Part 1: Formal Change Process

The Operations Portfolio at The Australian National University (herein referred to as the Operations Portfolio or the Portfolio) released a change management proposal on 27 October 2020. The formal consultation period ran from 27 October 2020 to 10 November 2020.

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

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

Background

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

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

This Implementation Plan outlines the confirmed changes as part of the first tranche, which includes an improved sustainable business model, service levels, ability to meet operational needs and value for money of some of our specialist services - specifically printing, audio visual and telephony through partnering with external providers.

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

The Implementation Plan includes specific details and information on the confirmed changes within the Operations Portfolio, specifically for the Information Technology Services and Finance and Business Services Divisions. The changes outlined will improve service delivery and value for money for some specialist and technical services at the University.

Part 2: Overview of Consultation Process

Consultation Period

The consultation period for the Operations Portfolio Change Management Proposal commenced on Tuesday 27 October and concluded on Tuesday 10 November 2020.

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

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

Overview of Feedback

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

During the consultation period, a total of seven (7) formal submissions were received from stakeholders across the ANU community and also external to the ANU. The feedback was provided on an individual and group basis and each submission was formally acknowledged as it was received.

All feedback was given serious and detailed consideration. There were a number of positive and relevant suggestions presented throughout the consultation period, along with some clarification sought regarding the rationale behind the proposed changes and how certain elements of the proposed new arrangements would be implemented to achieve the anticipated improvement in services

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

- Operational impact of proposed change

- Consultation and information provided in relation to the University Printing Service (UPS)

- Certainty of ethical sourcing when considering engaging external providers

Clarifications and Adjustments

1. Operational Changes

   Feedback received during the consultation period included suggestions in relation to continuing with UPS but with alternate operational arrangements including mandating of all University printing to be procured from UPS, better alignment to support University marketing activities and a physical relocation of UPS to improve access and visibility,

   These options were carefully considered by the University however these suggested alternate operational arrangements would not sufficiently address the issues and concerns regarding changing demands for services and the financial sustainability of the current structure and operational model.

2. Consultation

   Feedback and comments received regarding the consultation and concerns about the level of information that informed the proposed changes to the UPS. The rationale and factors that have influenced the consideration of the required model for printing services at the University is outlined in full in Part 3 below.

   In summary, since the 2017 review, UPS has continued to operate under a modified model whilst analysis on costs and alternate delivery models was undertaken. The alternative delivery model – specifically outsourcing of printing services - was accelerated during the COVID19 pandemic and the changed demand for services following the transition to online assessments and exams during 2020, with those changes expected to continue into 2021 and beyond.

3. Ethical Sourcing

   Feedback and comments received during the consultation have sought assurances regarding the procurement policies, procedures and practices of the University to ensure all external providers are compliant with and meet all ethical sourcing requirements and this compliance is monitored and confirmed for the duration of the period services are provided. The University confirms that all procurement processes include specific request for information and confirmation of ethical sourcing and these are monitored as part of the contract management framework specific to the external provider.

4. Updates and adjustments

   - Duplicate services – it was confirmed during the consultation period the PhysicsPrint self-service printing services within the Research School of Physics (RSPhys) are an in-house printing service for use within RSPhys, they do not accept print work from other areas of ANU and has minimal overlap with the services provided by UPS.

- New Direct transfer - It has been confirmed an additional administrative position (ANU Officer Level 4) is required to support contract services and administration within the University Procurement and Contracts Office (UPCO). It has been confirmed this position is substantially similar to the current administration ANU Officer Level 4 position within UPS and a direct transfer of this role from UPS to UPCO can be achieved. This results in one less disestablished position as a result of the changes to be implemented.

Part 3: Drivers for the Change

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

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

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

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

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

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

Outsourcing of Audio Visual, Telephony and Printing Services to specialist external partners

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

The confirmed changes will see the University calling for tenders from external suppliers to provide specialist services specifically:

- Printing; and
- audio visual *(as part of Teaching and Learning Support)*

These tender processes will commence during December 2020 and January 2021 with a view to implementing the external service provision by no later than 26 April 2021.

The confirmed changes will also see the expansion of specialist telephony services which are currently supporting the implementation of the new system to include the additional required telephony services.

These changes will impact teams within the Finance and Business Services Division and the Information Technology Services Division.

Audio Visual (AV) Support

A new technology capability will be introduced to support teaching and learning across the University. This approach will improve customer service and experience via proactive remote monitoring and management of AV equipment. It will require a shift to support the technology capability and consideration of how concurrent support of the current model can be maintained.

To enable the technology capability and to support a broader span of hours to support students and staff when AV support is required across the University, ITS require the ability to be more flexible and agile in the delivery of AV support and be responsive to the needs of the university community. This means being able to respond to and increase or decrease AV staff support levels based on customer demand which is impacted by the academic calendar and fluctuations in service demands throughout the year.

A broader range of AV capabilities and skills will be required to enable delivery of services across audio, video, applications, coding, netcomms, videoconferencing, unified communications, digital signage, collaboration software integrated with the control systems. Support for older generations of equipment and newer generations are also required to adequately support the future business needs and the new AV technology being introduced. To support the new AV technology being introduced and noting the regularly changing nature of technology, it is proposed to outsource the AV support to an external specialist partner.

In implementing an outsourced model for AV support, the University will:
- Call a formal University Tender process to consider the sourcing and selection of specialist partners who meet all of the audio visual requirements to the standard required;
- Establish a University Contract Management framework to establish legal terms and conditions for external audio visual support;
- Continue with interim external Teaching and Learning Support arrangements to support academic and teaching activities until the Semester 1 mid-semester break with a planned handover to the selected company during this time.
- Develop an AV Transition Plan to enable appropriate time for consultation, liaison and feedback from ITS staff and internal and external stakeholders and to document the implementation and transition to the provision of external Teaching and Learning Support services;
- Consider how best to support academic and teaching activities;
- Implement external service provider arrangements to support Teaching and Learning by the 19 April, 2021 (end of the Semester 1 mid-semester break).

The University acknowledges that these changes are difficult for impacted staff members, and acknowledges their achievements to date.

Telephony

The University has recently completed the implementation of the core component of a new Telephony system. As such, the old and unsupported Telephony system will now be decommissioned and a managed service for the new technology will be implemented to support the new system. The University also recognises the Telephony Team has historically consisted of one position, which leads to the risk of having a single subject matter expert in this area.

The current telephony position will become vacant in January 2021 following the staff member electing to take a voluntary separation from the University. The University has confirmed it will not replace this position. Some duties will be reallocated across the current ITS team and additional support will be provided through specialist telephony support services being delivered through an outsourced model.

In considering the outsourced specialist services and telephony support the University will:
- Engage with specialist telephony provider currently implementing new telephony system to determine if current scope of services can be expanded
- Ensure the University Contract Management framework and any legal terms and conditions are updated to enable provision of external telephony support;
- Develop a Telephony Transition Plan to enable appropriate time for consultation, liaison and feedback from ITS staff and internal and external stakeholders and to document the implementation and transition to the provision of external telephony services.

The University acknowledges that these changes may be difficult for impacted staff members, and acknowledges their achievements to date.

Outsourcing of University Printing Services to specialist external partners

University Printing Services (UPS) is part of the University Procurement Office which is part of the Finance and Business Services Division. UPS operates as a trading account and is required to be cost neutral by operating on a fee-for-service basis that covers the cost of all inputs and an allocation of overheads.

In 2017, an independent review recommended the University consider moving forward with an externally sourced printing function. At that time it was recommended that UPS continue operating under a modified model whilst detailed analysis on costs and alternate delivery models (including market testing) was undertaken.

Prior to COVID-19, the printing services at the University were managed via these main pathways:

- *University Printing Services (UPS):* to fully meet all University customer service requirements, UPS often relied on outsourced service providers to either complete partial components of jobs or the whole job. The decision to outsource was dependent on UPS availability at the time of request, as well as the size and type of job.

- *Colleges/Schools:* as it is not mandatory for the university to use UPS services, some Colleges and Schools directly outsourced a proportion of their printing services to an external supplier without reference to UPS. In 2019, approximately 63% of the Universities print jobs (by dollar value) were provided and delivered by external printing suppliers and services.

- *RSPhys Printing Services*: the Research School of Physics (RSPhys) School Computing Unit manages the PhysicsPrint self-service printing solution. PhysicsPrint are an in-house printing service for use within RSPhys and has minimal overlap with the services provided by UPS.

Outsourced printing services accelerated between late March and early June 2020 when the response to COVID19 resulted in the closure of University campuses and a move to remote teaching, researching and working. This required the UPS to close its services and temporarily outsource all University printing services as the UPS team were unable to access and operate the UPS equipment. During the period when the University had moved to remote teaching and working, the UPS services were coordinated with clients end to end from the initial order through to quotes and delivery of required services without negative impact on service delivery or customer feedback.

Another trend impacting UPS printing services, which has accelerated during 2020 has been the requirement for the University to move exams online. While it is recognised the University continues to consider and further develop the teaching and education services for our students in response to COVID-19 circumstances, it is expected the delivery of online exams and materials will, where it makes sense and is suitable to do so, continue.

This will have an ongoing impact on UPS operations and revenue. For example, between 2017 and 2019, UPS generated operating and net surpluses. In 2020, due to the operational impact and changes required to respond to COVID-19 and an estimated 50% reduction in orders, it is projected UPS will have an operating deficit of over $250,000 in 2020.

A further consideration for UPS given the trends and continued reduction in the demand for internally provided printing services, is the utilisation of university printing equipment and assets. A number of assets are due for replacement in early 2021 at approximately $80,000 per printer and the capital investment in these assets must be carefully considered.

Analysis of 2019 utilisation data for the three UPS printers shows that, on average across the year, the printing equipment the University owns and operates are only being used between 13-26% of their capacity. A portion, but not all of the reduced utilization of assets may be due to manual intervention UPS does in completing jobs, particularly finishing processes of binding, laminating, guillotining and packaging.

In implementing an outsourced model for printing and scanning services, the University will:

- Call a formal University Tender process to consider the sourcing and selection of external printing suppliers who meet all of the university printing and scanning requirements to the standard required;
- Establish a University Contract Management framework to establish legal terms and conditions for external printing suppliers;
- Continue with interim external printing services established during 2020 to provide additional support as for printing and scanning activities for Q1, 2021.
- Develop a UPS Transition Plan to enable appropriate time for consultation, liaison and feedback from UPS staff and internal and external stakeholders;
- Implement external service provider arrangements to support printing and scanning services by 1 March 2021
- If arrangements with external printing suppliers are confirmed and an outsourcing model is implemented, review current UPS assets to determine ability for re-sale or re-purpose.

The University acknowledges that these changes may be difficult for impacted staff members, and acknowledges their achievements to date.

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

Summary of the confirmed changes:

1. Outsourcing of Audio visual and Telephony Services to external partners
   - Disestablishment of four (4) professional staff positions

2. Outsourcing of Printing Services to external partners
   - Direct transfer of two (2) professional staff positions
   - Disestablishment of four (4) professional staff positions

Outsourcing of Audio Visual and Telephony Services to specialist external partners

Positions to be disestablished

Audio Visual and Telephony Services are currently delivered by University staff. In implementing the confirmed changes, the following positions will be disestablished as they are no longer required or their duties have been or will be ceased within the ITS Division.

It has been confirmed the staff within these teams have elected to take a voluntary separation from the University and will leave the University in the coming months. These positions proposed for disestablishment include these soon to be vacant positions.

- Audio Visual Hire (ANU Technical Officer Level 6)
- Technical Officer (ANU Officer Level 4/5)
- Technical Officer (ANU Officer Level 4/5)
- Team Lead Telephony (ANU Officer Level 8)

Outsourcing of University Printing Services to specialist external partners

University Printing Services are currently delivered by University staff. In implementing the confirmed changes, the impact of these changes will involve the:

- Direct transfer of two (2) positions; and
- Disestablishment of four (4) positions.

Positions to be directly transferred:

The following positions will be directly transferred from UPS into the University Procurement Office (UPCO). All of the positions to be directly transferred are being transferred at level and will have a position description review and refresh as part of the implementation of the changes.

Manager UPS (ANU Officer 8) –this role would transition to the UPCO team and support the management and coordination of the outsourced printing and scanning services. The role would be responsible for managing the contracts and performance with confirmed external suppliers. This position would also be required to ensure compliance with contracts and service level standards, co-ordinating all University printing orders including quotes placement and confirmation of orders and delivery and arrange centralised payment with customers and suppliers. The position description for this role would be reviewed and refreshed in accordance with the ANU Officer Level 8 classification descriptors.

Administration Assistant (ANU Officer 4) to Contracts Administration Officer (ANU Officer 4) – the contracts administrator role is required within UPCO to enable support within the contracts team. The role will be responsible to provide general administrative support for the provision of contract management and procurement services to the University.

Positions to be disestablished

The following positions will be disestablished as they are no longer required or their duties have been or will be ceased within UPS.

- One (1) x Printing Supervisor (ANU05) (VACANT)
- One (1) Printing Operator (ANU04)
- Two (2) x Printing Assistant (ANU2/3)

Part 5: Staffing Principles

The Operations Portfolio will transition to the external delivery of specialist audio visual, telephony, printing and scanning services 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) and will be managed and achieved through the following principles:
- natural attrition;
- permanent transfer;
- redeployment;
- voluntary conversion to part-time work;
- Fixed term pre-retirement agreements; or
- Voluntary separation.

PROFESSIONAL STAFF: STAFFING PRINCIPLES
The following principles will apply in determining professional staff position changes:

Phase 1 – Management of Staff Requests

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

Phase 2 – Recruitment and Appointment Process

Finalise position descriptions for positions. Recruitment for 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 is essentially the same or substantially the same within the new structure.

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 on 27 October 2020, and the conclusion of the formal consultation period on 10 November 2020, this Change Implementation Plan has been prepared to confirm the process for progressing workplace change in relation to the Operations Portfolio.

The implementation of the changes will involve:

- The direct transfer of two (2 FTE) continuing professional staff position;
- The disestablishment of up to eight (8 FTE) continuing professional staff positions;
- Changes may also include a change in reporting or supervisory lines for some staff and positions; a change in work practices for some staff; reorganisation of teams, and/or a change in conditions, including change that would be likely to lead to changed responsibility levels.

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

Notification:
The University is drafting this document to set out its specific proposal for your information and it is being circulated to:
- Operations Portfolio staff;
- ANU Senior Management Group
- Research School Directors, Service Division Directors, General Managers and School Managers;
- Available on the ANU Recovery website here
- Nominated staff representatives including the NTEU;
- Other relevant stakeholders as required.

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

Part 7: Implementation Timetable

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

Date	Details of Consultation Process
Tuesday 27 October 2020	Release the Change Management Proposal to the Portfolio and University Community Consultation Period Commences
Tuesday 10 November 2020	Close of Consultation period
Tuesday 27 October – 23 November 2020	Collation of feedback from Consultation and preparation of Implementation Plan
27 November 2020	Publication of Implementation Plan
27 November – 2 December 2020	Feedback on Implementation Plan
3 December 2020	Commencement of Implementation
From 3 December 2020	Management of affected staff requests
w/c 14 December 2020	Opening of Learning and Meeting Space Technology Tender
14 December 2020 to 28 February 2021	Learning and Meeting Space Technology Tender process
w/c 18 January 2021	Opening of Printing and Scanning Services Tender
14 December 2020 to 28 February 2021	Learning and Meeting Space Technology Tender process
From 1 March 2021	Commencement and Implementation of external provision of Printing and Scanning Services
From 5 April 2021	Commencement and Implementation of external provision of Learning and Meeting Space services

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

Name	Position	Contact details
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Finance & Business Services Anna Tsikouris	Interim Chief Financial Officer	Anna.Tsikouris@anu.edu.au
Belinda Farrelly	Associate Director, Organisational Change	org.change@anu.edu.au belinda.farrelly@anu.edu.au (02) 6125 3012

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

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