

## Part 1: Formal Change Process

This Global Engagement portfolio (herein referred to the Portfolio) released a change management proposal on 3 November 2020 to support and respond to the ANU Recovery Plan for The Australian National University (ANU). The formal consultation period ran from 3 November 2020 to 17 November 2020 and, upon request, was extended by three days and closed on 29 November 2020. During this period, there was consultation undertaken and a level of understanding was expressed regarding the need for the proposed changes with a range of suggestions about alternate options put forward for consideration.

This document, the Change Management Implementation Plan (herein referred to as the 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 contributions and feedback. Feedback was received from Portfolio staff, colleagues from across the University and stakeholders external to the University. This reflected high levels of engagement and commitment to the delivery of programs and services from the Portfolio.

### **Background**

The Global Engagement Portfolio plays a pivotal role in strategic engagement, government relations and communications activity for ANU. It leads the development and implementation of the international strategy and communications and engagement strategy, as well as the University's strategic engagement with global partners.

The Portfolio includes: Strategic Communications and Public Affairs (SCAPA), the Public Policy and Societal Impact Hub (the Hub), Sir Roland Wilson Foundation (SWRF), the Centre for Asian-Australian Leadership (CAAL), International Strategy and Partnerships, the China Liaison Office, the North America Liaison Office and the Southeast Asia Liaison Office.

In order to put the University on a sustainable financial footing from 2021, the ANU Council approved the development of the ANU Recovery Plan, designed to address the University strategic and financial challenges. The Recovery Plan outlines how ANU will meet its current and future financial obligations and achieve our strategic objectives as outlined in the *Australian National University 2017-2021 Strategic Plan*, with 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.

The challenge for 2021 and beyond is to ensure the ongoing ability for ANU to operate within our highly constrained projected revenue. It is not good enough just to survive the pandemic; we must thrive and help provide the building blocks for the national recovery.

The core outcome of the ANU Recovery Plan is that ANU must close a remaining financial gap of \$103 million per annum from 2021. This requires savings in both non-salary and salary expenditure and will require a reduction of positions across the University.

This Implementation Plan outlines the challenges we face and how we must adapt to our new circumstances. It includes specific details and information on the confirmed changes within the Portfolio specifically relating to Strategic Communications and Public Affairs, the Public Policy and Societal Impact Hub, the Sir Roland Wilson Foundation and the Centre for Asian Australian Leadership.

International Strategy and Partnerships, the China Liaison Office, the North America Liaison Office and the Southeast Asia Liaison Office are not directly impacted by these confirmed changes.

## Part 2: Overview of Consultation Process

### **Consultation Period**

The consultation period for the Global Engagement Change Management Proposal commenced on Tuesday 3 November and concluded on Friday 20 November 2020. The consultation period was originally scheduled to close on Tuesday 17 November 2020, but was extended (by request) for a further period and closed on Friday 20 November 2020.

A copy of the Change Proposal was provided to all Portfolio staff via email and to the University community via the Recovery Plan website, 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. There were two staff forums for the Strategic Communications and Public Affairs (SCAPA), the Public Policy and Societal Impact Hub (the Hub), Sir Roland Wilson Foundation (SWRF), ANU Crawford Leadership Forum (ACLF) and the Centre for Asian-Australian Leadership (CAAL) teams to give them the opportunity to ask questions and discuss the Change Proposal in detail. In addition to these workshops individual meetings and discussions were offered and held with staff from across the Portfolio.

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

### **Overview of Feedback**

The time and thought invested by Portfolio, other colleagues from across the University and the broader community in providing valuable feedback regarding the change proposal are acknowledged and appreciated.

During the consultation period, a total of 27 formal submissions were received from ANU stakeholders both within the Portfolio (24) and external to the Portfolio (3). The feedback was provided on an individual and team/group/area 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 structure or changes would be implemented to achieve the anticipated improvement in service/culture.

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

- Structure – including leadership roles and combined vs separate teams
- Roles and responsibilities – including position titles, levels and consistency across teams, career pathways, development and succession
- Range of positions and levels within teams
- Consultation and information provided
- Corrections and Adjustments
- Individual impact

### **Clarifications and Amendments**

The responses received during the consultation period included queries which required clarification, and suggestions regarding the recommended changes. In response to this feedback and in consideration of the overarching strategic priorities of the proposed plan, the following clarifications, adjustments and amendments are provided in relation to the Global Engagement Change Proposal:

1. Structure – there was strong feedback and commentary regarding ANU Communications and Engagement and the Office of Commonwealth and Government Relations being combined into one team. There was also feedback about the overlap with the VC Portfolio plans and concerns about the creation of a separate communications role within the OVC. There was strong feedback about the need for the Director of Communications position to be retained. There was also feedback about considering addressing the large gap between the level of roles and responsibilities for those positions reporting to the Director. These suggestions and feedback were carefully considered and have been adopted and included in the implementation including:
  - Establishment of separate portfolios for ANU Communications and Engagement and Office of Commonwealth and Government Relations
  - Retention of Director, Communications position
  - Director to lead Office of Commonwealth and Government Relations
  - Review and revision of leadership roles within structure.
  - Dedicated internal Communications role supporting Chancellor and VC communications to remain within ANU Communications and Engagement
  - Addition of Project and Planning Officer role to provide support and coordination across two teams

2. Roles and responsibilities - the issue of the limitation of succession and development opportunities was raised in many of the submissions as well as advocacy for a reclassification of some roles. It was felt important to build in succession and career development pathways into a historically very flat structure. Feedback included recommendations about the classification of roles given the scope of responsibilities and the need to provide support and additional leadership capacity within the teams. These suggestions and feedback were carefully considered and have been adopted and included in the implementation including:
  - Revision of position\_levels across leadership roles
  - Refine structure to provide pathways to leadership roles
  - Ensure consistency across roles, levels and position titles across teams
3. Range of positions and levels within teams – concerns were expressed regarding the removal of all but one (1) level 5 position across ANU Communications and Engagement and the Office of Commonwealth and Government Relations. These concerns included reallocation of workload on remaining roles within structure, workload management, ability to develop and nurture experience to junior staff within teams and ability to deliver range of activities without these support positions. These suggestions and feedback were heard and carefully considered and have been adopted and included in the implementation including:
  - Addition of one (1) ANU Officer Level 5 position within Events and Engagement team
  - Addition of one (1) ANU Officer Level 5 position within the Office of Commonwealth and Government Relations
4. Consultation and information provided – further information was sought regarding the consultation process and, if confirmed, how the changes would be implemented and the timing for the changes. It was confirmed, implementation of any confirmed changes would commence in January 2021.
5. Corrections and Adjustments – feedback included questions and observations about information considered incorrect in the Managing Change Proposal. This feedback has all been reviewed and the corrections include:
  - Minor corrections relating to individual circumstances, including corrections to the end-dates of fixed-term and temporary transfer appointments and current position titles.
  - Requests to provide details on direct transfers as they relate to fixed-term staff. The Implementation Plan notes all fixed term roles will be transferred to the new structure for the current term of their fixed term agreement
6. Individual impact - some feedback raised questions and requests for information regarding individual employee arrangements. Separate responses were provided directly to those team members who raised specific questions about individual circumstances. These are not detailed within the Implementation Plan.

### Part 3: Drivers for Change

The Global Engagement Portfolio plays a key part in helping the University to deliver its unique national responsibilities including:

- supporting the strong connection to governments both domestic and offshore.
- developing and cultivating partnerships across the world.
- supporting our students and staff community and they contribute to our global network; and
- ensuring the strong reputation that ANU holds in Australia and globally remains intact.

Following the decision of the Vice President (Engagement and Global Relations) to step down from their role at the end of December 2020, changes to the Portfolio have been confirmed to enable and support the delivery of the key responsibilities and strategic objectives, priorities and services delivered by the teams.

These new organisational arrangements will impact Strategic Communications and Public Affairs (SCAPA), the Public Policy and Societal Impact Hub (the Hub), the Sir Roland Wilson Foundation (SRWF), the Australia Crawford Leadership Forum (ACLF) and the Centre for Asian Australian Leadership (CAAL).

The International Strategy and Partnerships, the China Liaison Office, the North America Liaison Office and the Southeast Asia Liaison Office are not impacted by these changes and will in January 2021 transition to the International Strategy Portfolio lead by the Deputy Vice-Chancellor – International Strategy and Partnerships.

The priorities for communications, engagement and government relations will remain focussed on:

- Targeted and enhanced engagement in Government and Commonwealth Relations
- Strengthening the commercial potential of ANU through our processes and partnerships
- Increased support for ANU strategic digital communications
- Increased capacity for strategic events and outreach
- Resource sharing and collaboration with Colleges and Divisions
- Expenditure controls and savings

The new organisational arrangement and resourcing supports the ANU Recovery Plan and Expenditure Control Framework. The new structure has been designed to support the implementation of the University's Communication and Engagement strategy and strategic engagement with parliament, governments and the Commonwealth and enable the reshaping of ANU-Commonwealth relations.

It considers the communications, engagement and government relations needs of the University which has been informed by the recommendations of, and management response to, the external Review of ANU-wide communications and engagement commissioned in January 2020. It has also been informed by the ANU International Strategy and the University's ambitions for its engagement with the Australian government.

### **Review of ANU Wide Communications and Engagement – January 2020 (the Review)**

The University undertook a thematic review in January 2020 to examine holistically its communications and public affairs functions. The purpose of the review was to ensure ANU has strategic capacity, is fit for purpose, and is sector leading, with a particular focus on:

- Alignment with the University's Strategic Plan and distinct role as the national university
- Capacity and capability to advance the national and international profile and reputation of the University
- Capacity and capability to advance the standing of the University with government, community and other stakeholders
- Adaptation to a rapidly changing communications and engagement landscape

The Review recommended the development of an agreed university-wide communications and engagement strategy to underpin its communication activities. This recommendation was accepted, and the University Communication and Engagement Strategy (the Strategy) was approved by the University Senior Management Group on 10 September 2020. The changes outlined for the Portfolio have been designed and are presented to enable the necessary operational resources and structure to support for implementation of the Strategy.

Other relevant recommendations dealt with by the proposed changes include:

- The panel recommended a focus on being “digital first”.
- The panel highlighted some confusion around how communications functions were described. SCAPA's name should be reconsidered.
- The review was clear that ANU lacked capacity in its central communications area. Critical gaps included:
  - Story-driven communication (and campaigns) across multiple channels – digital first
  - A dedicated internal communications team with a senior leader
  - A team of specialists to deliver major events, including festivals
  - The need to recruit additional senior government relations experts

The management response to the Review broadly accepted these recommendations, and the new structure outlined in this Implementation Plan seeks to address these recommendations.

**Strategic Communications and Public Affairs**

Strategic Communications and Public Affairs (SCAPA) is the University's central point for public affairs, internal and external communication, media relations, community engagement, public lectures and outreach, government relations and VIP visits and protocol. It also maintains responsibility for the verbal and some visual elements of the ANU brand, as well as the ANU style guide.

The current structure of SCAPA includes five (5) teams including Public Affairs, Strategic Communications, Multimedia, Government Relations and Internal Communications.

**Change to ANU Communications and Engagement team:**

In considering the communications and engagement service model, the University will:

- Rename the team to reflect more clearly its role in the university to “ANU Communications and Engagement”;
- Create three (3) teams: Corporate Communications & Engagement, Media and Communications, Multimedia & Production;
- Restructure and redesign of Corporate Communications & Engagement teams and Media and Communications teams to increase capacity;
- Increase digital communications resources within Media and Communications team in response to recommendations of the Review and ANU Digital Masterplan;
- Create an Events and Engagement team to support flagship and major university events and outreach, including the seven ANU Traditions, ANU Crawford Leadership Forum, Future Shapers, and other university-wide outreach;
- Refine existing position descriptions and roles to support the implementation of the Communications and Engagement Strategy and to, as per the recommendations of the Review, more clearly define the services provided by the team.

The new structure for the ANU Communications and Engagement team is included as Appendix 1.

**The Public Policy and Societal Impact Hub**

The Public Policy and Societal Impact Hub (The Hub) was established in 2017 to bring together the policy making community within the Australian Public Service and the University's academic community through engagement activities, programs and services. The Hub has, since that time, been responsible for initiatives that include the ANU Crawford Leadership Forum, Policy Masterclasses, Future Shapers Forum, Public Policy Fellows, Policy Greenhouse and APS engagement programs. It also delivered the First Nations Governance Forum and supported the First Nations Treaty Forum, and supported a range of policy-focused forums and round tables.

**Changes to the Hub**

In consideration of Review recommendations regarding investment in Government Relations and Engagement capacity, the ANU Recovery Plan and Expenditure Control Framework, the Hub will close at the end of 2020 and a new, operationally and business development focused Office of Commonwealth and Government Relations be established.

The University has a strategic need to invest in its capacity for operational management and coordination of its relations with the Commonwealth and other governments. The Review identified an opportunity to improve coordination of relations with government and the establishment of this team will enable efficient focus on both the bureaucratic and political levels.

In creating the Office of Commonwealth and Government Relations, the University will:

- Create a Commonwealth Program team who will focus on coordination, business development and management of the relationship between ANU and the Commonwealth;
- Create a Government Relations team who will focus on parliamentary relations, the ACT and State Governments;

- Transition the events and engagement activities of the Hub across to the Communications and Engagement team to create an economy of scale for major events and engagement activities;
- Consider and review current activities to identify what activities will be continued in the proposed new Office of Commonwealth and Government Relations and what activities will reside in the Colleges and other Portfolios;

The new structure for the Commonwealth and Government Relations team is included as Appendix 1.

### **Sir Roland Wilson Foundation (SRWF), ANU Crawford Leadership Forum (ACLF) and Centre for Asian-Australian Leadership (CAAL).**

The Sir Roland Wilson Foundation (SRWF), the Australia Crawford Leadership Forum (ACLF) and the Centre for Asian Australian Leadership (CAAL) will transition to the Office of Commonwealth and Government Relations and will report to the Director, Government and Commonwealth relations. This will enable SRWF, ACLF and CAAL to continue to collaborate and complement activities of the Commonwealth and Government Relations team. There are no other proposed changes to these teams.

The current organisational charts for SRWF, ACLF and CAAL are included as Appendix 2.

### **Office of the Vice President – Engagement and Global Relations**

Following the decision of the Vice President – Engagement and Global Relations to step down from their role at the end of December 2020, the office will close as the activities of the office will cease and the duties undertaken by the positions within the Executive office will no longer be required.

## **Part 4: Nature of the Change**

### **Summary of changes**

1. Introduction of a new structure for the ANU Communications and Engagement team including:
  - Establishment of three (3) new professional staff positions;
  - Direct transfer of seventeen (17) professional staff positions with refreshed position descriptions and titles
  - Direct transfer of one (1) professional staff position from the Public Policy Hub
  - Direct transfer of two (2) fixed term professional staff positions
  - Disestablishment of six (6) professional staff positions (all of which are VACANT)
2. Establish a new Office of Commonwealth and Government Relations and closure of the Public Policy Hub including:
  - Establishment of three (3) new professional staff position
  - Direct transfer of two (2) professional staff positions from Public Policy Hub
  - Direct transfer of one (1) professional staff position from ANU Communications and Engagement.
  - Direct transfer of two (2) fixed term professional staff positions
  - Disestablishment of four (4) professional staff positions
  - Direct transfer of Sir Roland Wilson Foundation, ANU Crawford Leadership Forum and Centre for Asian Australian Leadership business units
3. Closure of the VP Engagement Global Relations Office
  - Direct transfer of one (1) fixed term professional staff position to the ANU Communications and Engagement team
  - Disestablishment of two (2) professional staff positions

These 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.

## **ANU Communications and Engagement**

### **Summary of Changes**

SCAPA will be renamed as ANU Communications and Engagement and the team and structure changes will include:

#### **New Positions**

The following positions will be created within the new structure. The new positions are recommended to ensure that suitably qualified and experienced staff optimise the delivery of services and support for the University.

Events Manager (ANU Officer 8) – one (1) position - This new position is recommended to be classified at ANU Officer 8 (Administration). This role, reporting to the Associate Director Corporate Communications and Engagement will lead the implementation of University's event and engagement strategy, provide expert advice to the senior management team and colleagues across the University on all matters related to events and engagement.

Senior Media Adviser, ANU Officer 8 (Administrator) – one (1) position - This new position is recommended to be classified at ANU Officer Level 8 (Administration). This role, reporting to Associate Director, Media and Communications, will focus on the implementation of a University-wide media strategy that identifies media activities to communicate the University's strategic priorities through multiple media channels, management of complex media engagement, and provision of expert advice to the team and colleagues across the University on all matters relating to media engagement

Media and Digital Communications Officer, ANU Officer 6/7 (Administration)– one (1) position – this new position is recommended to be classified at ANU Officer Level 6/7 (Administration). This role, reporting to the Digital Communications Manager, will support the coordination of the University's digital media content, monitor social media, and provide advice relevant to digital content, and prepare and disseminate engaging digital media content.

#### **Directly transferred positions**

The following positions will be directly transferred into the new structure. 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 proposed changes. This will enable the positions to be updated and aligned with the requirements of the proposed new structure and ensure the positions are focused on the required capacity to deliver on the administration requirements of the Portfolio.

**Table 1: Positions directly transferred to Communications and Engagement team**

<b>Current Position Title</b>	<b>Proposed Position Title</b>	<b>Number of positions</b>
Director, Communications (SM5)	Director, Communications & Engagement (SM5)	1
Manager, Multimedia Communications and Production (SM1)	Head, Multimedia (SM1)	1
Multimedia Communications Officer (ANU 6/7)	Multimedia Officer (ANU 6/7)	2
Video Production Assistant (ANU 4/5)	Multimedia Assistant (ANU 4/5)	1
Digital Communications Coordinator (ANU 8)	Digital Communications Manager (ANU 8)	1
Media Officer (ANU 6/7)	Senior Media and Communications Officer (ANU 6/7)	2
Media Communications Officer (ANU 5)	Media & Digital Communications Assistant (ANU 5)	1
Senior Internal Communications Officer (ANU 8)	Executive Communications Advisor (ANU 8)	1
Senior Internal Communications Officer (ANU 8)	Internal Communications Advisor (ANU 8)	1

Current Position Title	Proposed Position Title	Number of positions
Events Coordinator – (ANU 6/7) – Fixed Term	Communications Officer (ANU 6/7)	1
Communications Officer – COVID Office (ANU 6/7) – Fixed term	Project Communications Officer (ANU 6/7)	1
Engagement Manager, Public Policy Hub (ANU 8)	Project and Engagement Manager (ANU8)	1
Public Lecture and Events Coordinator (ANU 6/7)	Events & Engagement Officer (ANU 6/7)	1
Media Communications Officer	Events & Engagement Assistant (ANU 5)	1
Communications Manager (ANU Story)(SM1) <i>Fixed term – March 2021</i>	Communications Manager (ANU Story)(SM1) <i>Fixed term – March 2021</i>	1
<b>TOTAL</b>		<b>17</b>

### Reclassified Positions

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

- (1) 1 x Manager, Strategic Communications, Senior Manager 1 to Associate Director, Media and Communications (SM2): under the new organisational arrangements, this role will include an increase in scope, becoming responsible for the development and delivery of the digital communications strategy in addition to leading and managing the media and strategic communications activities for the University. The position would be responsible for leading and supervising the media and communications team within ANU Communications & Engagement
- (2) 1 x Senior Strategic Advisor, Senior Manager 1 to Associate Director, Corporate Communications and Engagement (SM2): under the new organisational arrangements, this role will include an increase in scope, becoming responsible for engagement activities in addition to leading and managing the corporate and internal communications activities for the University. The position would be responsible for leading and supervising the communications and engagement team within ANU Communications & Engagement

### Disestablished positions

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 new structure.

Deputy Director, SCAPA, Senior Manager 3 (Administration) - one (1) position (VACANT) - . this role 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 proposed new structure.

Manager, Government Relations, (Senior Manager 1) one (1) position (VACANT) - this role 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 proposed new structure.

Senior Communications & Public Affairs Officer, ANU Officer Level 8 (Administration) - one (1) position (VACANT) - this role 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 proposed new structure.



VIP Visits and Protocol Coordinator, ANU Officer Level 6/7 (Administration) – one (1) position (VACANT) - this role 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 proposed new structure.

Administration and Public Affairs Officer ANU Officer Level 5 (Administration) – one (1) position (VACANT) - this role 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 proposed new structure.

Internal Communications Officer, ANU Officer Level 5 (Administration) - one (1) position (VACANT) - this role 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 proposed new structure.

## **Office of Commonwealth and Government Relations**

### **Summary of Changes**

#### **New Positions**

The following positions will be created within the new Office of Commonwealth and Government Relations. The new positions are recommended to ensure that suitably qualified and experienced staff optimise the delivery of services and support for the University.

Director, Commonwealth and Government Relations, Senior Manager 5 (Administration) – one (1) position  
This new position is recommended to be classified at Senior Manager 5 (Administration). This role, reporting to the Vice-Chancellor and responsive to the Director, OVC, will provide strategic leadership for the University Commonwealth and Government relations. It will be responsible for government relations strategy, and direct management of the Commonwealth and Government Relations team

Senior Government Relations Officer (ANU Officer 8) – one (1) position  
This new position is recommended to be classified at ANU Officer Level 8 (Administration). This role, reporting to Associate Director, Government Relations, will build and maintain effective working relationships with a wide range of stakeholders, including senior leaders and administrators in the State and Territory Governments, parliamentarians, and international governments. This role will also develop and deliver key project management artefacts such as stakeholder engagement, communication plans, risk and issue registers, business process and training documentation and resource management plans.

Commonwealth Relations Assistant, ANU Officer 5 (Administration) – one (1) position  
This new position is recommended to be classified at ANU Officer Level 5 (Administration). This role, reporting to Commonwealth Relations Officer, will assist in the proactive management of issues by producing content for internal and external audiences, ensure the production of high-quality content and materials, assist in identifying interesting stories about ANU staff, students, alumni and our broader community, produce engaging stories for digital and print communications channels.

#### **Directly transferred positions**

The following positions will be directly transferred into the new Office of Commonwealth and Government Relations. All of the positions being directly transferred are being transferred at level and will have a position description review and refresh as part of the implementation of the new organisational arrangements. This will enable the positions to be updated and aligned with the requirements of the new team and ensure the positions are focused on the required capacity to deliver on the strategic objectives and business requirements of the Portfolio.

**Table 2: Positions to be directly transferred to the Office of Commonwealth and Government Relations**

Current Position Title	Proposed Position Title	Number of positions
Associate Director – Public Policy and Societal Impact (SM2) (VACANT)	Associate Director – Commonwealth and Government Relations (SM2) (VACANT)	1
Engagement Manager (ANUO8) <i>Fixed Term – March 2021</i>	Engagement Manager (ANU8) <i>Fixed Term – March 2021</i>	1
Senior Government Relations Officer (ANU 8) <i>Fixed Term – March 2021</i>	Senior Government Relations Officer (ANU 8) <i>Fixed Term – March 2021</i>	1
Project Officer (ANU6/7)	Commonwealth Relations Officer (ANU6/7)	1
Government Relations Officer (ANU6/7) <i>(currently within SCAPA)</i>	Government Relations Officer (ANU6/7)	1
<b>TOTAL</b>		<b>5</b>

### **The Public Policy and Societal Impact Hub**

The Public Policy and Societal Impact Hub (the Hub) will close at the end of December 2020.

### **Summary of Changes**

#### **Disestablished positions**

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

A number of professional staff within the Hub have elected to take a voluntary separation from the University and will leave the University at the end of 2020. The positions to be disestablished include these soon to be vacant positions

Director, Public Policy (Senior Manager 5) – one (1) position - The new structure includes the closure of the Public Policy Hub. This role 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 proposed new structure.

Project Manager – Public Policy Hub (ANU8) – one (1) position The new structure includes the closure of the Public Policy Hub. This role 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 proposed new structure.

Project Officer – Public Policy Hub (ANU6/7) – one (1) position The new structure includes the closure of the Public Policy Hub. This role 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 proposed new structure.

Executive Assistant (ANU Officer 5) – one (1) position - The new structure includes the closure of the Public Policy Hub. This role 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 proposed new structure.

**Office of the Vice President Engagement and Global Relations**

**Summary of Changes**

**Directly transferred positions:**

The following positions will be directly transferred at level into the new organisational arrangements.

**Table 3: Positions to be directly transferred to ANU Communications and Engagement**

Current Position Title	Proposed Position Title	Number of positions
Executive Assistant (ANU 6/7) (Fixed term)	Executive Assistant (ANU 6/7) (Fixed Term)	1
<b>TOTAL</b>		<b>1</b>

**Disestablished positions**

The following positions will be disestablished.

Vice President – Engagement and Global Relations (Executive) – one (1) position - This role will cease 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.

Executive Officer (Senior Manager 1) – one (1) position (VACANT) - This role 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.

**Part 5: Staffing Principles**

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

The objective of this plan is to enable the University to work with individual staff members within the Portfolio and their representatives, to ensure timely and effective consultation. 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 vacant and proposed new positions will commence once position descriptions have been reviewed and approved by the University Staffing Committee.

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

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

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

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

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

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

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**Phase 3 - Notification of Disestablishment of Positions & Redeployment**

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

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

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

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

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

**Phase 4 - Notice of Termination Due to Redundancy**

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

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

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

**Part 6: The University's Commitment****Status:**

Following the release of the formal change management proposal and the conclusion of the formal consultation period on 20 November 2020, the ANU has prepared this Change Implementation Plan for workplace change within the Global Relations Portfolio required as part of and in response to the ANU Recovery Plan 2020 and to support business driven change. It is foreseeable that the impact of this proposal will involve:

It is foreseeable that the impact of this proposal will involve

- The establishment of seven (7) new professional staff positions
- The direct transfer of 25 continuing professional staff positions;
- The direct transfer of four (4) fixed term professional staff positions;
- The disestablishment of up to twelve (12) (including seven VACANT) 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:

- Global Engagement 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](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

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

Feedback may be submitted at [org.change@anu.edu.au](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
3 November 2020	Meetings with affected staff  Meeting with teams and Portfolio  Release of the proposal to staff within Global Engagement Portfolio  Release the Proposal to the College and University Community  Consultation Period Commences
20 November 2020	Close of Consultation period
3 November - 2020	Collation of feedback from Consultation and preparation of Implementation Plan
10 December 2020	Publication of Implementation Plan
11 December 2020	Meeting with Portfolio
11-15 December 2020	Feedback on Implementation Plan
From 11 January 2021	Commencement of Implementation

#### **Contacts:**

The implementation of the changes for the GE Portfolio will be led by Professor Sally Wheeler, Pro Vice Chancellor – International Strategy, Global Engagement Portfolio, Chris Price, Director, Vice Chancellor Portfolio in consultation with the Human Resources Division.

Name	Position	Contact details
Professor Sally Wheeler	PVC International Strategy Global Engagement Portfolio	<a href="mailto:Sally.wheeler@anu.edu.au">Sally.wheeler@anu.edu.au</a>
Chris Price	Director – Vice Chancellor Portfolio	<a href="mailto:Director.ovc@anu.edu.au">Director.ovc@anu.edu.au</a>
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:**

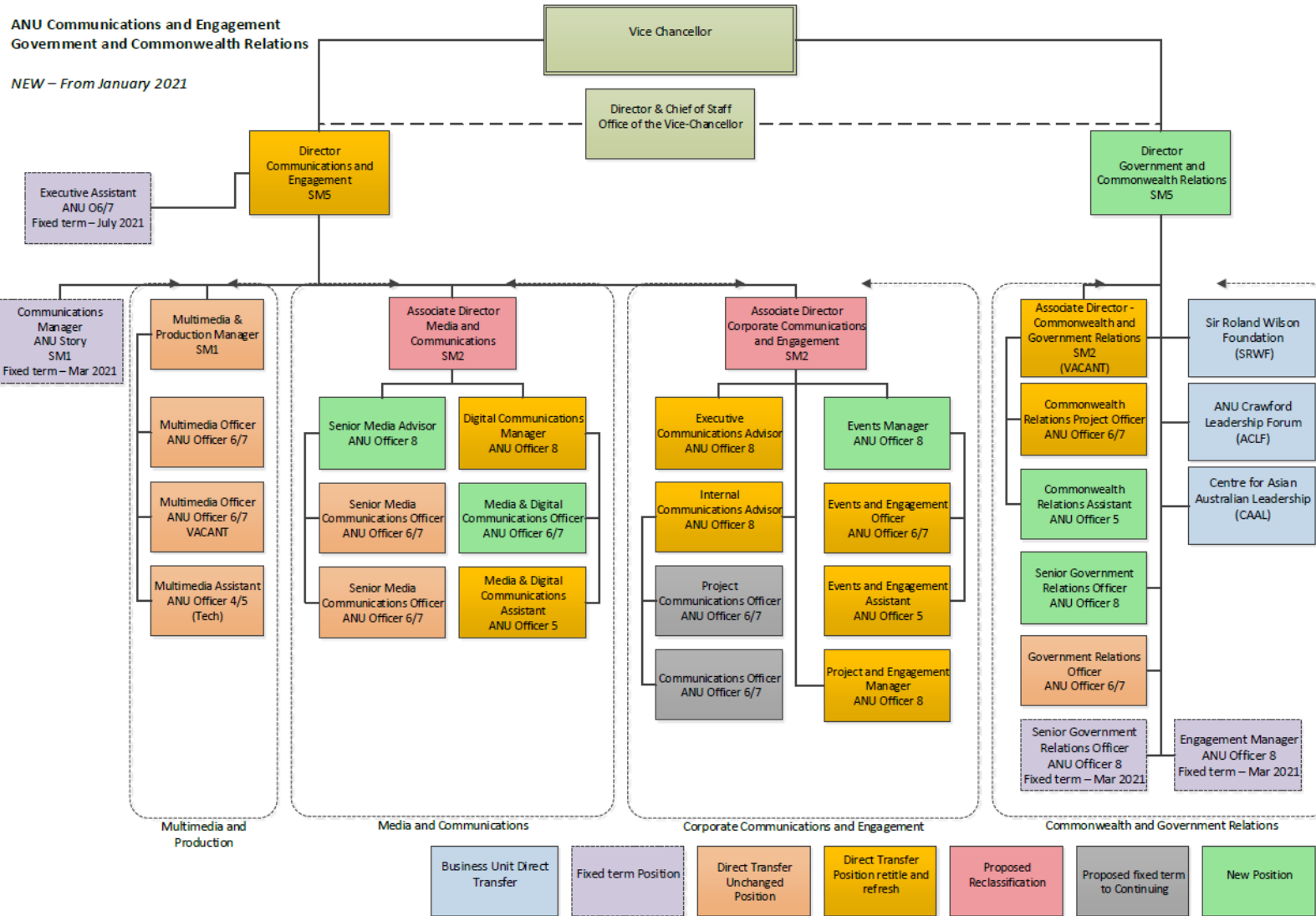
Staff seeking additional support or advice should contact:

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 New Organisational Structure - ANU Communications and Engagement and Commonwealth and Government Relations
- Appendix 2 Current Structure - Sir Roland Wilson Foundation (SRWF), ANU Crawford Leadership Forum (ACLF) and Centre for Asian Australian Leadership (CAAL)

### APPENDIX 1





**APPENDIX 2**

Sir Roland Wilson Foundation

Centre for Asian Australian Leadership

ANU Crawford Australia Leadership Forum

