors; and senior academics across the University. They will establish a network of influence among academic and professional staff across the University and with current and potential business, industry, government partners and policy agencies. They will be an active and inspirational leader for the office of BEC with a focus on high performance and will be an authoritative strategist and source of advice to the University.

Role Statement:

1. Conceptualise, develop, promote, implement and review University-wide strategy to effectively engage and partner with business/industry/government organisations of key institutional importance to achieve strategic objectives, goals and outcomes in consultation with the internal and external stakeholders.
2. Provide high-level intelligence and expert counsel to the University Executive, Senior Management Group and other senior academic and professional staff on matters relating to business engagement, partnership and research funding opportunities, including identifying and monitoring emerging opportunities and risks for the University.

3. Raise the profile of the ANU as an educational and research leader, in the business and government sectors, through identification, assessment and development of new commercial opportunities and partnerships that use, expand and develop capabilities and facilities of the ANU.
4. Develop, promote, implement and review a framework that allows for new and ongoing innovation projects and commercial opportunities and partnerships to be managed and assessed with consideration of impact, potential value and risk/benefit in line with strategic goals, financial viability and resource requirements.
5. Provide effective leadership and management to the Office of BEC, managing the human and financial resources of the team to a high degree of efficiency, and ensuring that operational and strategic objectives are achieved.
6. Successfully lead and execute major projects and strategic initiatives within the Research and Innovation portfolio, in line with the 2025 goals of the Deputy Vice Chancellor (Research & Innovation).
7. Implement effective communication and engagement strategies within ANU to raise awareness and support the development of a greater awareness, understanding and focus on entrepreneurship, external funding and partnership outcomes, opportunities and considerations across the University community.
8. Comply with all ANU policies and procedures, in particular those relating to work health and safety and equal opportunity.

SELECTION CRITERIA:

1. Post Graduate qualifications and demonstrated relevant extensive experience in a complex environment or an equivalent combination of extensive relevant experience and education/training.
2. Significant experience conceptualizing, promoting and implementing strategy and policy at senior levels in higher education or comparable complex environment, coupled with the proven ability to provide high-level strategic advice to Executive-level management.
3. Demonstrated extensive experience in the identification, development and management of strategic and collaborative business relationships and partnerships, including leadership in the development and financial management of commercialization, with direct experience in fundraising from investor, business and/or government sources.
4. Demonstrated high-level written and oral communication and interpersonal skills, including the ability to communicate clearly, consult, negotiate and liaise with senior and executive managers, and internal and external stakeholders and partners.
5. Extensive senior management experience, including leadership, human resource planning, budgets, performance management, team building and work scheduling.
6. Proven ability to effectively project manage both small and major projects of strategic significance.
7. A demonstrated high level achievement in relation to incorporation of equal opportunity principles into strategic planning and the capacity to accept devolved responsibility for achievement of equity and diversity strategies.

Delegate Name:		Date:	
Delegate Position			

References:

[Professional Staff Classification Descriptors](#)

[Academic Minimum Standards](#)



Position Description

College/Division:	Research and Innovation Portfolio
Faculty/School/Centre:	Office of Business Engagement & Commercialisation
Department/Unit:	N/A
Position Title:	Business Development Manager
Classification:	Senior Manager 1 (Specialist)
Position No:	TBC
Responsible to:	Associate Director, Office of Business Engagement & Commercialisation
Number of positions that report to this role:	Nil
Delegation(s) Assigned:	D6

PURPOSE STATEMENT:

The Research and Innovation Portfolio provides leadership and oversight of the University's research strategies to deliver high quality research outcomes and impact, including through commercialisation, and industry and business engagement. The Office of Business Engagement & Commercialisation (BEC) is responsible for partnering with ANU researchers, professional staff and external stakeholders to help create impact and drive growth through commercial and end-user engagement. The Business Development Manager will support the delivery of University funding diversification, industry and external partnership engagement goals through business opportunity development and delivery activities aligned to needs of the University's Colleges and Research and Innovation targets more broadly.

KEY ACCOUNTABILITY AREAS:

Position Dimension & Relationships:

The Business Development Manager will report to the Associate Director, Office of Business Engagement & Commercialisation (BEC) with key responsiveness to the College Dean or nominee. The position holder will need to maintain close working relationships with College academic leaders and staff, as well as relevant professional staff within the College and across the University, including the BEC team more broadly and ANU Enterprise. They will be expected to cultivate relationships with external partners, industry, government and the wider community in collaboration with internal stakeholders as appropriate to College strategic priorities. The Business Development Manager will play a leading role as an intermediary between academic and external partners to assist in the formation of effective collaborations supporting College strategic priorities. The position will serve as a key liaison between the College and BEC.

Role Statement:

Under the broad direction of the Associate Director, BEC and in direct collaboration with College staff, the Business Development Manager will establish, manage, deliver and report on a pipeline of research business development opportunities within the assigned College. In particular the role will develop and implement business development plans with strategies, tactics and actions to cultivate industry and government relationships that support College funding and make an impact targets and priorities:

- identify and create new research business development opportunities that use, expand and develop research and academic capabilities of the College;
- evaluate research and academic capability for commercial, funding or broader partnership potential, and lead the planning and implementation of partnership and project funding strategies;

- lead engagement with external partners to market ANU project opportunities, play a leadership role in developing potential business, government or industry partners;
- identify funding sources and manage development of funding or partnership proposals through to deal closure including sponsored research contracts, tenders and consultancies, in collaboration with University staff including research and contract management, ANU Enterprise and BEC;
- manage stakeholder expectations associated with each project transaction or partner relationship to achieve desired outcomes while recognising and evaluating risk to the College and University;
- establish and maintain a strong network with national and international industry, government and funding organisations in sectors related to role, for the purpose of pipeline development and delivery;
- develop close working relationships across ANU and implement effective engagement and reporting strategies to raise awareness, capture impact and communicate results of academia-industry/government partnerships to internal and external stakeholders; and
- comply with all ANU policies and procedures, and in particular those relating to work health and safety and equal opportunity.

Please note that this role will be co-located with College staff and may require the occupant to travel domestically and internationally.

SELECTION CRITERIA:

1. Relevant postgraduate qualifications AND/OR extensive experience in research management, commercialisation, or business development planning and implementation, specifically as it relates to research and its translation to a business context.
2. Proven experience in working in large organisations, particularly in the development, implementation and management of innovative business solutions to achieve organisational objectives.
3. Demonstrably excellent communication and interpersonal skills including the ability to consult, act as an effective liaison and negotiate to deliver mutually agreed outcomes.
4. Proven ability to develop and maintain strategic relationships with internal and external stakeholders that enable collaborative partnerships both within and external to the University.
5. Demonstrated high level organisational, analytical, problem-solving and decision-making skills, ability to strategically prioritise work to meet competing demands and experience providing strategic advice to support senior management.
6. Demonstrated high level of written and oral communication skills to achieve goals, including the ability to present, persuade and influence diverse audiences, prepare executive reports and briefs.
7. Experience maintaining management information systems, and in retrieving and analysing data from multiple sources for the purpose of planning for and assessing the impact of initiatives.
8. A demonstrated high-level of understanding of equal opportunity principles and occupational health and safety and a commitment to their application in a university context.

Supervisor/Delegate Name:

Date:

References:

[Professional Staff Classification Descriptors](#)

[Academic Minimum Standards](#)



Position Description

College/Division:	Office of the Deputy Vice-Chancellor Research and Innovation
Position Title:	Director Research Initiatives and Infrastructure
Classification:	Executive
Position No:	TBC
Responsible to:	Deputy Vice-Chancellor Research and Innovation
Number of positions that report to this role:	TBC
Delegation(s) Assigned:	TBC

PURPOSE STATEMENT:

Under the broad direction of the Deputy Vice-Chancellor (Research and Innovation), the Director, Research Initiatives and Infrastructure provides will provide transformational leadership in achieving the University's strategic goals relating to Research Infrastructure and major internal research collaborations supported by University Strategic Research Funds.

KEY ACCOUNTABILITY AREAS:

Position Dimension & Relationships:

Reporting to the Deputy Vice-Chancellor (Research and Innovation), the Director, Research Initiatives & Infrastructure is a senior member of the research and innovation team and a member of the University's Senior Management Group.

The Director will lead the development, implementation and operationalisation of the University strategy for major internal collaborations and research infrastructure across the ANU.

The role is responsible for operationalisation and implementation of these strategies, encompassing major initiatives and partnerships for research, impact, engagement and profile. The Director will work with College Deans and Heads of School to develop and implement effective operation and financial sustainability of the University's extensive range of major research infrastructure and sourcing external funding to support large scale procurement and major collaborations. The Director will lead the University's involvement in Commonwealth Programmes including NCRIS. The role requires co-operative and constructive relationships with the University and College Executives, key University committees, senior academic and professional staff across the University, and with a wide-range of external stakeholders to ensure that high-quality strategic initiatives are developed and successfully implemented.

Role Statement:

Key accountabilities and responsibilities include, but are not limited to:

- Leading and managing the development, implementation and communication of structures to support inter-disciplinary research and infrastructure across the ANU including new, world-class activities
- In collaboration with other members of the Executive, College Heads, Associate Deans Coordinating investment to support the University's inter-disciplinary research and infrastructure aspirations.
- Leading innovative approaches to deliver efficiencies and effectiveness in University wide consultation with the ANU community
- Advising and liaising with the Deputy Vice-Chancellor (Research & Innovation) on plans for developing and managing the strategy, taking account of funding opportunities and technology changes.
- Establish and run effective governance and management processes to deliver accountability and outcomes
- In consultation with College Deans and heads of School implement models to deliver financially sustainable research infrastructure, including monitoring and review of performance, identifying avenues for improvement and maintenance, and planning for future research infrastructure requirements.
- Build, foster and maintain strategic partnerships and collaborations, internally, locally, nationally and internationally, to promote ANU research infrastructure and research strengths and capabilities including representing ANU on relevant NCRIS and other Boards.
- Lead the development and delivery of policy related to the R&I Portfolio Strategy, and ensure that the University is proactive in influencing and contributing to government, national and international agendas.

- Support the Deputy Vice-Chancellor on the development and implementation of University Strategic Research investments
- Develop and deliver an external funding strategy including supporting ANU LIEF applications.
- Undertake other initiatives and responsibilities, as assigned by the Vice-Chancellor and Deputy Vice-Chancellor (Research & Innovation).
- Comply with all ANU policies and procedures, and in particular to those relating to work health and safety and equal opportunity.

Selection Criteria

- A distinguished record of research and scholarship together with a high quality scholarly reputation in a discipline relevant to the position. Or Hold a relevant doctoral qualification or equivalent accreditation, with a distinguished record of research and scholarship together with a high quality scholarly reputation in a discipline relevant to the position.
- Demonstrated experience and expertise in management and leadership of significant research infrastructure and/or initiatives, including a personal record of success in attaining funding.
- Demonstrated track record in supporting inter-disciplinary research and/or research infrastructure
- Demonstrated leadership and management skills, including capacity to develop and implement strategic plans; capacity to initiate, influence, and implement change in a complex environment; guide and improve staff performance; track record in prudent financial management; and proven project management, planning and organisational skills
- Exceptional facilitation and interpersonal skills with the ability to build strong relationships and support for initiatives, working collegially to deliver strategic research objectives.
- Outstanding skills in building and managing internal and external relationships to promote the University and enhance its reputation.
- Extensive understanding of the innovation environment, research development and capacity to deliver significant reform including business improvement and cultural changes.
- Demonstrated achievement in fostering an inclusive culture and incorporation of Equal Opportunity principles into strategic planning, and the capacity to accept devolved responsibility for achievement of equity and diversity strategies.

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

References:
General Staff Classification Descriptors
Academic Minimum Standards



Position Description

College/Division:	Office of the Deputy Vice-Chancellor Research and Innovation
Faculty/School/Centre:	Research Initiatives and Infrastructure
Department/Unit:	Research Initiatives and Infrastructure @ ANU (RII@ANU)
Position Title:	Operations and Business Manager
Classification:	Senior Manager 2
Position No:	TBD
Responsible to:	Director Research Initiatives and Infrastructure
Number of positions that report to this role:	TBC
Delegation(s) Assigned:	TBC

PURPOSE STATEMENT:

The Operations and Business Manager of Research Initiatives and Infrastructure @ ANU (RII@ANU) is responsible for overseeing the strategic management of the deliverables for major internal collaborations and research infrastructure across the University in alignment with strategic objectives of DVCRI..

The Manager is accountable for the overall administration of RII@ANU, the attraction and retention of external funding and investment, managing RII@ANU's financial commitments, and monitoring program performance against contractual commitments and key performance indicators.

Position Dimension & Relationships:

The position reports to the Director Research Initiatives and Infrastructure and provides strategic advice to the Director, as well as governance advice and board level support to the various governance bodies.

The position engages with and provides high-level advice to the University Executive, stakeholders within Schools and Colleges, industry, commercial and government partners, both nationally and internationally. The role requires co-operative and constructive relationships with the University and College Executives, key University committees, senior academic and professional staff across the University, and with a wide-range of external stakeholders to ensure that high-quality strategic initiatives are successfully operationalised.

Role Statement:

Under broad direction, the Operations and Business Manager will,

- Lead the management and administration of RII@ANU
- Oversee the day-to-day management of a team through the Director RII@ANU, ensuring best-practice operations and high-quality outputs are delivered on time and within budget.
- Provide high-level strategic advice on existing and prospective opportunities that advance the strategic goals of RII@ANU and the University more broadly, in regards to profile and revenue building opportunities and engagement with organisations involved research infrastructure and translation activities.
- Oversee program development and revenue growth and develop revenue initiatives for entities under RII@ANU
- Manage the performance of funded programs and drive business development, program delivery and financial sustainability, while driving a culture of collaboration and inclusivity.

- Lead the development and implementation of a business plan, to promote RII@ANU research, engagement and outreach activities.
- Provide effective leadership, management and engagement with teams across University, ensuring that all objectives and deadlines are met.
- Develop strategic partnership programs and relationships with key industry and government partners.
- Coordinating the budget, resources allocation and planning processes to ensure the optimal use of resources to achieve agreed objectives.
- Provision of effective supervision of program staff and project management, ensuring objectives and deadlines are met, and supporting career development to build a high performing team.
- Negotiate and manage commercial contracts, and prepare a range of written materials including business cases, reports and other corporate documentation.
- Comply with all ANU policies and procedures, and in particular those relating to Work, Health and Safety and Equal Opportunity.

SELECTION CRITERIA:

1. Postgraduate qualifications relevant experience and demonstrated experience in high-level leadership and management positions, preferably in a public policy environment; or an equivalent combination of experience and training.
2. Demonstrated high level of achievement at a senior level in a complex organisation, particularly in the development and implementation of innovative strategies for start-up initiatives.
3. Demonstrated ability to build, lead and manage effective teams to provide consistent and continuously improving operational practices and timely delivery of quality services to multiple stakeholders.
4. Highly developed analytical and problem-solving skills and a demonstrated ability to use sound judgement in decision-making.
5. Excellent negotiation and influencing skills with the proven ability to build and maintain effective working relationships with internal and external stakeholders and engender a positive culture of collaboration.
6. Understanding of, and experience in, the financial and legal aspects of complex external partnerships, including review of contracts and risk frameworks for investments and engagement.
7. A demonstrated high level of understanding of equal opportunity principles and occupational health and safety and a commitment to their application in a university context.

Supervisor/Delegate Signature:		Date:	December 2019
Printed Name:	Christopher Price	Uni ID:	U1028291

References:

- [General Staff Classification Descriptors](#)
- [Academic Minimum Standards](#)