

## Part 1: Background

This proposal outlines some of the changes required within the Vice Chancellor Portfolio (herein referred to as the Portfolio) to support and respond to the ANU Recovery Plan for The Australian National University (ANU).

The Vice-Chancellor and the Portfolio have responsibility for the leadership, governance and overall strategic direction of ANU. This is a particularly critical function during uncertain times, a pandemic and a global economic contraction, which changes the University's business model and operations, including recasting of the University's relationship with Australia and the Commonwealth government. The priorities for the Portfolio encompass leadership and effective governance of the institution, including through this period of uncertainty, and positioning ANU to emerge from the pandemic as a strong national resource for Australia.

The Portfolio includes two service divisions: the Office of the Vice-Chancellor (OVC) and the Corporate Governance and Risk Office (CGRO). The Office of the Chancellor operates out of Perth and is currently positioned within CGRO. The Office supports the work of the Chancellor, although those aspects of the Chancellor's work that are focused on governance are closely supported by CGRO.

OVC and CGRO are very broadly responsible for the University's management, governance and audit structures, business flow and overall leadership, as well as directly supporting the day-to-day work of the Vice-Chancellor and Chancellor, and the integrated work of the Senior Management Group and Council.

This proposal outlines the challenges the Portfolio faces and how we must adapt to our new circumstances. It sets out specific details and information on the proposed changes within the Portfolio and seeks consultation and feedback on these proposed changes as well as providing the guiding principles which will support any confirmed changes that may need to be implemented.

This managing change document (herein referred to as the Change Proposal) outlines the rationale for the proposed organisational change and nature of the changes proposed within the Portfolio.

The Change Proposal specifically relates to proposed changes in the structure and areas of responsibility for the Portfolio. The Change Proposal includes an indicative timetable for consultation, feedback and implementation.

The objective of the Change Proposal is to outline and consult on the proposed changes in the Vice-Chancellor Portfolio in response to the ANU Recovery Plan. The proposed changes will enable the Portfolio to emerge strongly from the current global pandemic, while ensuring the University's leadership remains supported and engaged.

## Part 2: Objectives and Rationale for Change

The University must continue to meet its unique national responsibilities and deliver the current ANU Strategic Plan and the forthcoming *ANU 2025* strategy, through renewal of those responsibilities and playing our part in improving Australia's future. The way ANU is led, governed and managed, and the way our leaders interact with the world, is fundamental to the University's recovery.

The Portfolio helps delivery of the strategic priorities of the University through the support and leadership it provides to ANU and its senior management, its governance structures and functions, the University's business flow and its assurance and audit functions. It is proposed that the management and leadership of the University should in future be fully aligned with the strategic communications and government and Commonwealth engagement functions. It further proposes that the Chancellor's Office's reporting line remain within the portfolio but be transferred from CGRO to the OVC to better align the function of the Chancellor's Office to the function of the OVC.

The Portfolio's operating context will continue to evolve, and the Portfolio will continue to need to adapt. Through 2020, the impact of the COVID-19 pandemic on the University's revenue and operating model has led to changes in the way the University is managed, including decision-making and business flow, as well as revisions to governance structures and parameters. A challenge through the pandemic has been ensuring an effective flow of communication between the Vice-Chancellor (VC) and the University, as well as creating strong mechanisms for the University to work with the Commonwealth and political stakeholders in uncertain times. The VC and Chancellor, as the University's most visible spokespeople, communicators, and

engagement points with government and external stakeholders, have needed to find (with their teams of staff) optimal means of representing ANU, advocating for the University, and describing the challenges facing our organisation in these uncertain times.

To continue to perform strongly and create the most direct possible alignment between the University's leaders and critical communications and government engagement activities, it is proposed to integrate the communications and government relations teams within the OVC. This will support and ensure our communications and Commonwealth/government relations are intrinsically aligned to the work and objectives of the VC and the Chancellor, whose key support also sits within OVC.

In proposing to move the Office of the Chancellor to the OVC, it will ensure the necessary arms-length nature of the governance functions managed by CGRO are disaggregated from the strategic advice and support provided by the Office of the Chancellor, which is more closely aligned in role and function to the work of the OVC.

### **Office of the Vice Chancellor**

The OVC is a critical junction for strategic decision-making, business flow, engagement and communications across the span of the University. It supports the VC in discharging his responsibilities as President of the ANU, and in all his interactions as leader of the University. It provides broader support to and engagement with members of the Senior Management Group and elsewhere in the University and community. These responsibilities, particularly in relation to business flow and decision-making, communications and political stakeholder engagement, have grown significantly in 2020. In addition, a much more frequent cycle of meetings with senior colleagues and the intersection of current and new ANU Strategic Plans has placed additional pressure on the OVC. However, the budget challenges have meant the Office has not filled two positions which have become vacant through departures and long-term leave arrangements, and has supported reduction of hours for some staff (total vacancies 2.2 FTE) during the year.

The OVC is led by the Chief of Staff and Director OVC (DOVC), who has overall responsibility for the Office and all its functions and is the VC's primary adviser and representative. The OVC also includes a Senior Adviser, who has carriage of planning activities, provides strategic advice and leads projects; an Executive Officer, who has a range of strategic and project responsibilities while managing business flow and SMG, and the VC's day-to-day preparedness; an Executive Assistant, managing the VC's calendar and commitments; an Executive Planning Officer, who delivers and advises on strategic planning activities; an Executive Project Officer, who provides support and advice to the VC and DOVC on strategic projects; and an OVC Support Officer, helping all members of the Office and visitors to the OVC.

It is proposed to review the roles within the OVC to provide additional clarity on roles and responsibilities within the expanded Office, to ensure that the Office can continue to perform strongly and function effectively in support of the VC, the SMG and the University. It is also proposed to include a specialist communications adviser to the OVC to support and advise the VC and the DOVC on communications, events and briefings.

The Global Engagement Portfolio released a change proposal for consultation on 3 November 2020. The changes proposed include that communications, engagement, government and Commonwealth relations functions move to work more closely with the Vice-Chancellor. These proposed changes would involve integration of these essential functions within the OVC and support and strengthen the collaboration and smooth interactions between all these critical and related teams operating within a single Portfolio.

### **Office of the Chancellor**

The Office of the Chancellor includes two (part time) positions – Senior Adviser and Executive Officer – which support the work of the Chancellor, the Hon. Julie Bishop. The Office is currently part of CGRO and works closely with the OVC. The functions of the Office of the Chancellor are similar to the functions of the OVC, including business flow, communications, engagement and briefing – with the support for the Chancellor's role in governance structures expertly provided by CGRO. It is proposed the Chancellor's Office become part of OVC, and that CGRO continue to support the Chancellor with all elements of her role as Chair of the ANU Council, with overall responsibility for the University's governance.

### **Corporate Governance and Risk Office**

The Corporate Governance and Risk Office (CGRO) is responsible for coordinating the governance and assurance functions of the University, principally through advice and support to the Council, Council Committees, and Academic Board and its committees. Due to the role CGRO plays, it is essential that this Office functions to some extent 'at arms length' from the management of the University, represented by the VC and the OVC, but with close affinity and engagement. CGRO manages the governance frameworks of ANU which cover legislation, policy and delegations of authority, and support and provide secretariat and procedural advice to the Chancellor and Council / Committee members as they exercise their governance responsibilities. CGRO is responsible for implementing the University's Entity-wide Risk Management Framework and managing the University's internal and external audit programs. There are no proposed changes to the structure of CGRO.

These proposed changes will assist the Portfolio in supporting the University objectives in the ANU Recovery Plan and within the Expenditure Control Framework.

## **Part 3: Current and Future State, The Nature of the Change**

### **Summary of Proposed changes**

It is foreseeable that the impact of this change proposal will involve:

- Establishment of one (1) professional staff positions
- Direct transfer of eight (8) professional staff positions;
- Disestablishment of two (2) (VACANT) 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; and/or a change in conditions, including change that would be likely to lead to changed responsibility levels.

### **Summary of Staff Position Changes –**

#### **New Positions within the proposed structure**

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

Communications Adviser (Senior Manager 1) This proposed new position is recommended to be classified at Senior Manager 1. This role will report to the Chief of Staff and Director, OVC and will have responsibility for delivery and support of VC and Chancellor for communications, events and briefings.

#### **Directly transferred positions within the proposed structure:**

It is proposed the following positions will be directly transferred into the new structure and some are proposed to be reclassified as part of this transfer and/or undergo a change of title. For those proposed to be reclassified, this is to recognise the increased responsibilities and the depth, breadth and expertise required of the role since its establishment and the ongoing requirements of the role. All of the positions proposed to be directly transferred will have a position description refresh should the changes be confirmed. This will enable the positions to be updated and aligned with the requirements of the proposed new structure and ensure roles are focussed to optimise the delivery of services and requirements within the Vice Chancellor Portfolio and to the University.

**Table 1: Directly transferred positions within the proposed structure**

Current Position Title	Proposed Position Title	Number of positions
Director and Chief of Staff	Director and Chief of Staff	1
Senior Adviser, OVC, Senior Manager 2	Senior Adviser, OVC, Senior Manager 2	1
Executive Officer, OVC, Senior Manager 1	Executive Officer, OVC, Senior Manager 1	1
Executive Planning Officer, ANUO6/7	Executive Planning and Coordination Officer	1
Executive Assistant to VC, ANUO6/7	Executive Assistant to VC, ANUO6/7	1
Officer Administrator (ANUO5)	Executive Projects Officer, ANU O6/7	1
Senior Adviser to the Chancellor, SM1 (Currently within CGRO)	Senior Adviser to the Chancellor, SM1	1
Executive Officer to the Chancellor, ANUO6/7 (Currently within CGRO)	Executive Officer to the Chancellor, ANUO6/7 (Currently within CGRO)	1
<b>TOTAL</b>		<b>8</b>

#### **Disestablished positions within the proposed structure**

It is proposed the following positions will be disestablished as they are no longer required or their duties have been or will be ceased or distributed elsewhere within the proposed new structure.

Provost - 1 position (VACANT) - This role is currently vacant and it is proposed this will not be filled and the role will be disestablished. The work associated with this position has been permanently reduced and distributed to other existing positions within the Portfolio.

OVC Support Officer (ANU Officer 5) (VACANT) - This role is currently vacant and it is proposed this will not be filled and the role will be disestablished. The work associated to this position will be permanently reduced and distributed to other existing positions within the Portfolio.

### **Part 4: Staffing Principles**

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

In this tranche of the proposed reorganisation of the Operations Portfolio, it is proposed that the change will result in the establishment of one (1) professional staff positions and the direct transfer of eight (8) professional staff positions and disestablishment of two (2) professional staff positions.

The objective of this plan which outlines the proposed new Office of the Vice-Chancellor structure is to enable the University to work with individual staff members, and representatives, to ensure timely and effective consultation and that any reductions in staffing are managed in accordance with the job security provisions outlined in clause 67 of the *ANU Enterprise Agreement 2017-2021* (ANU Enterprise Agreement).

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

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

## **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 proposed new positions will commence once position descriptions have been reviewed and approved by the University Staffing Committee.

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

### **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 5: The University's Commitment**

### **Status:**

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

It is foreseeable that the impact of this proposal will involve

- The establishment of one (1) professional staff positions
- The direct transfer of eight (8) professional staff position;
- The disestablishment of one (1) professional staff position (VACANT);
- The disestablishment of one (1) academic/senior executive position (VACANT); and
- 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.

**Notification:**

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

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

**Representation:**

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

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

## Part 6: Consultation

ANU is committed to consultation with staff and students and we will continue to provide a range of options and opportunities for the community to be involved, ask questions and provide feedback and ideas.

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

Feedback may be submitted at [org.change@anu.edu.au](mailto:org.change@anu.edu.au)

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

Date	Details of Consultation Process
Friday 6 November 2020	Meeting with affected staff within Vice Chancellor Portfolio  Release of proposal to Vice Chancellor Portfolio staff  Release of the Proposal to the University Community  Consultation Period Commences
Week commencing 9 November 2020	Vice Chancellor Portfolio team briefing
Friday 20 November 2020	Close of Consultation period
Friday 6 November – 27 November 2020	Collation of feedback from Consultation and preparation of Implementation Plan
Week commencing 30 November 2020	Publication of Implementation Plan
Week commencing 30 November 2020	Feedback on Implementation Plan
Week commencing 7 December 2020	Proposed commencement of Implementation

**Contacts:**

This change management process will be led by Chris Price, Chief of Staff and Director, Office of the Vice-Chancellor in consultation with the Human Resources Division.

Name	Position	Contact details
Chris Price	Chief of Staff and Director, Office of the Vice Chancellor	<a href="mailto:Director.ovc@anu.edu.au">Director.ovc@anu.edu.au</a> (02) 6125 1523
Belinda Farrelly	Associate Director, Organisational Change	<a href="mailto:org.change@anu.edu.au">org.change@anu.edu.au</a> <a href="mailto:Belinda.Farrelly@anu.edu.au">Belinda.Farrelly@anu.edu.au</a> (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  <a href="mailto:staff.adviser@anu.edu.au">staff.adviser@anu.edu.au</a>
Employee Assistance Providers	Assure Relationships Australia	1800 808 374 (02) 6122 7100

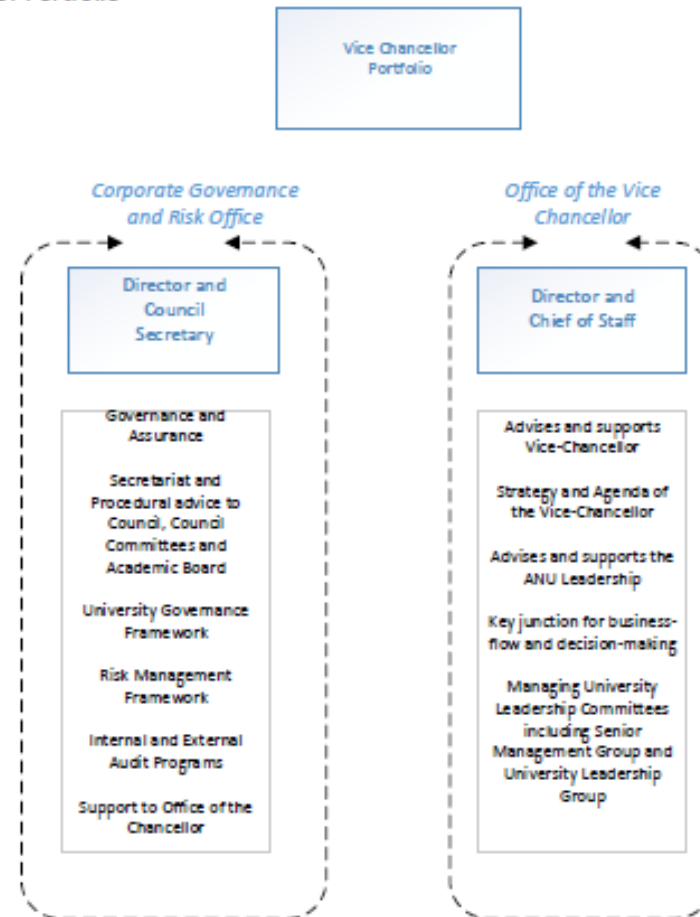
## Appendices

- Appendix 1: Current functional structure: Vice Chancellor Portfolio
- Appendix 2: Current structure: Office of the Vice Chancellor
- Appendix 3: Proposed functional structure: Vice Chancellor Portfolio
- Appendix 4: Proposed structure: Office of the Vice-Chancellor



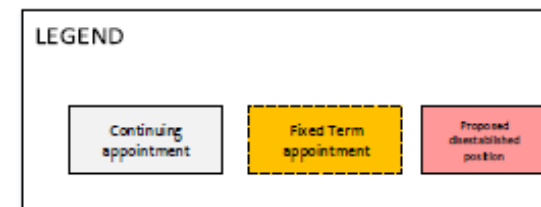
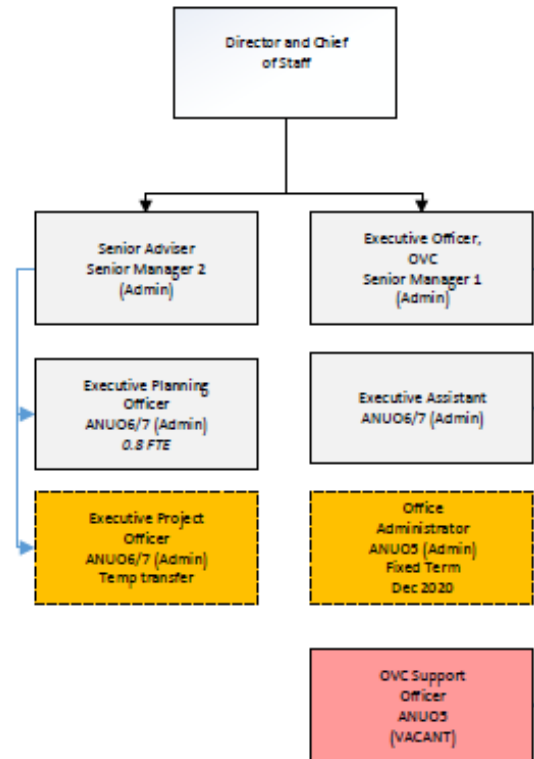
Appendix 1: Current functional structure – Vice Chancellor Portfolio

Current Structure – Vice-Chancellor Portfolio



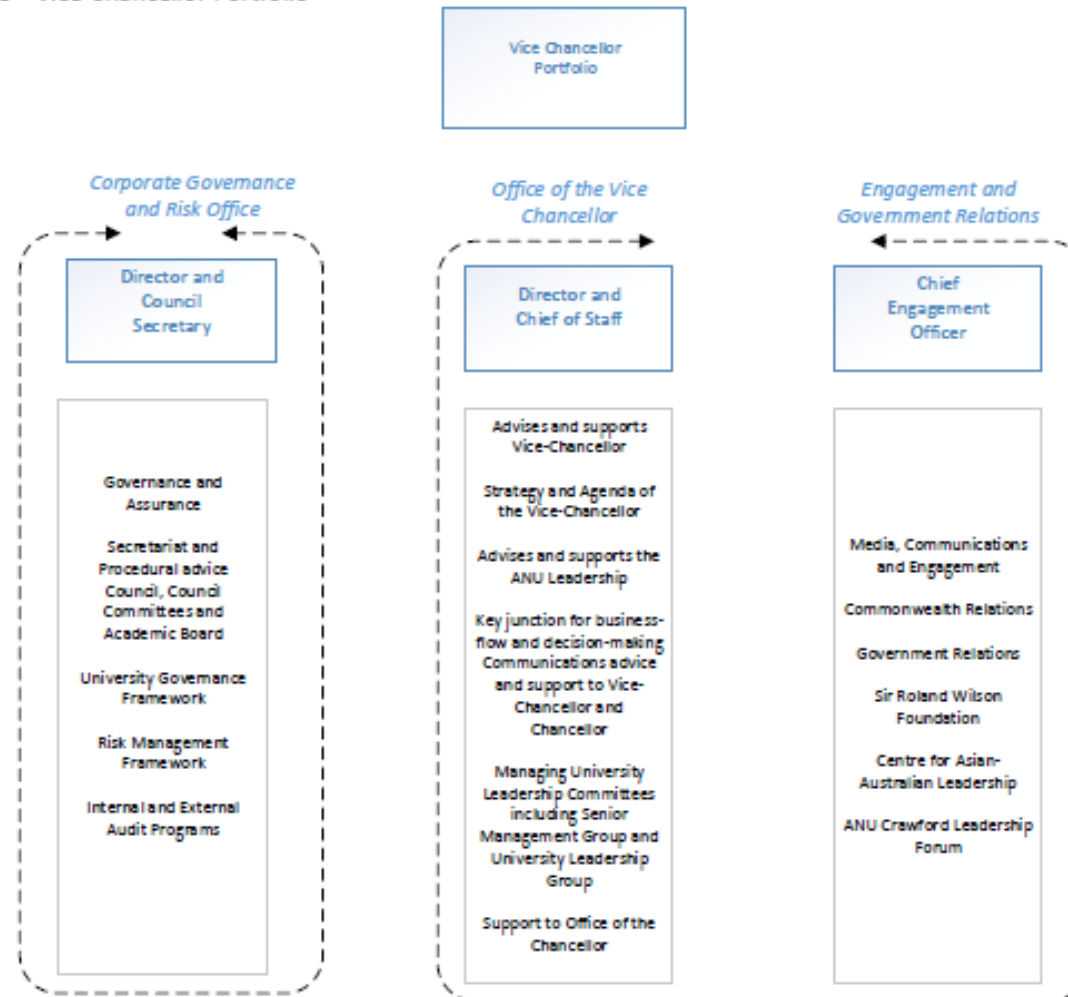
Appendix 2: Current structure – Office of the Vice-Chancellor

Current structure – Office of the Vice-Chancellor



Appendix 3: Proposed Functional Structure – Vice Chancellor Portfolio

Proposed Structure – Vice-Chancellor Portfolio



Appendix 4: Proposed Structure – Office of the Vice Chancellor

Proposed structure – Office of the Vice-Chancellor

