Part 1: Formal Change Process

The **Planning and Performance Measurement Division (PPM) and the Service Improvement Group (SIG)** at The Australian National University released a Change Management Proposal on 14 May 2021. The formal consultation period ran from 14 May 2021 to 28 May 2021.

This document, the Change Management Implementation Plan, reiterates the key details of the proposal, outlines the consultation and amendments incorporated from the consultation, and details the implementation schedule.

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

Background

This Implementation Plan confirms the merger of SIG and PPM, as a new Service Division of **Planning and Service Performance (PSP)**, and outlines how this merger will improve performance and delivery of service to the University, the evaluation of the University progress towards its vision and leadership of continuous improvement initiatives.

The new Division of **Planning and Service Performance** (herein referred to **PSP** or the Division) will support the University in delivering strategic objectives under coordination and leadership of its Director.

The confirmed model is driven around five key value streams of interrelated work being Service Solutions, Business Intelligence and Analytics, Planning and Reviews, Performance and Institutional Research and Solution Delivery.

The model focuses on several key principles including:
- Spread the responsibility of work, management and accountability for services more evenly across all areas and create opportunities for growth and cross-skilling of team members.
- Increase our focus on achieving widened access to and support for service solutions and business intelligence across the ANU.
- Optimise the use of our budget within the allocated Expenditure Control Framework.
- Improve data driven decision making and service improvements.
- Ensure the ongoing commitment of the division to valuable, work integrated learning opportunities for ANU students.

The Implementation Plan includes specific details and information on the confirmed changes within the new Division.

Part 2: Overview of Consultation Process

Consultation Period

The consultation period for the **Planning and Performance Measurement Division (PPM) and the Service Improvement Group (SIG)** Change Management Proposal commenced on Friday 14 May 2021 and concluded on Friday 28 May 2021.

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

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

Overview of Feedback

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

During the consultation period, a total of 47 formal submissions were received from stakeholders across the ANU community. The feedback was provided on both an individual and group basis and each submission was formally acknowledged as it was received.

All feedback was given serious and detailed consideration. There was significant support for the creation of the new Division with many relevant suggestions presented throughout the consultation period. There were also some clarifications sought regarding the resourcing, structure, and how certain elements of the proposed new arrangements would be implemented to achieve the anticipated improvement in service delivery, the possible impacts on the cadet program, and clarification required on career development for staff within the proposed Division.

There were four (4) broad themes to the feedback received during the consultation period and these included (in no particular order of priority):

Theme 1: Concerns regarding proposed operational changes

Most feedback focused on the level of resourcing for the proposed Division and work arrangements under the proposed structure. There was a range of feedback about workload, individual positions, team structure and the services offered by the two teams that have informed the clarifications and adjustments that are outlined in this Implementation Plan.

There was also a range of feedback about the future arrangements for student work (through both Cadets and Internships) under the proposed changes.

Theme 2: Implementation queries

Several queries sought clarification on the implementation timeline and practicalities of the colocation of the proposed Division. Methods for supporting communication and collaboration between the five teams within the proposed Division. There was also strong support for the current performance and culture of each of the two teams and a concern that the merging of the teams may mean a degradation in performance and staff experience.

Theme 3: Change proposal

Seven (7) responses specifically expressed support for the proposed changes and the rationale for the combination of SIG and PPM into the proposed new Division. One submission put forward an alternate proposal and proposed consolidation of system support teams within ITS. There was also some feedback about an improved process for managing and communication changes across the University in the future.

Theme 4: Personal impact

Six (6) staff requested information regarding their potential for career development and progression related to the change. Some staff sent specific requests in relation to information regarding their individual arrangements and their positions or proposed positions and responses were provided directly to those team members. These responses are not detailed within the Implementation Plan

Clarifications and adjustments

Proposed operational changes

1. *Ability to Support High Workload Periods*
   A number of concerns were raised about the capacity of a number of teams to respond to periods of higher workload or priority. Historically all teams within SIG and PPM have had a highly collegiate approach where teams have supported one another at times of high workload. This is not expected to change within the proposed Division and the addition of some resources should assist some teams to provide even more subject matter expertise. In addition, both SIG and PPM have utilised casual resources to assist when once off tasks have arisen and it is expected this will continue as and when the need arises.

2. *Requests for Additional Resources*
   A number of submissions proposed additional resources be allocated to some functions. While the overall intent behind the proposed new Division is to achieve alignment with the Service Performance Framework, any new proposed organisational arrangements must support and remain responsive to the current financial climate and budgetary constraints across the University. The proposed new

Division has sought to maximise the allocation of the existing resources across SIG and PPM to meet the needs of the University.   While perhaps desirable, no additional increase in the funding available across SIG or PPM forms part of the proposed new organisational arrangements. The Director of the new Division and Associate Directors will be required to ensure that the workload across the eams is appropriate for the resources available and the delivery of services.

Budget savings through 2021 have enabled short term funding to be secured to support an additional Business Analyst position in the Service Solutions team for a fixed term of 12 months only. There is currently no funding available to support this role on an ongoing basis.

3. *Opportunities for ANU Students to Work within the Division*
A number of submissions raised questions of the efficacy and future of the various opportunities for student employment currently offered within the new Division.

The new Division will be committed to continuing to foster opportunities for students to integrate work and work experience with their studies consistent with the current opportunities offered across SIG and PPM. These opportunities have become an integral part of the existing culture and values within SIG and PPM and have provided significant career acceleration for a wide range of ANU students.

Within the new Division all forms of student employment will report through to a subject matter expert within the new role of Manager, Capability Development. This role will manage the planning, onboarding, training and activities for all student employees. This will enable and ensure each fixed term student employed is supported with a professional development plan and strategy that assists in supporting their career aspirations, compliments their studies, and helps them develop their skills and competencies in their day to day roles.

The types of employment and work integrated learning opportunities which will continue to be available include:

- *Cadetships* – A fixed term three year development program for current ANU students. Students work full time and study part time utilising the University's study leave policies to support their academic endeavours. The program has built in yearly career progression based on performance and professional development targets. The program has been in place for 6 years, 8 graduates of the program have secured roles at 6/7 level or above within PPM or in other divisions across the University whereas others have gone on to work in other sectors, primarily financial services, higher education and consultancy.
- *SIG Internships* – A casual program that allows current ANU students to work on a variety of technology and process projects related to their field of study. The interns are recruited at the start of each academic year, trained in a variety of improvement methodologies and are able to support the core team on a variety of projects. The program has been successfully run since the establishment of SIG and many interns have gone on to transition into core roles in the SIG team, the University and the private and government sectors. The program has been successful because it allows for students to be able to vary their work hours across the semester. However, to provide greater stability and institutional recognition to the intern program these roles will be converted to annual fixed term contracts at 0.5 FTE.
- *College Internships and joint PhD Projects* – PPM has supported the work integrated learning opportunities being offered by a range of ANU colleges. Those offered by the College of Business and Economics are the most frequently used and involve PPM advertising potential projects every semester and supporting students who choose to undertake these projects for credit as part of their studies. PPM has also jointly, with their academic supervisors, supported PhD candidates who are pursuing research questions pertinent to the performance of the University.
- *Student Casual Employment* – PPM currently have a pool of existing students, mostly current PhD and Masters Candidates, who make themselves available for casual work to support bespoke analysis tasks or unexpected fluctuations in workload. This benefits students by providing them on campus work opportunities they can fit around other commitments whilst providing read world experience to enhance their resumes.

The new division remains committed to continuing to foster opportunities for students to integrate work and work experience with their studies in all the forms above. These forms of employment have become an integral part of both existing divisions culture and values and have provided significant career acceleration for a wide range of ANU students.

Within the new division all forms of student employment will report through to a subject matter expert. This change is intended to ensure every fixed term student employed is supported with a professional development plan and strategy that assists in supporting their career aspirations, compliments their studies, and helps them develop their skills and competencies in their day to day roles.

The new role of Manager, Capability Development will manage the planning, onboarding, training and activities for all student employees.

4. *Bespoke vs Ongoing Solutions*
A number of submissions referenced the issue of the tension between the efforts committed to bespoke, once off analysis, and to development of more long term ongoing solutions. This is a valid concern, but it cannot be addressed by structures. This will require collegiate communication across the management team of the new Division and will be assisted by the integration of the processes of the new Division with the University's IT governance framework.

5. *Structural location of Analysis and Design and Digital Solution Delivery*
A number of submissions reflected on both the challenges and benefits of the current approach across SIG and PPM in relation to having business analysis resources embedded within technical teams and the proposal to separate these.

Common themes arising in this feedback include:
- The value of strong collaboration between technical teams, analysts and project managers;
- The fixed number of project management and analysis resources embedded within the team inhibiting development due to being stretched across too many projects;
- Challenges in hiring suitably skilled candidates into these roles and high turnover due to skill portability within the Canberra contract market;
- Concern that technical developers may have to undertake additional workload during the project delivery phases due to a lack of analysts;
- Insufficient project management resources across both divisions; and
- Inconsistency between the capacity delivery partners to be able to provide technical resources to support data analysis and requirements capture.

The proposed structuring of analysis and technical resources will not result in a degradation of either collaboration or service levels. However, rather than being constrained only by the resources available within the technical team, the new arrangements will enable a larger pool of analyst and project resources to be available to allocate to projects and will provide greater capacity for skills development. In addition, analyst and project management resources can still be allocated for the duration of a project. This means that teams can be allocated across the life of a variety of projects allowing the staff to continue to work with the relevant project team across delivery, regardless of the architectural solution chosen or the project methodology deployed which should depend on the project and its related risks.

Formalisation and oversight of the project management and business analysis process should also assist in setting appropriate expectations of support and co-investing of resources by delivery partners. A number of key internal partners have expressed a desire to align their own structures to ensure the greatest ability to integrate with the new Division and provide systems analyst and subject matter expertise and this is welcome feedback from the proposal.

Suggestions have been made to enhance the available analyst and project resources and the following are being adopted in the new organisational arrangements and outlined in the Implementation Plan in response to these suggestions:
- Variation of the current project and internship coordinator to a project manager role;
- Creation of a new Production Support Officer role in the Digital Solutions team.

6. *Specifics of future projects especially for the Service Solutions and Solution Delivery Teams*
   There are currently 26 projects underway in the SIG. These projects will continue to be delivered until completion. Support will also continue for a range of improvement projects currently in the scoping phase across several Colleges, Portfolios and Service Divisions. A consolidated process for commencing and delivering projects will be developed by the Director and Associate Directors.

Implementation queries

7. *Integration with University IT Governance Processes*
   The University's Digital Strategy has transformed the University's IT Governance and it is imperative that the new Division integrates into these processes, as was highlighted in a number of submissions.

   The Director of PPM already sits on the Technology Investment Committee (TIC) and it is proposed this will continue with the Director of the new Division continuing to be a member of the TIC. Projects currently approved by the Technology Investment Committee being delivered in whole or part by the SIG and PPM are already integrated into the required project and program governance processes.

   The Associate Director Reporting & Analytics currently represents PPM on the University Architecture Committee and it is expected this will continue and they will continue to represent the new Division in this capacity.

   The new dotted reporting line between the Solution Delivery Team and ITS will assist in the day-to-day technical decision making and prioritisation.

   SIG and PPM currently have technical resources allocated to the University's IT Change Advisory Board. It is expected that the new Division will continue to have a resource on this board and ensure the Division's program of work and release management is appropriately governed.

   An area which will need to be developed throughout the implementation phase and establishment of the new Division is how the allocation of non-TIC approved IT project activities currently being delivered by existing resources in SIG and PPM will integrate into the University's technology prioritisation processes.

8. *Continued Collaboration and Integration with the Research Analytics Team*
   A number of submissions emphasised the need for the new Division to collaborate closely with the Research Analytics Team within the Research Services Division. This team is, and will continue to be, a key stakeholder of the new Division. They have already been incorporated as the first hub and spoke business intelligence development team and work closely with the Planning and Reviews and Performance Teams. Building on this close existing relationship will continue to be a focus for all Associate Directors in the new Division.

9. *The Future Direction of Data Governance*
   A number of submissions raised the issue of resourcing for data governance. Planning & Performance Measurement has never been resourced to perform a data governance function for the University and as a result it is not reflected in proposed new organisational arrangements. However, PPM have always supported the need for this function within the University and have, in conjunction with the University Librarian, been supporting the University's efforts to establish such processes. In its current form this is through providing support for the Data Working Party and its initiatives under the University's digital strategy. The new Division will continue to support the Data Working Party in determining the future role of data governance at the University, including any resourcing requirements, which will form part of the implementation of the University's digital strategy.

10. *Creation of new division*
    A number of submissions expressed concern that the merger between the SIG and PPM is unequal and that SIG was being subsumed by PPM. The changes confirmed in the Implementation Plan will bring existing resources together to create a new Division. All parts of SIG and PPM are equally important to the future vision for the new team and Division. As with any change and joining together of existing teams, the successful establishment of the new Division will require concerted effort by the whole team with strong focus and responsibility on the leadership team to share information and collaborate across the entire Division.

Change proposal

11. Support for planned change

Many colleagues have reached out in support of the proposed change and new organisational arrangements and are thanked for taking the time to express the benefits and opportunities they see the change can achieve. Responses from staff within PPM and SIG also indicated they were encouraged to have greater clarity about the focus of the team and the opportunities now and into the future. It is acknowledged support for the proposed changes was not universal and alternate options were suggested however, on balance, there was more support for the proposed changes than against

12. Change process

There was significant feedback about the human impact of this change. Several respondents suggested that the change process and the implementation of any changes should take care to support the mental wellbeing of staff impacted by the change. This is at the core of this change and has informed the approach to change ensuring that all of our existing, valued staff members are directly transferred into positions within the new organisational arrangement and the only roles being disestablished are roles that are currently vacant.

Personal impact

13. Opportunities for career progression

Many respondents noted that the proposed structures in the Change did not have natural career progression pathways. It is noted that there are a variety of levels within teams and not all teams have a level by level increase in positions. The University remains committed to supporting staff development and career progression. Development opportunities will continue to be identified and staff provided development opportunities including but not limited to taking on additional responsibilities, increasing experience through short term acting or temporary transfer opportunities and other targeted professional development to support career progression.

14. Physical location

A number of respondents discussed the space allocated to the new Division and some expressed a desire to work from a single work area as soon as possible, while others stated a preference stay in their current physical location. It is not practical or desirable to have a newly established Division spread across multiple locations and during the implementation of the changes, space options will be developed with the support of the Facilities and Service Division... While the eventual location for this Division is expected to be the Chancelry Precinct it is anticipated team members may have to move to an interim location on campus (or a new desk in an existing location) to support and enable colocation in the shorter term.

Part 3: Drivers for the Change

Service Improvement Group (SIG) and Planning & Performance Management (PPM)

SIG was established in 2012 to facilitate change through key strategic projects. Service Improvement projects were aimed to enhance ANU services by increasing the efficiency, service experience and effectiveness of our systems and procedures.

The SIG is currently structured in four (4) Service Delivery areas

1. **Programs and Engagement** incorporates several key functions of the Service Improvement Group (SIG), including Program Management, UniForum and University Services Feedback.

2. **Intelledox Digital Transformation Centre (IDTC)** responsible for the design, development, delivery, continuous improvement and support of enterprise-wide, fully-integrated eForm software solutions using the Infinity software platform.

3. **Project Delivery** to assist business areas to deliver high-quality service improvement projects by employing a customer-led design process.

4. **The Experience Accelerator** (EA) is the newest addition to the SIG team. It uses Human Centred Design paired with rapid experimentation techniques to validate improvement ideas.

PPM is entrusted by the data custodians who own the data, to distribute data requests only to authorised staff members, and only for authorised University use. PPM must adhere to the access protocols prescribed by the data custodians to ensure that any distribution of data is compliant with both the ANU data governance guidelines and the Australian Privacy Principles.

PPM currently has seven teams who work together to support a wide array of data needs and analyses:

1. **Evaluations Team** - responsible for the oversight, deployment and development of all ANU student surveys. The team has institutional research expertise and specific social research skills.

2. **National Institutes Grant Team** – support for all functions related to the University's internal and external allocation, reporting and governance obligations regarding the receipt of the National Institutes Grant.

3. **Reporting and Analytics Team** - develops and maintains the University's data warehouse and Insight business intelligence system. They also support the University's data governance initiatives and delivers on demand data to people requesting it from across the University.

4. **Planning and Review Team** are responsible for the University's planning framework and are the key interface with budgeting and forecasting of student numbers through their responsibility for the University's load planning processes.

5. **Prospective Student Analytics Team** was established as a temporary mechanism to support the data architecture and delivery required to support two large programs of work, the Future Student CRM and the Admissions Reform process.

6. **Performance Team** is responsible for analysis and exploration of performance concerns of the University and has responsibility for the submission of data and analysis regarding University rankings.

7. **TM1 Team** is responsible for the development and maintenance of the University's modelling system, TM1, which supports the University budget, forecast and load planning processes.

Both SIG and PPM need to respond to the ANU Recovery Plan, not just to the financial constraints but to the improved performance outlined in the ANU recovery plan. This includes continuing to support delivery of the University's strategic objectives, repositioning the value of the services they provide while operating within a constrained financial environment and realigning internal responsibilities to create better working efficiencies and an improved customer experience for our stakeholders.

To date, due to the nature of the work undertaken, positions within SIG have primarily been fixed term appointments needed to support specific programs of work. However, given the value of the services provided by SIG since 2012 and confirmation of the ongoing work required, it is that as part of the changes for SIG and PPM, all current fixed term roles from the SIG be converted to continuing positions. This will assist in the attraction and retention of high calibre team members which, when roles have only been fixed term, has presented issues especially for project roles over the term of SIG's existence.

In addition, the embedding of analytical capability within the IDTC team has complicated the requirement for technology agnostic business analysis and solution design. The changes for SIG will ensure appropriate separation between analysis and design and the creation of digital solutions which is intended to broaden the possibilities for comprehensive design solutions. However, these changes will not impact or negate the University's ongoing commitment to the use of the Infiniti technology platform and the University will continue to look to leverage the most value from this partnership.

There is not only a strong history of collaboration, but strong skill synergies across PPM and SIG. Both teams have strong analytical and data visualization skills and business analysis skills which through the merger can be better integrated and leveraged to deliver the University's objectives. In addition, the institutional research skills embedded within Planning and Performance Measurement have the

capacity to compliment and extend the human centered design (HCD) skills within the Service Improvement Group, giving the HCD team deeper access to the wealth of existing institutional research on student and staff sentiment and the capacity to influence the requirements of future data capture processes.

The new organisational arrangements and confirmed changes outlined in this Implementation Plan seek to address the gaps or duplication in functionality, service or administrative work; optimise the use of the budget allocated to SIG and PPM; share the responsibility of work and management across all areas and create opportunities for growth and cross-skilling of team members.   It will support the expansion of the current cadet and internship programs across the entire Service Portfolio. In doing so a focus of the implementation of the confirmed changes will be ensuring the new Division continues to deliver the high levels of service and responsiveness that our stakeholders have come to expect.

Future State – Division of Planning and Service Performance

In considering and addressing the challenges of the current organisational arrangements for PPM and SIG, it is confirmed that these teams will join together and a new Division be established named **Planning and Service Performance (PSP).** The PSP will operate with five defined teams:

Service Solutions Team

The Service Solutions team will bring together a team of collegial analytical, design and project professionals focusing on three (3) key service solution groupings.

Service design
- Support project scoping through as-is analysis
- Business process mapping standard and repository
- Functional requirements and testing
- Data analysis to support project benefits

Service performance
- Providing expertise on the Service Performance Framework (SPF)
- Management of project initiation for SPF related projects
- Project reporting and governance
- Stakeholder management and engagement
- Project analytics and tracking of alignment with SPF principles and benefits.

Service experience
- Providing expertise in human centred design (HCD)
- Utilisation of rapid experimentation for designing and delivering programs to improve user experiences
- Project reporting and governance
- Stakeholder management and engagement
- Project analytics and tracking of benefits for HCD interventions.

Business Intelligence and Analytics team

The Business Intelligence and Analytics team will bring together a team of information professionals focusing on the development of information asset provision, business intelligence, advanced analytics, multi-dimensional and statistical models along with the administration and support of key management information systems, working on the following functions:

Business Intelligence & Data Warehousing
- Modelling and Development of Data for Reporting and Analytics
- Self Service Reporting and Data Access
- Hub and Spoke Competency Centre
- Reporting data security
- Enterprise system administration

Planning and Advanced Analytics
- Planning Analytics Models Development and Support
- Learning Analytics
- Self Service Statistical Models

Specialist projects
- Fixed term project resources attached to TIC related technology investments

Data Governance
- Data Sharing Agreements and Facilitation
- Reporting and Analytics Privacy and Cyber connection point
- Data Quality Automation
- Data Governance Policy, Procedure and Guideline Management
- Information and Data Architecture

Planning and Reviews team

The Planning and Reviews team will bring together a team of higher education planning and policy experts with skills in higher education strategy, planning, governance, quality assurance and advanced analytical modelling, working on the following functions:

University Strategy and Planning
- Enterprise Support for Strategy Dot Zero
- Strategic Planning Support
- Business & Operational Planning Support
- Key Performance Indicator Setting and Analysis

Student and Revenue planning
- Student Demand and Load Planning
- Student Revenue and margin forecasts and business analysis
- Fee modelling & setting
- Accommodation occupancy & demand modelling (PBSA Support)

School and Functional Reviews
- Administration and performance support for School Reviews
- Administration and performance support for Functional Reviews
- Responsibility for the review policies

Higher Education Policy, Compliance & Governance
- Organisational Structure Management
- Government Statutory Reporting & Verifications
- Funding Agreement Validations and Analysis
- Government Estimates
- Annual Report Development
- National Institutes Grant
- Corporate Plan & Performance Statements
- Higher Education Policy Change Advice and Consultations

Performance & Institutional Research team
The Performance and Institutional Research team will bring together a team of institutional and social researchers and information analysts delivering detailed guidance and advice, designing and delivering institutional research activities and deep performance and statistical analysis and benchmarking activities. Responsible for high availability, quick turnaround of urgent data requests to support media, executive and other key stakeholders, the team will be responsible for the following functions:

Institutional Performance
- Rankings Submission Optimisation
- Rankings Performance Analysis
- On demand data provision
- Performance trend analysis
- Benchmarking analysis

- Environmental analysis
- High availability media support
- External consultancy and audit support

University Service Performance
- Service cost – collecting and utilising benchmarked data and insights about service costs (UniForum)
- Service experience – collecting and utilising benchmarked data and insights about service experience
- Feedback – collecting, triaging and reporting on user feedback on service performance

Institutional Research
- Enterprise System Administration – Evasys, Qualtrics
- Qualtrics Brand Management
- Institutional research design
- Survey review and approval
- Government survey support and analysis
- Survey population design & segmentation
- Survey design and deployment services
- SELT
- Student sentiment and wellbeing framework support
- Support for Market Intelligence

Digital solutions Team

The Digital Solutions Team will bring together technical staff focussed on creating digital enablement of service solutions which works with a dual reporting line to the Director PSP and ITS. The team will work in partnership with ITS on digital solutions aligned to the SPF and HCD aims under the direction of the Associate Director and will be responsible for Maintenance, and support of software platforms for Chatbots, Robotic process automation, and Workflows (Smart IQ – formerly Intelledox).

The team will be responsible for:
- Upgrades and production support for the three software platforms
- Design and deployment of new software and enhancements based on functional requirements assessed by the service solutions team
- Management of outages and deployment
- Access and security across the three software platforms
- Researching and adding to the current low cost digital solutions for service improvement/

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

Summary of changes

The impact of the new organisational arrangements and this Implementation Plan will involve:

New positions within the proposed structure

Associate Director, Digital Solutions, Senior Manager 2

This new position will be classified at Senior Manager 2 and will provide leadership and delivers digital solutions through strategic projects within the University and develop policies and procedures to support the operations of the Division. The proposed role will have a joint reporting line to Information and Technology Services (ITS) via the Associate Director, Application Services to contribute to a cross portfolio culture of service and improvement. The Associate Director will need the expertise to support continuity of solution support, development and maintenance of current platforms.

Associate Director, Performance and Institutional Research, Senior Manager 2
This new associate director position will reflect the requirements of the re-aligned performance and institutional research team. The Associate Director will guide the delivery of performance analysis, Uniforum, rankings and institutional research functions for the University.

Senior Planning Analyst, Planning and Reviews, ANU Officer 8
This new position will support several new functions transferring into the Planning and Reviews team from the office of the Director and the Reporting and Analytics teams. This includes support for additional government submissions, annual reporting, Planning and Performance PGPA compliance. It also will support new government reporting capability requirements around performance based funding and the National priorities and linkage funds.

Senior Performance Analyst, ANU Officer 8
This new position will support the work of the new Performance and Institutional Research team in providing data analysis to campus stakeholders. The role will ensure high levels of responsiveness and data accuracy in the delivery of data with particular attention to time critical needs such as media, government relations and University and college executive. This position is filled via an internal Division EOI to allow interested team members with sufficient technical responsibilities to be considered for this role through a competitive process.

Senior Data Warehouse and Business Intelligence Developer, ANU Officer 8
An additional senior expertise is required in the Reporting and Analytics team to build additional information assets, particularly making use of visual dashboards and other advanced reporting. As a result, the Associate Director Business Intelligence and Analytics will run an internal Division EOI process to allow interested team members with core responsibilities of data warehouse and business intelligence to be considered for this role. Should a team member be successfully appointed to the role their substantive position may be disestablished in due course.

Manager, Capability Development, ANU Officer 8
The Manager, Capability Development, ANU Officer 8 will be established reporting to the Director. The Manager, capability development will continue to drive the Work Integrated learning student programs leveraging the existing success of the SIG intern and PPM cadet programs. The manager will also expand the coordination and use of communities of practice around planning, data, analysis and service improvement to better coordinate varied activity across the University.

Change and Communication Officer, ANU Officer 6/7
The position of Change and Communications Officer, ANU Officer 6/7 will be established. Reporting to the Manager, Capability Development the Change and Communications Officer will assist all teams across the integrated Division wide digital and face to face communications, including, but not limited to the divisional web presence, event organisation, announcements, project updates, newsletters and interfaces with other communication teams.

Production Support Officer, ANU Officer 5/6 (IT)
A new more senior resource is required in the digital solutions team to manage the support of the three production environments as well as management of the various development and testing environments. As a result, the Associate Director, Digital Solutions will run an internal Division EOI process to allow interested team members with core responsibilities of solution development to be considered for this role. Should a current team member be successfully appointed to the role their current substantive position may be disestablished in due course.

Business Analyst, ANU Officer 5
An additional Business Analyst, ANU Officer 5 will be established reporting to the Lead, Service Design, within the Service Solutions team. This is a 12 month fixed term position to provide an additional resources for the scoping and set up of the two programs of work under the Service Experience and Service Performance teams.

Project Officer, ANU Officer 5
An additional Project Officer, ANU Officer 5 will be established reporting to a Project Manager, within the Service Solutions team. This is to augment the project resources available for the human centred design experimentation in the team. Experimentation is a labour-Intensive process and additional project resources are currently required.

Project Cadet, ANU Level 3 – 5 (depending on cadetship year)
Two (2) new cadetship positions will be established in the Service Solutions team. These roles will be provided on the job project training and augment the project resources available the additional functions of the team as well as provide professional development and human resource planning opportunities in this growing area.

Planning Cadet, Planning and Reviews, ANU Level 3 – 5 (depending on cadetship year)
A new cadetship position will be established in the planning and reviews team. This role will support the additional functions of the team as well as provide professional development and human resource planning opportunities in this growing area.

PSP Intern, ANU Level 2/3 – 10 Positions, 5 FTE
A new PSP intern program will be established across the division for ANU Students based on the successful SIG internship program. These roles will be provided practical on the job training while engaging across technical and business projects, support the functions of the team in which they are embedded, as well as have access to the professional development and opportunities for broad experience across the division. Interns will be engaged for a one year term (aligned with the commencement of Semester two each year) and will be engaged on a fixed term, part time basis. This will ensure that the skills and value of the interns are given the due recognition in the organisational structure and that the greatest number of students are able to participate in the program.

Directly transferred positions
The following positions in SIG and IDTC will be directly transferred. Positions to be transferred, may require a role title change (these are detailed below) and all positions will have a position description review and update. This will enable all the positions to be aligned to the requirements of the new organisational arrangements for the new Division.

Current Division	Current Position Title	Confirmed team with PSP	New Position Title	Number of Positions
PPM	Director, Planning and Performance Measurement Senior Manager 5	Planning & Service Performance	Director, Planning and Service Performance Senior Manager 5	1
PPM	Executive Assistant ANU Officer 5	Planning & Service Performance	Executive Assistant ANU Officer 5	1
Service Solutions				
SIG	Associate Director, Programs & Engagement Senior Manager 3 (Fixed term)	Service Solutions	Associate Director, Service Solutions Senior Manager 3 (Fixed term)	1
Office of the COO	Manager, Projects and Continuous Improvement Senior Manager 1	Service Solutions	Lead, Service Design Senior Manager 1	1
SIG	Senior Business Analyst ANU Officer 8	Service Solutions	Senior Business Analyst ANU Officer 8	1
SIG	Business Analyst ANU Officer 5/6 (IT)	Service Solutions	Business Analyst ANU Officer 6/7	2
SIG	Junior Business Analyst ANU Officer 4 (Fixed term – 1/1/22)	Service Solutions	Business Analyst Cadet ANU Officer 3 – 5 (Depending on Year of Cadetship) (Fixed term)	2
SIG	Project Manager, Experience Accelerator Senior Manager 1 (Fixed term – 30/12/22)	Service Solutions	Program Manager, Service Experience Senior Manager 1 (continuing)	1
PPM	Senior Business Analyst ANU Officer 8	Service Solutions	Project Manager, ANU Officer 8	1

Current Division	Current Position Title	Confirmed team with PSP	New Position Title	Number of Positions
SIG	Executive Assistant ANU Officer 5	Service Solutions	Project Officer ANU Officer 5	1
SIG	Project Manager Senior Manager 1 (Vacant)	Service Solutions	Program Manager, Service Performance Senior Manager 1	1
SIG	Project and Internships Coordinator ANU Officer 8	Service Solutions	Project Manager ANU Officer 8	1
SIG	Solutions Support Officer ANU Officer 5	Service Solutions	Project Officer ANU Officer 5	1
Business Intelligence and Analytics				
PPM	Associate Director, Reporting and Analytics, Senior Manager 2	Business Intelligence and Analytics	Associate Director, Business Intelligence and Analytics, Senior Manager 2	1
PPM	Senior Architect, Data Warehousing & Business Intelligence Senior Manager 1	Business Intelligence and Analytics	Senior Architect, Data Warehousing & Business Intelligence Senior Manager 1	1
PPM	Data Acquisition Architect, ANU Officer 8	Business Intelligence and Analytics	Senior Data Warehouse and Business Intelligence Developer, ANU Officer 8	1
PPM	Data Warehouse & Business Analytics Architect ANU Officer 8	Business Intelligence and Analytics	Senior Data Warehouse and Business Intelligence Developer, ANU Officer 8	1
PPM	Business Intelligence Developer ANU Officer 6/7	Business Intelligence and Analytics	Business Intelligence Developer ANU Officer 6/7	2
PPM	TCSI Data Warehouse & Business Analytics Architect ANU Officer 8 (Fixed term)	Business Intelligence and Analytics	TCSI Data Warehouse & Business Analytics Architect ANU Officer 8 (Fixed Term)	1
PPM	TCSI Business Intelligence & Analytics Officer	Business Intelligence and Analytics	TCSI Business Intelligence Developer ANU Officer 6/7	1
PPM	Business Intelligence Cadet ANU Officer 3 – 5 (Depending on Year of Cadetship) (Vacant – fixed term) (Vacant)	Business Intelligence and Analytics	Business Intelligence Cadet ANU Officer 3 – 5 (Depending on Year of Cadetship) (Fixed term)	1
PPM	Manager, TM1, Senior Manager 2	Business Intelligence and Analytics	Manager, Planning Analytics Senior Manager 2	1
PPM	Planning Systems Analyst ANU Officer 8	Business Intelligence and Analytics	Planning Analytics Analyst ANU Officer 8	1
PPM	Business Intelligence Cadet	Business Intelligence and Analytics	Planning Analytics Cadet	1

Current Division	Current Position Title	Confirmed team with PSP	New Position Title	Number of Positions
	ANU Officer 3 – 5 (Depending on Year of Cadetship) (Fixed term)		ANU Officer 3 – 5 (Depending on Year of Cadetship) (Fixed term)	
Planning and Reviews				
PPM	Associate Director, Planning and Reviews, Senior Manager 2	Planning and Reviews	Associate Director, Planning and Reviews, Senior Manager 2	1
PPM	Senior Load Planning Analyst ANU Officer 8	Planning and Reviews	Senior Load Planning Analyst ANU Officer 8	1
PPM	Planning Officer, ANU Officer 6/7	Planning and Reviews	Planning Officer, ANU Officer 6/7	1
Performance and Institutional Research				
SIG	Strategy and Planning Manager Senior Manager 1	Performance and Institutional Research	University Performance Manager Senior Manager 1	1
PPM	Senior Analyst, ANU Officer 8	Performance and Institutional Research	Senior Performance Analyst, ANU Officer 8	1
SIG	Strategy and Planning Officer ANU Officer 6/7	Performance and Institutional Research	Performance Officer ANU Officer 6/7	1
PPM	Reporting Support Officer, ANU Officer 5	Performance and Institutional Research	Performance Officer ANU Officer 6/7	1
PPM	Performance Cadet ANU Officer 3 – 5 (Depending on Year of Cadetship) (Fixed term)	Performance and Institutional Research	Performance Cadet ANU Officer 3 – 5 (Depending on Year of Cadetship) (Fixed term)	1
PPM	Manager Evaluations, Senior Manager 1 (Vacant)	Performance and Institutional Research	Manager Institutional Research Senior Manager 1	1
PPM	Senior Evaluations Analyst, ANU Officer 8 (Vacant)	Performance and Institutional Research	Senior Institutional Research Analyst, ANU Officer 8	1
PPM	Evaluations Analyst ANU Officer 6/7	Performance and Institutional Research	Institutional Research Analyst ANU Officer 6/7	1
PPM	Evaluations Administrator ANU Officer 5	Performance and Institutional Research	Institutional Research Administrator, ANU Officer 5	1
PPM	Performance Cadet ANU Officer 3 – 5 (Depending on Year of Cadetship) (Fixed term)	Performance and Institutional Research	Institutional Research Cadet ANU Officer 3 – 5 (Depending on Year of Cadetship) (Fixed term)	1

Current Division	Current Position Title	Confirmed team with PSP	New Position Title	Number of Positions
Digital Solutions				
SIG	Solutions Lead ANU Officer 8	Digital Solutions	Solutions Lead ANU Officer 8	1
SIG	Analyst Programmer ANU Officer 8 (Fixed term - 15/1/22)	Digital Solutions	Technical Lead ANU Officer 8 (Continuing)	1
SIG	Solutions Engineer, ANU 5/6 (IT)	Digital Solutions	Technical Developer, ANU 5/6 (IT)	1
SIG	Solutions Developer ANU Officer 4	Digital Solutions	Solutions Developer ANU Officer 4	3

Reclassified positions within the structure

Business Analyst, ANU Officer 5/6 (IT) to Senior Business Analyst, ANU Officer 6/7
The current Business Analyst positions are in the IT stream. It is confirmed that all the BA roles are classified in the administration stream. Given that broadbanding occurs differently in these two it is considered most appropriate that these roles are reclassified to an ANU Officer 6/7 broadbanded role to support the ongoing ability to attract, retain and develop high-level analytical capability in the service solutions team to ensure robust design of service solutions. It is noted the change of classification stream will be subject to review and approval by the University Staffing Committee and if approved, will apply to the two current incumbents

Disestablished positions within the structure
The following positions will be disestablished as they are longer required, their duties have been ceased or distributed elsewhere within the confirmed new structure. All roles disestablished are currently vacant.

Director, Service Improvement Group, Senior Manager 5 (Vacant)
This vacant role in SIG will be disestablished.as the work associated with this position is no longer required or the duties have been or will be ceased or distributed elsewhere within the new structure.

Associate Director, Prospective Student Analytics, Senior Manager 3 – PPM (Vacant)
This position was temporarily established in PPM to guide the University's data needs around the establishment of two large programs of IT transformation, Admissions Reform and Future Student CRM. These projects are now well established and there is no longer a requirement for a separate position. Ongoing support for the data architecture of these projects will be provided by the Associate Director Business Intelligence and Analytics. This vacant role will be disestablished as the work associated with this position have been distributed elsewhere within the confirmed new structure.

Associate Director, Performance, Senior Manager 3 – PPM (Vacant)
This role in PPM will be disestablished. This role was established to develop and build the performance function. This function is now well established and residual work associated with this position is to move to a newly established position within the confirmed new structure.

Associate Director, National Institutes Grant, Senior Manager 3 - PPM (Vacant)
This vacant role in PPM will be disestablished as the National Institutes Teams duties will be integrated into the University Planning processes and their annual reporting obligations will be incorporated into the University's annual reporting processes. Within the new structure the Associate Director, Planning and Reviews will have oversight of these two functions.

Director, Intelledox Digital Transformation Centre, Senior Manager 2 (Vacant)
This vacant role in will be SIG be disestablished. The confirmed structure disestablishes the Intelledox Digital Transformation Centre as a standalone centre and consolidates the skillset into the Solution Delivery team. The work associated with this position is no longer required or the duties have been or will be ceased or distributed elsewhere within the new structure.

Project Manager, Service Improvement Group, Senior Manager 1 (Vacant)
This vacant role in SIG will be disestablished. The confirmed structure and future deliverables of the Division do not require the technical skill set outlined within this position and the work associated with this position is no longer required or the duties have been or will be ceased or distributed elsewhere within the new structure.

Technical Lead, Senior Manager 1, Service Improvement Group - fixed term (Vacant)
This vacant (fixed term) role in SIG will be disestablished. The confirmed structure and future deliverables of the Division do not require the technical skill set and the work associated with this position is no longer required or the duties have been or will be ceased or distributed elsewhere within the new structure.

Senior Business Analyst, ANU Officer 8 – (Vacant)
This vacant role within SIG will be disestablished as the work associated with this position has been distributed elsewhere within the new structure.

Governance Officer, ANU Officer 8 (Vacant)
This role in PPM will be disestablished. This role was a temporary position to support the work of the PPM Director during 2020 and until the long-term decisions about team structure were able to be confirmed. The activities and the work associated with the role has been distributed across three different teams - namely Reporting & Analytics, Planning & Reviews and Performance and Institutional Research and.

NIG Officer, ANU Officer 6/7–(Vacant)
This vacant role in PPM will be disestablished as the work associated with this position is no longer required.

Part 5: Staffing Principles

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

The changes will result in the creation of eight (8) positions and the disestablishment of ten (10) (VACANT) positions across SIG and PPM.

The objective is to enable the University to work with individual staff members, and representatives, to ensure timely and effective consultation on the proposed improvements and improved provision of service. Any changes in staffing will be managed in accordance with the *ANU Enterprise Agreement 2017-2021* (ANU Enterprise Agreement).

In accordance with Clause 67 of the ANU Enterprise Agreement, any staff reductions will be managed and achieved through the following:

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

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 and/or Senior Manager Remuneration Committee

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

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

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

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

Recruitment for all other positions will be via internal recruitment and formal selection processes.

Should those roles not be filled through the internal process, external recruitment process will then be undertaken as required,

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

Phase 3 - Notification of Disestablishment of Positions & Redeployment
Affected staff will be advised in accordance with subclauses 56.5 and 68.19-68.20 of the ANU Enterprise Agreement that their substantive position is surplus to requirements. The formal redeployment processes under clauses 56.7 to 56.13 of the ANU Enterprise Agreement will apply.

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

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

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

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

Phase 4 - Notice of Termination Due to Redundancy

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

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

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

Part 6: The University's Commitment

Status:

Following the release of the formal Change Management Proposal and the conclusion of the formal consultation period on 28 May 2021, this Change Implementation Plan has been prepared to confirm the process for progressing the workplace change in relation to the Service Improvement Group and the Planning and Performance Measurement Divisions as part of and in response to the ANU Recovery Plan 2020 and to support business driven change.

Overall, the confirmed 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 those that would be likely to lead to changed responsibility levels.

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

Notification:

The University is drafting this document to set out its specific confirmed changes and the associated Implementation Plan for your information and it is being circulated to:

- Service Improvement Group and Planning and Performance Measurement Division staff;
- Service Portfolio;
- University Senior Management Group, Research School Directors, Service Division Directors, General Managers and School Managers;
- Available on the ANU Recovery website here;
- Nominated staff representatives including the NTEU; and
- Other relevant stakeholders as required.

Representation:

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

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

Part 7: Implementation Timetable

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

Date	Details of Consultation Process
Thursday 13 May 2021	All staff briefing and update with SIG and PPM teams. Release of the proposal to staff within SIG and PPM
Friday 14 May 2021	Release the Proposal to the Service Portfolio and University Community Consultation Period Commences
Friday 28 May 2021	Close of Consultation period
Monday 31 May 2021 to Friday 11 June 2021	Collation of feedback from Consultation and preparation of Implementation Plan
Thursday 10 June 2021	All staff briefing and update with SIG and PPM teams. Release of the Implementation Plan to staff within SIG and PPM
Thursday 10 June 2021	Publication of Implementation Plan
Friday 11 June 2021 to Wednesday 16 June 2021	Period for seeking clarification on Implementation Plan
Thursday 17 June 2021	Commencement of Implementation

Contacts

This change management process will be led by Dominique Haywood, Acting Director, Service Improvement Group and Richelle Hilton, Director, Planning and Performance Measurement in consultation with the Human Resources Division.

Name	Position	Contact details
Dominique Haywood	Chief of Staff, Office of the COO and Acting Director, SIG	dom.haywood@anu.edu.au Ph: (02) 6125 4083
Richelle Hilton	Director, Planning and Performance Measurement	richelle.hilton@anu.edu.au Ph: (02) 6125 5978
Belinda Farrelly	Associate Director, Organisational Change	org.change@anu.edu.au Belinda.Farrelly@anu.edu.au (02) 6125 3012

Support for Staff
Staff seeking additional support or advice should contact:

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

Part 8: Appendices

Appendix 1: New Planning and Service Performance Division Structure
Appendix 2: New Structure: Service Solutions Team
Appendix 3: New Structure: Business Intelligence and Analytics Team
Appendix 4: New Structure: Planning and Reviews Team
Appendix 5: New Structure: Performance and Institutional Research team
Appendix 6: New Structure: Digital Solutions Team
Appendix 7: New Structure: DRAFT position descriptions for confirmed new positions

Appendix 1

New Organisational Structure
Planning & Service Performance Division
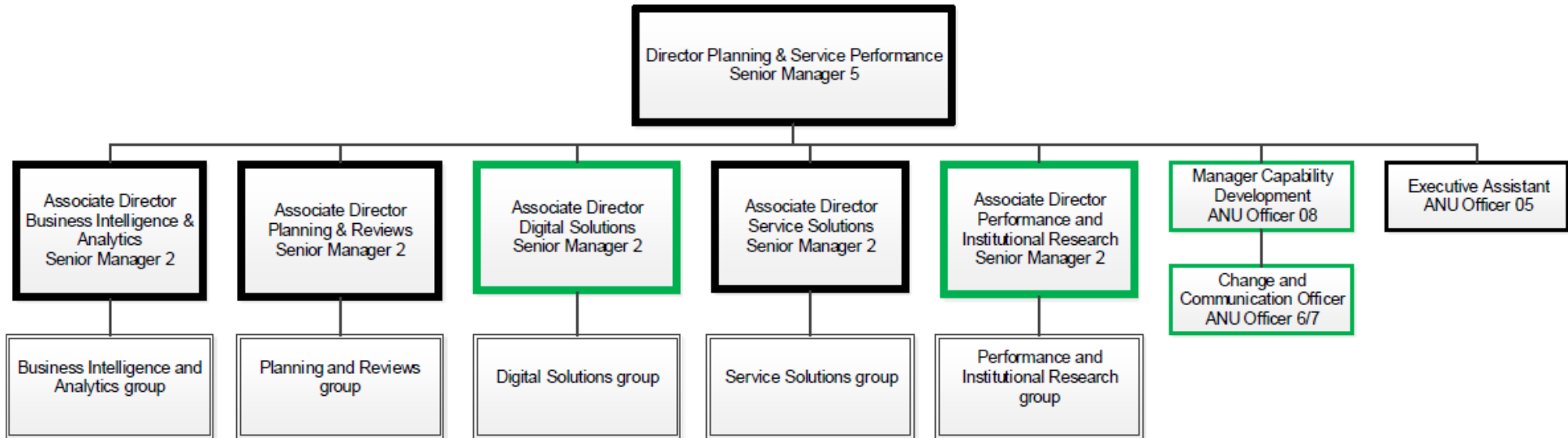
Appendix 2

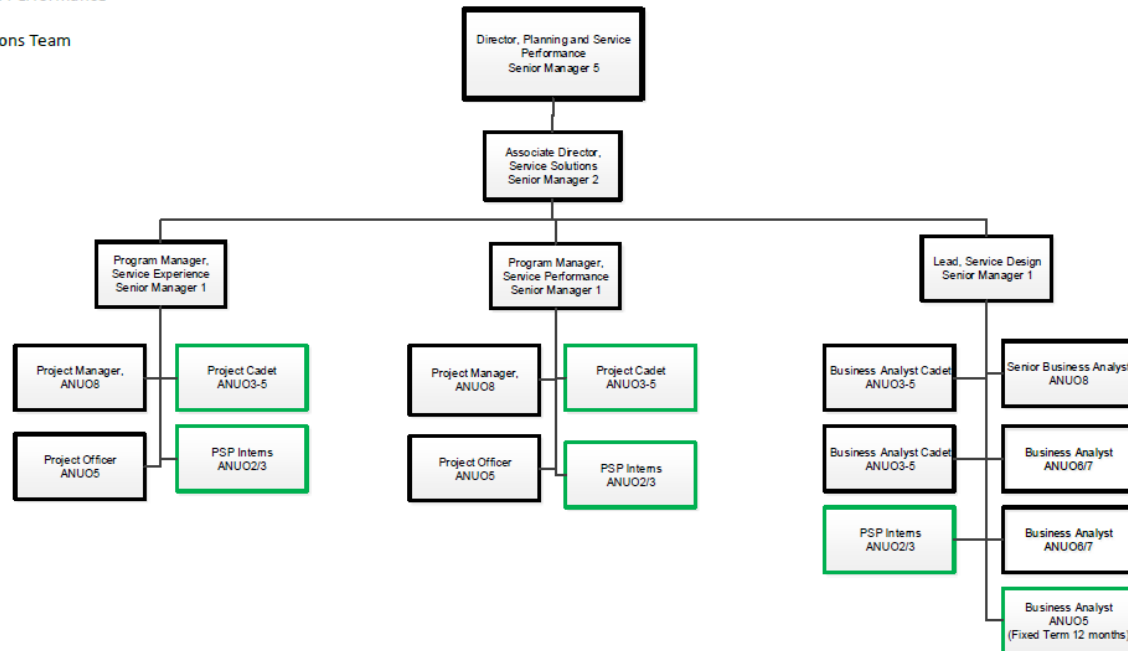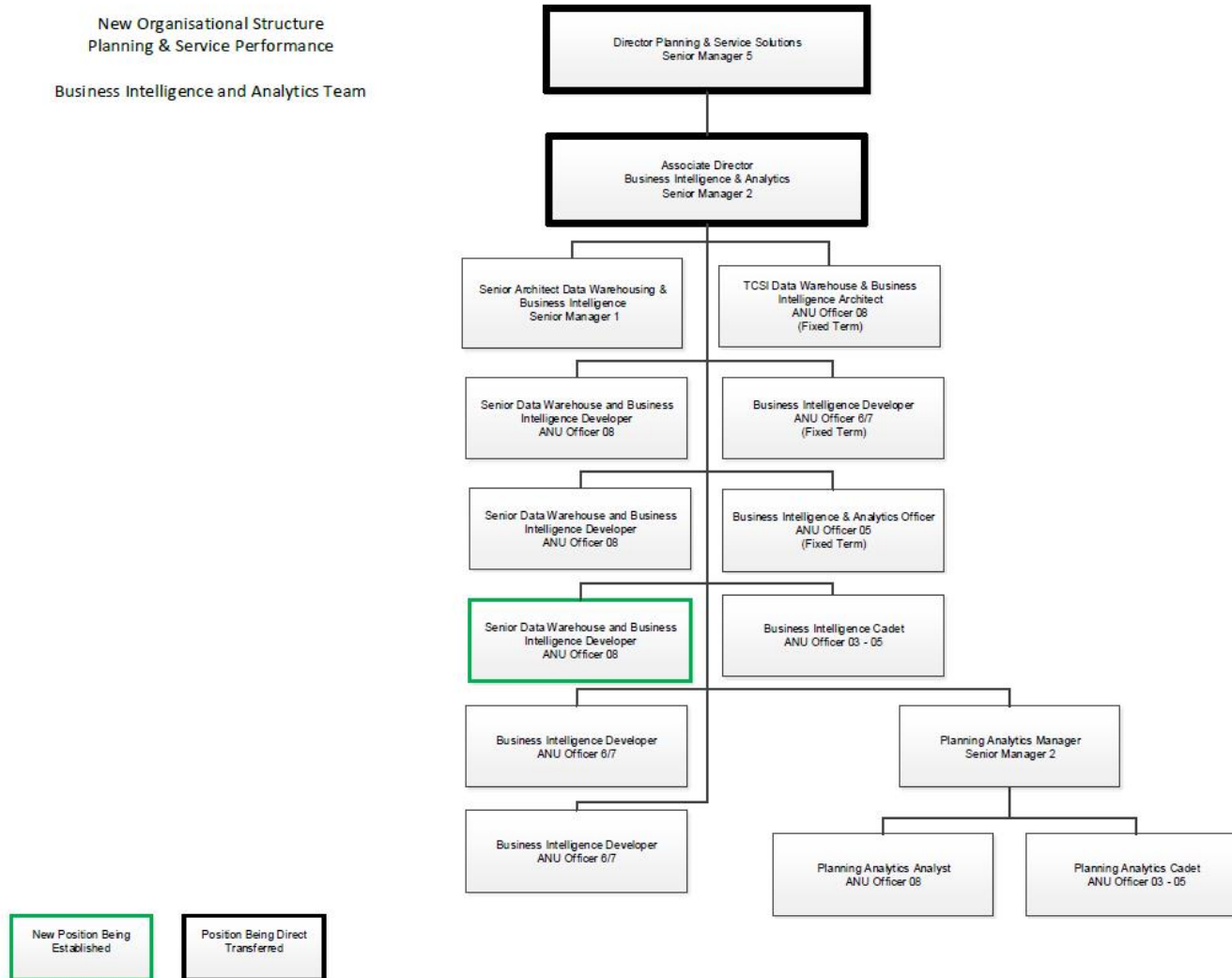**New Organisational Structure**
Planning & Service Performance

Service Solutions Team

Appendix 3

New Organisational Structure
Planning & Service Performance

Business Intelligence and Analytics Team

Appendix 4

New Organisational Structure
Planning & Service Performance

Planning & Reviews Team

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        ┌─────────────────────────────┐
        │ Director Planning & Service │
        │          Solutions          │
        │      Senior Manager 5       │
        └──────────────┬──────────────┘
                       │
        ┌──────────────┴──────────────┐
        │      Associate Director     │
        │      Planning & Reviews     │
        │      Senior Manager 2       │
        └──────────────┬──────────────┘
         ┌─────────────┼─────────────┐
┌────────────────────┐      ┌────────────────────┐
│ Senior Load        │      │ Senior Planning    │
│ Planning Analyst   │      │ Analyst            │
│ ANU Officer 08     │      │ ANU Officer 08     │
└─────────┬──────────┘      └─────────┬──────────┘
┌────────────────────┐      ┌────────────────────┐
│ Planning Officer   │      │ Planning Cadet     │
│ ANU Officer 6/7    │      │ ANU Officer 03 - 05│
└────────────────────┘      └────────────────────┘
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┌────────────────────┐ ┌────────────────────┐
│ New Position   │ │ Position Being   │
│ Being Established │ │ Direct Transferred │
└────────────────────┘ └────────────────────┘
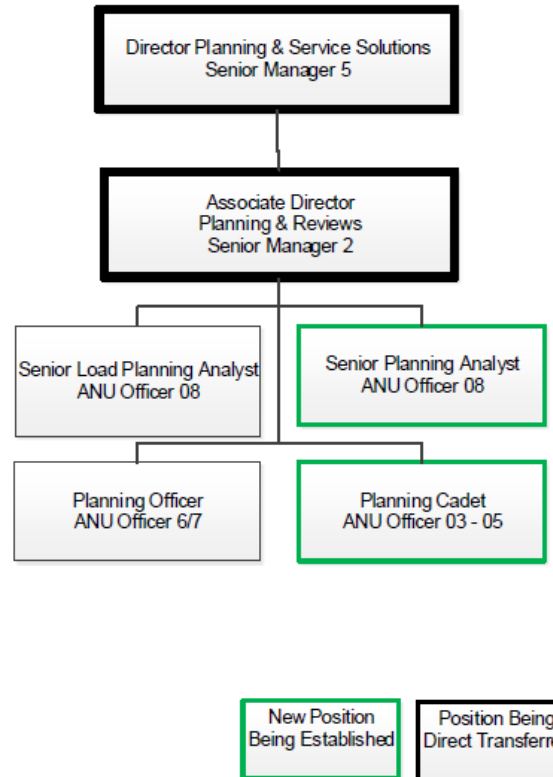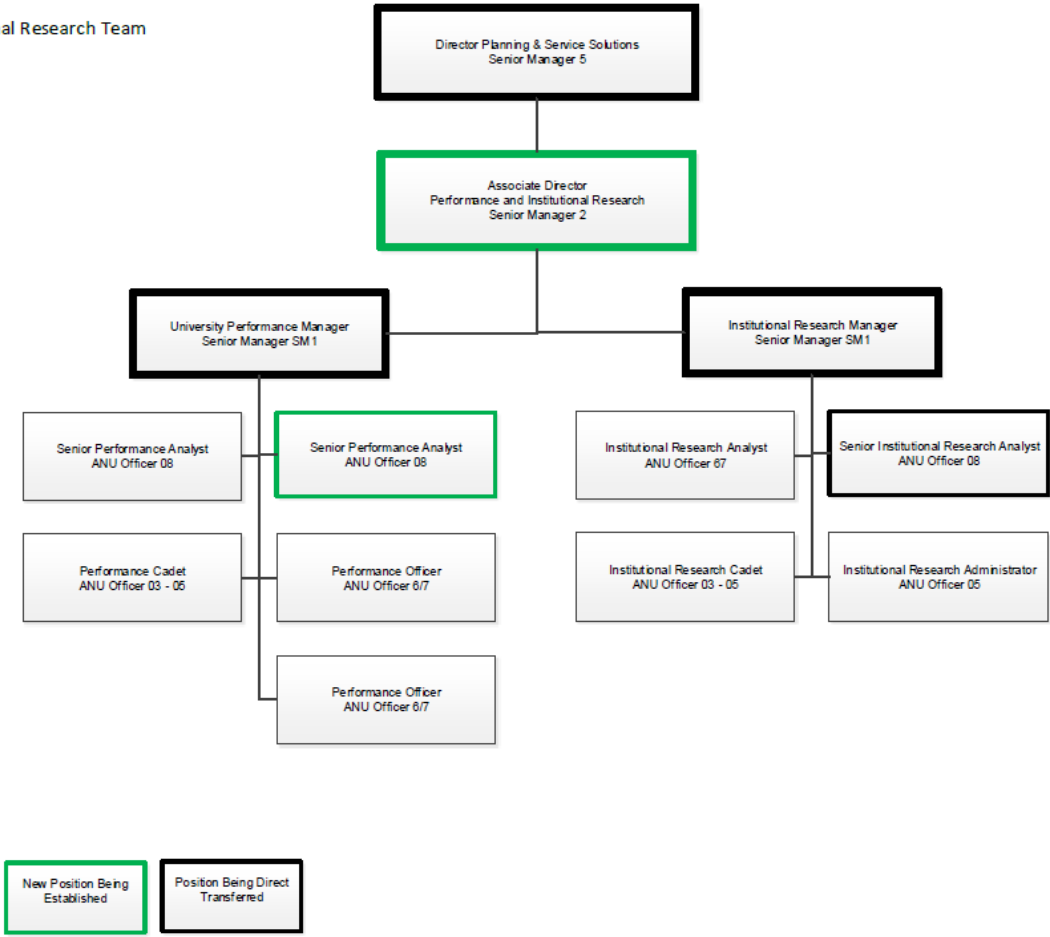
Appendix 5

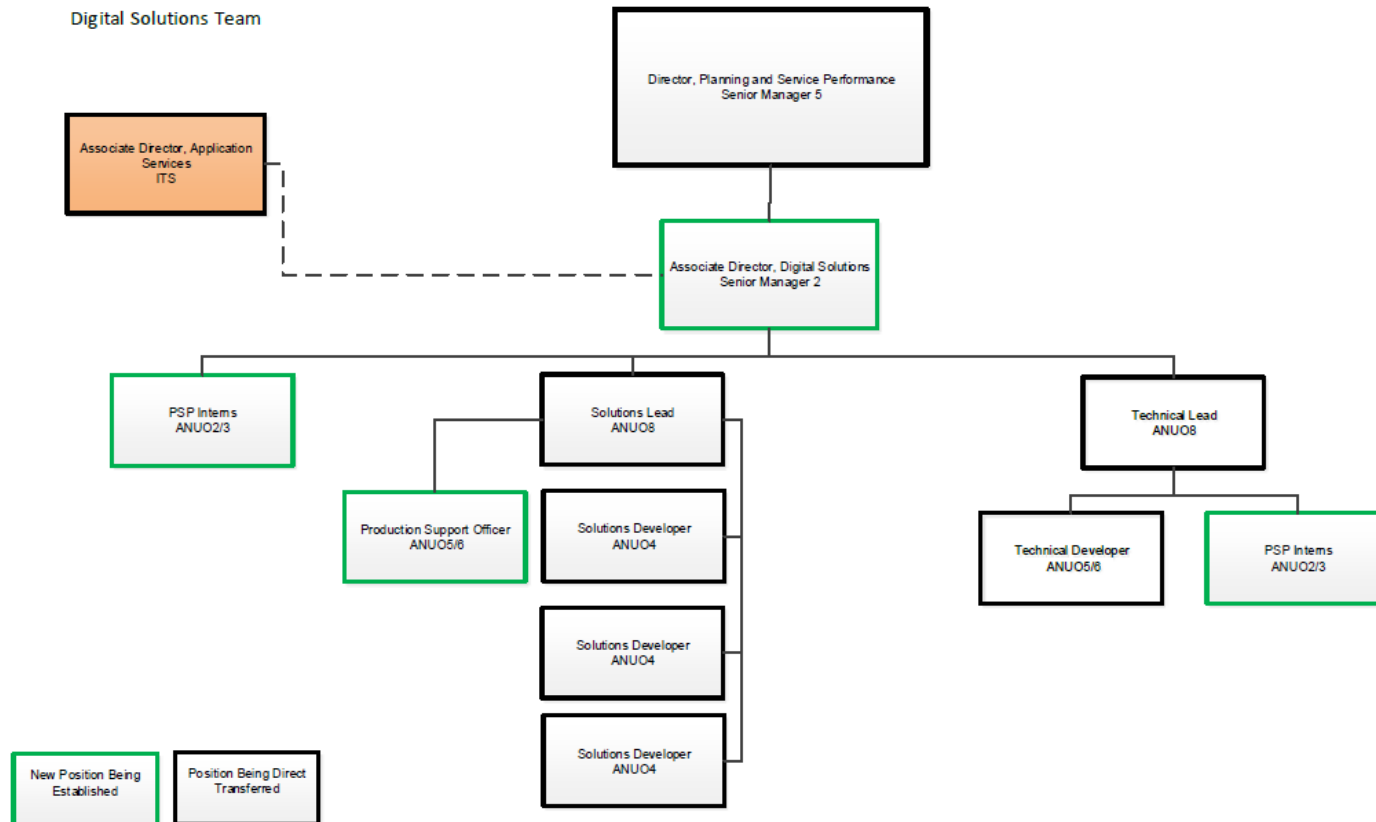**New Organisational Structure**
Planning & Service Performance

Performance and Institutional Research Team

Appendix 6

New Organisational Structure
Planning & Service Performance

Digital Solutions Team

Director, Planning and Service Performance
Senior Manager 5

Associate Director, Application Services
ITS

Associate Director, Digital Solutions
Senior Manager 2

PSP Interns
ANUO2/3

Solutions Lead
ANUO8

Technical Lead
ANUO8

Production Support Officer
ANUO5/6

Solutions Developer
ANUO4

Solutions Developer
ANUO4

Solutions Developer
ANUO4

Technical Developer
ANUO5/6

PSP Interns
ANUO2/3

New Position Being Established

Position Being Direct Transferred

Australian National University	# Position Description

College/Division:	Planning and Service Performance Division
Department/Unit:	Performance and Institutional Research
Position Title:	Associate Director, Performance & Institutional Research
Classification:	Senior Manager 2
Position No:	TBC
Responsible to:	Director – Planning and Service Performance
Number of positions that report to this role:	2
Delegation(s) Assigned:	TBC

PURPOSE STATEMENT:

The Associate Director, Performance & Institutional Research is responsible for the leadership and management of a program of work around researching, improving, monitoring and reporting on University performance. The Associate Director will work with senior officers of the University to ensure the University's education, research and other institutional performance objectives are realised and the University's obligations regarding governance and accountability are met.

KEY ACCOUNTABILITY AREAS:

Position Dimension & Relationships:

Under the broad direction of the Director, the Associate Director will provide institutional research methodology and practice advice and oversight, direction, strategic performance analysis, monitoring, benchmarking and reporting to ensure the University meets objectives under the ANU strategic plan. The position will also support senior management and other service division stakeholders in their institutional performance analysis and reporting requirements. Overall the Associate Director will be responsible for activities associated with University rankings, Service Performance, Uniforum, strategic performance analysis, benchmarking studies, evaluating teaching and research performance and leadership of the student and staff evaluations team.

Role Statement:

- Lead and provide high-level institutional research methodology and practice advice, strategy, and outcomes through provision of information and business insight using social research techniques, especially surveys and focus groups, research performance, especially citation performance, and specialist rankings expert to ensure the measurement and improvement of institutional performance.
- Lead the development and implementation of special projects involving specialist research and detailed analysis.
- Providing high quality, efficient and authoritative advice and services, associated with complex performance issues.
- Manage the responsiveness and secure delivery of one off data requests to stakeholders across the University, including senior executive, media, external and internal stakeholders
- Provide oversight of service performance reporting and Uniforum data collection and analysis
- Developing and enhancing assessment and evaluation of competitor activity, including lead and lag indicators of market share and demand
  - Developing, implementing and evolving the University's rankings strategy and Oversee the preparation of the University submissions to ranking agencies
  - Support assessment of the University's research performance providing specialist analysis of research indicators, particularly citations and highly cited researchers
- Build and maintain constructive customer focused liaison with specialist service providers and external ranking agencies, and management of relationships with key stakeholders on campus, including University Executive, Colleges, and Service Divisions.

- Undertake individual and/or leading others to develop new policies and better governance practices to drive improved individual and institutional performance.
- Foster and develop a positive and productive team environment, contributing to the effective management and service improvement of the Division and the University more generally, including modelling leadership behaviours.
- Other duties as required.
- Comply with all ANU policies and procedures, and in particular those relating to work health and safety and equal opportunity

SELECTION CRITERIA:

1. Postgraduate qualification (or equivalent) in a relevant discipline related to social research, statistics, performance, governance, and/or risk management with relevant experience and proven expertise in the management of significant human and material resources or an equivalent combination of experience and training. Membership of a relevant professional association is highly desirable.

2. Sound judgement and a proven ability to provide leadership in a large, complex organisation and to manage and influence resources to successfully deliver programs of work using an innovative approach

3. An extensive knowledge and understanding of contemporary University funding and performance.

4. Demonstrated ability to think and act strategically in the development and implementation of innovative better practice initiatives within a large, complex organisational environment, preferably in the higher education sector.

5. Demonstrated ability to collaborate, engage and influence stakeholders and an ability to assess complex matters and provide authoritative advice to senior managers and develop efficient services to meet identified needs.

6. Highly developed institutional research,problem solving, change management, consulting, interpersonal, report writing, time management and project management skills.

7. A demonstrated high level of achievement in relation to incorporation of EO principles into strategic planning and the capacity to accept responsibility for achievement of equity and diversity strategies.

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

References:

General Staff Classification Descriptors
Academic Minimum Standards

Australian National University   **Pre-Employment Work Environment Report**

Australian National University

Position Description

College/Division:	Planning and Service Performance Division
Department/Unit:	Planning and Reviews
Position Title:	Senior Planning Analyst
Classification:	ANU Officer 8
Position No:	24712
Responsible to:	Associate Director, Planning & Reviews

PURPOSE STATEMENT:

This position is responsible to the Associate Director, Planning & Reviews. The Senior Planning Analyst will undertake complex analysis, interpretation and provision of advice associated with the current and future performance of the ANU.

KEY ACCOUNTABILITY AREAS:

Deliver high level data analysis, complex modelling and visual and written reports that are accurate and timely.

Position Dimension & Relationships:

Reporting to the Associate Director, Planning & Reviews, the Senior Analyst will work closely with other staff within Planning & Performance Measurement Division, members of the senior executive, Colleges, Schools and other Portfolios and Divisions.

Role Statement:

Under the broad direction of the Associate Director, Planning & Reviews, Planning & Performance Measurement Division, the Senior Planning Analyst will:

- Responsible for the development, monitoring and maintenance of planning and performance reporting activities and tools.
- Develop and maintain standards, processes, and documentation for relevant areas of responsibility.
- Provide mentoring and guidance to team members on analysis and reporting.
- Undertake high level modelling, statistical analyses and institutional research to inform University planning.
- Contribute metrics and advice to support the University's performance measurement framework.
- Provide strategic support to key University decision-makers by responding to more complex requests for management information, primarily relating to student, staff and research statistics and changes in sector and government policy or the operating envi?onment.
- Prepare high quality written reports for executive and board audiences, co-ordinate the collection and peer review of data and inputs into such reports
- Undertake tasks to support the University's compliance with the Public Governance and Public Accountability ACT as it pertains to Performance and Planning
- Provide high level policy recommendations with respect to major changes that fall within the responsibilities of this position both to an internal and external audience.
- Perform other duties as requested, consistent with the classification level of the position and in line with the principle of multi-skilling.
- 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 or extensive relevant experience or an equivalent combination of relevant experience and/or education/training. Qualifications in Economics, Financial Management, Social Research or Statistics or a similar field are desirable

2. Demonstrated conceptual, analytical and numerical skills of a high order, including the capacity to distil complex material.

3. Proven understanding of the key issues and environment of higher education especially as they relate to planning, quality assurances and performance measurement.

4. Demonstrated ability to provide high-level analytical advice and support to executive and senior management on a range of strategic and operational matters.

5. High level experience in, or understanding of, modelling, statistical analysis, and performance analysis.

6. Ability to provide a client focussed service, consult with stakeholders, and work effectively as part of a team.

7. Demonstrated ability to work autonomously, plan and prioritise own workload within a team environment, and to manage conflicting deadlines and demands.

8. Highly advanced excel skills and proven experience working with modelling and statistical tools. Experience with TM1, SPSS and Cognos Business Intellitence a desirable advantage

9. Well-developed oral and written communication and interpersonal skills.

10. Demonstrated high level understand of equal opportunity principles and policies 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

Australian National University

Position Description

College/Division:	Planning and Service Performance Division
Position Title:	Change and Communication Officer
Classification:	ANU Officer 6/7
Position No:	TBC
Responsible to:	Manager, Capability Development
Number of positions that report to this role:	TBC
Delegation(s) Assigned:	TBC

PURPOSE STATEMENT:

The Planning and Service Performance Division (PSP) is a business unit under the Chief Operating Officer, within the Service Portfolio.

KEY ACCOUNTABILITY AREAS:

The Change and Communication Officer plays a key role in supporting the work of the Division to deliver high-quality change and communication outcomes that contribute to the implementation of sustainable, programs of work across the five value streams throughout the University.

Position Dimension & Relationships:

Under general direction from the Manager, the Officer will work with a range of professionals and stakeholders across the University, as well as other members of the PSP team including business analysts, developers, programmers and interns, to deliver day-to-day tasks associated with change and communications.

Role Statement:

1. Support the development and implementation of communications, engagement, stakeholder relations and change management plans for the PSP programs and services.
2. Support the process of transitioning projects from design to delivery to adoption.
3. Build strong working relationships with University clients through all stages of program delivery and design and implement plans for managing effective communications strategies to keep stakeholders suitably informed.
4. Develop and maintain content for the divisional website, online tutorials and forms, and publications in-line with contemporary standards and University requirements.
5. Develop, contribute to and/or deliver events, such as university forums, consultation events stakeholder presentations and launches.
6. Coordinate the implementation and delivery of activities and tasks to meet established milestones and deliverables. Including the development of Change Impact Assessments and Change Acceptance plans.
7. Provide high level administrative support, including preparation of correspondence, internal and external briefs and reports, and providing
8. Comply with all ANU policies and procedures, and in particular those relating to work health and safety and equal opportunity
9. Other duties and projects as consistent with the classification of the position.

SELECTION CRITERIA:

1. Qualifications in change management and/or communications, or the equivalent experience in supporting project delivery, preferably in a university or similarly complex organisation.
2. Proven ability to work co-operatively and effectively in a small team in a fast paced and rapidly evolving environment.
3. Ability to assess priorities and manage competing deadlines both independently and as a member of a team.
4. Developed problem-solving skills and the ability to apply user-centred design principles to solutions.
5. Ability to build rapport and to develop and maintain relationships across a broad range of University stakeholders.
6. Experience preparing and maintaining high-quality business communications and/or experience in preparing change impact assessments and engagement plans.
7. Excellent attention to detail and the ability to maintain a flexible and proactive approach to tasks within a busy work environment, to organise work priorities and to meet tight deadlines.
8. A demonstrated understanding of equal opportunity principles and policies and a commitment to their application in a University context.

Supervisor/Delegate Name:		Date:	

References:

Professional Staff Classification Descriptors
Academic Minimum Standards

Australian National University	# Position Description

College/Division:	Planning and Service Performance Division
Department/Unit:	Digital Solutions
Position Title:	Production Support Officer
Classification:	ANU Officer Grade 5/6 (IT)
Position No:	TBC
Responsible to:	Solutions Lead
Number of positions that report to this role:	0
Delegation(s) Assigned:	D6

PURPOSE STATEMENT:

The purpose of this role is to provide technical application support services to a small range of systems. It plays a key part in assisting in associated lifecycle management activities for these systems, such as upgrades, change management, enhancements, issue resolution and escalation and vendor liaison, as well as ensuring their day to day continuity.

KEY ACCOUNTABILITY AREAS:
Position Dimension & Relationships:

Under the general direction of the Solutions Lead, the Production Support Officer with a shared responsibility with the AS team develops and supports AS solutions to enhance the core functions of the University. The role will require liaison with developers, system administrators, infrastructure specialists, business areas, and end users from within AS, ITS, and across the University. Liaison with external vendors and their support areas may also be required.

Role Statement:

Under the general direction of the Solutions Lead, the Production Support Officer will:

1. Provide technical support for applications in the Digital Solutions Team in a timely and efficient manner, including provisioning and implementation, monitoring, code and data migrations, patching, and backup/restore, system maintenance, troubleshooting and issue resolution.

2. Assist in end-to-end processes required for system changes, including timely communications to key stakeholders in accordance with defined change management practices.

3. Draft and update detailed technical documentation including standard operating procedures and configuration documents.

4. Contribute to the assessment and analysis of system enhancement/improvement designs/requests and assisting in their development, configuration, testing and implementation

5. Assist as directed, in major incident management and investigation of problems in systems and services. Support resolution by liaising with clients, vendors, other support staff, and management as required.

6. Contribute to review of user requirements and specifications. Assist in designing test cases and test scripts, mapping back to pre-determined criteria. Analyse and report on test outcomes, including identifying issues and risks.

7. Develop and maintain a working knowledge of technology developments affecting the supported systems and contribute to system lifecycle planning while working as a productive member of the team sharing knowledge and contributing ideas.

8. Comply with all ANU policies and procedures, and in particular those relating to work health and safety and equal opportunity.

9. 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. Tertiary qualification in Information Technology or an equivalent combination of relevant experience and education/training.
2. Demonstrated technical knowledge and experience in the development and support of IT systems and technologies, with an understanding of the application lifecycle including processes related to development, testing, change control, and operational support.
3. Previous experience with development and maintenance of Smart IQ (previously Infiniti), Robotic Process Automation, or Chatbots would be highly regarded.
4. Demonstrated high level customer service and effective communication skills including developing written technical documentation and an ability to consult and liaise effectively with a wide range of stakeholders in a culturally diverse environment.
5. Proven commitment to service excellence with the ability to work effectively both individually and as a member of a multi-skilled team to deliver IT services from a diverse range of systems to a wide client base
6. Highly developed problem-solving skills and the ability to work within limited timeframes and to meet deadlines.
7. A demonstrated understanding of equal opportunity principles and policies 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

Australian National University	**Position Description**

College/Division:	Planning & Service Performance Division
Department/Unit:	Service Solutions
Position Title:	Project Cadet – Year 1
Classification:	ANU Officer Grade 3 (Administration)
Position No:	TBA
Responsible to:	Program Manager
Number of positions that report to this role:	0
Delegation(s) Assigned:	-

PURPOSE STATEMENT:

The Project Cadet works in the Service Solutions team to assist in the delivery of performance measurement, data analysis and reporting initiatives. In doing so the cadet will have the opportunity to develop their skills, apply learnings from their continues studies and prepare themselves for a career post completion of their studies.

KEY ACCOUNTABILITY AREAS:
Position Dimension & Relationships:

The Project Cadet reports to the Program Manager, and will work as a member of cross-functional teams where data analysis, problem solving and customer service skills will be developed.

Role Statement:

Under general direction, the Project Cadet will,:

1. Undertake on the job training in preparing and preparing and delivering a range of business projects.
2. With assistance, respond to stakeholder enquiries and requests by delivering an exceptional customer service experience, thus developing interpersonal and communication skills.
3. Undertake on the job training in project management methodologies and project governance
4. Contribute to the delivery of post implementation reviews and other quality assurance activities.
5. Support projects by preparing and checking documentation and statistical reports.
6. Assist in the organisation of workshops, training, meetings and events.
7. Maintain satisfactory academic progress in University studies.
8. Comply with all ANU policies and procedures and in particular those relating to the Code of Conduct, work health and safety and equal opportunity.
9. 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. Current enrolment at the ANU in a degree program relevant to the Cadetship. Experience studying or planning to study subject areas such as business, economics, management, information technology, or information science and data analytics would be an advantage.

2. Outstanding record of academic achievement with a desire to combine study with practical work experience and to complete the Cadetship within three (3) years.

3. An interest in project management and customer service.

4. A keen interest in building a long-term career in project management and the potential to develop the skills and knowledge required to use evidence to support decision making and improve project benefits.

5. Demonstrated numerical and computer skills and experience using the MS Office suite, and/or other analytical tools.

6. Experience with information systems would be an advantage.

7. Demonstrated ability to work independently and as part of a team.

8. Demonstrated time management and customer service skills with the ability to use personal initiative and the willingness to learn new technologies and concepts.

9. A demonstrated general knowledge and understanding of equal opportunity principles as they relate to employment.

***International Students will be subject to conditions of their visa.*

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

References:

General Staff Classification Descriptors

Academic Minimum Standards