MANAGING CHANGE PROPOSAL

Operations Portfolio
27 October 2020

Part 1: Background

This proposal outlines the first tranche of changes required within the **Operations Portfolio** to support and respond to the ANU Recovery Plan for The Australian National University (ANU) and the Operations Portfolio Recovery Plan.

This proposal outlines the challenges we face and how we must adapt to our new circumstances. It sets out specific details and information on the proposed changes within the **Operations Portfolio, specifically for the Information Technology Services and Finance and Business Services Divisions** and seeks consultation and feedback on the 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 tranche one of the proposed organisational change and nature of the changes proposed within the Operations Portfolio.

The Change Proposal specifically relates to proposed changes for the improved service delivery and value for money for some specialist and technical services. 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 Operations Portfolio to respond to the ANU Recovery Plan. 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.

Part 2: Tranches for Proposed Changes

Given the magnitude of the work required, and the need for coordination across the University, it is proposed to design and develop the savings measures and service improvements and associated proposed changes in work practices as Formal Change Proposals in tranches as follows:

The first tranche, as outlined and proposed within this document 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 exploring partnering with external providers.

The second tranche – available for consultation by the end of November 2020 and is expected to include:

1. Coordinated approach to provisioning and on-boarding that will support incoming staff to the University and staff movement across positions within the University, supported by Human Resources, Information Technology Services and Facilities & Services.
2. Cross functional Teaching Support capability that will support the audio visual, technology and facilities needs of teaching delivery, supported by Information Technology Services and Facilities & Services.
3. Whole of university approach to transactions and operations, delivering on high volume, low complexity, repeatable services with improved cross portfolio service delivery and improved end-user experience, staffed by Human Resources, Information Technology Services, Finance & Business Services, Planning & Performance Measurement, Service Improvement Group, and Facilities & Services.
4. Establishment of a Surge Work and Transformation (SWAT) - Flying Squad team that will assist areas across the University with surge capacity in peak times (e.g. Admissions, Examinations, Research Grant support). The SWAT team will also work to enhance organisational agility and efficiency by documenting and streamlining business practices, recommending changes to policy, systems and delegations and building business resilience and improving user experience.
5. Other proposals derived from improvements identified through the Service Performance Framework, and/or service improvement proposals in other Colleges and Portfolios.

Third tranche (if needed) - available for consultation by February 2021:

1. Other more complex or interconnected changes derived from improvements identified through the Service Performance Framework, and/or service improvement proposals in other Colleges and Portfolios.

Part 3 : Tranche One

The changes proposed as part of Tranche One have been identified as changes which, if confirmed, could 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.

This document proposes the consideration of outsourcing of special services specifically:

- printing,
- audio visual and
- telephony

These proposed changes affect the Finance and Business Services and Information Technology Services Divisions.

Part 4 : Objectives and Rationale for 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.
- The Portfolio 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.

Table 1: Operations Portfolio 2021 Recurrent Budget Allocation and Savings

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. University Printing Services operate 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.

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

These objectives are further supported by more detailed rationale for each program of proposed changes outlined below:

Proposed Outsourcing of Audio Visual and Telephony to specialist external partners

Audio Visual (AV) Support

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

To enable the proposed 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 that is 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.

In addition to the flexibility and agility required to respond to and support the AV services and support needs across the University community, an increased and broader range of skills will be required across the AV team to support the new technology capability.

The broader skill set required such as audio, video, applications, coding, netcomms, videoconferencing, unified communications, digital signage, collaboration software integrated with the control systems, older generations of equipment and newer generations are required to adequately support the future business needs and the new AV technology being introduced. The skills required to support the new technology do not currently exist within the current AV system, and noting the regularly changing nature of technology, it is proposed to outsource the AV support to an external specialist partner.

It is proposed, in considering an outsourced model for AV support, that the University will:

- Call a formal University Tender process to consider the sourcing and selection of a 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;
- Develop an AV Transition Plan to enable appropriate time for consultation, liaison and feedback from ITS staff and internal and external stakeholders and which document the implementation and transition to the new and preferred technological capabilities;
- Consider how best to support academic and teaching activities.

The University acknowledges that consultation of the proposed change outlined in this document may be 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 staff member holding this position has indicated they will be taking a voluntary separation from the University and rather than replace this position, it is proposed that improved, less dependent telephony services be better delivered through an outsourced model.

It is proposed, in considering an outsourced model for telephony support, that the University will:

- Call a formal University Tender process to consider the sourcing and selection of specialist partners who meets all of the telephony requirements to the standard required;
- Establish a University Contract Management framework to establish legal terms and conditions for external audio visual support;
- Develop a Telephony Transition Plan to enable appropriate time for consultation, liaison and feedback from ITS staff and internal and external stakeholders and which documents the implementation and transition to the new and preferred technological capabilities.

The University acknowledges that consultation of the proposed change outlined in this document 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. As noted earlier, 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 this 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 three 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. The university customer was usually unaware that their printing job was outsourced to an external service provider.
- *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.
- Duplicate Printing Services: the Research School of Physics (RSPhys) School Computing Unit manages the PhysicsPrint self-service printing solution. This is a duplicate inhouse print service.

Outsourced printing services further 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 been accelerated during COVID-19 has been the requirement for the University to move exams online for semester 1 and semester 2 2020. 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.

It is proposed, in considering an outsourced model for UPS, that 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;
- Develop a UPS Transition Plan to enable appropriate time for consultation, liaison and feedback from UPS staff and internal and external stakeholders;
- If the move to an outsourcing model is confirmed, review current UPS assets to determine ability for re-sale

The University acknowledges that consultation of the proposed change outlined in this document may be difficult for impacted staff members, and acknowledges their achievements to date.

Part 5: Current and Future State, The Nature of the Change

Outsourcing of Audio Visual and Telephony Services to specialist external partners

Audio Visual and Telephony Services are currently delivered by University staff. It is foreseeable that the impact of the proposed changes would involve the disestablishment of up to four (4) professional staff positions.

The current functional structure for the Information Technology Services Division is included in Appendix 1 and the detailed staff structures for the Audio Visual Support team and the Data Network and Telephony team are included in Appendix 2 and 3.

Under this proposal, it is foreseeable the responsibilities of the following positions will be fulfilled by external providers and the positions would be disestablished.

1. Audio Visual Hire (ANU Technical Officer Level 6)
2. Technical Officer (ANU Officer Level 4/5)
3. Technical Officer (ANU Officer Level 4/5)
4. 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. It is foreseeable that the impact of the proposed changes would involve the disestablishment of up to five (5) professional staff positions

The current functional structure for the Finance and Business Services Division is included in Appendix 4 and the detailed staff structures for the University Printing Service is included in Appendix 5.
It is foreseeable that the impact of the proposed changes would involve the:

1. Direct transfer of one (1) position; and
2. Disestablishment of five (5) positions.

Proposed Direct Transfer

Manager UPS (ANU Officer 8) – under the proposed changes, there would be a requirement for management and coordination of the outsourced printing and scanning services. This role would be responsible for managing the contracts and arrangements with confirmed external suppliers. The incumbent of the position will 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 within the ANU Officer Level 8 classification descriptors

Proposed Disestablished Positions

Under this proposal, it is foreseeable the responsibilities of the following positions, will be fulfilled by external providers and the positions would be disestablished.

1. Printing Supervisor (ANU05) (VACANT)
2. Printing Operator (ANU04)
3. Administrator (ANU04)
4. 2 x Printing Assistant (ANU2/3)

Part 6: Staffing Principles

The transition to the proposed new Operations 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 direct transfer of one (1 FTE) professional staff position and the disestablishment of nine (9 FTE) continuing professional staff positions.

The objective of this plan which outlines the proposed new Operations Portfolio 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 College 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 7: 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 direct transfer of one (1 FTE) continuing professional staff position;
- The disestablishment of up to nine (9 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 Executive;
- College Deans, 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 8: 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

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

Date	Details of Consultation Process
Monday 26 October 2020	Meetings with affected staff within AV and Telephony Teams in ITS and University Printing Service within F&BS
Tuesday 27 October 2020	Release of the proposal to staff within ITS, Finance and Business Services Release the Proposal to the Operations Portfolio and University Community Consultation Period Commences
Week commencing 26 October 2020	Information Technology Services Division briefing Finance and Business Services Division Briefing
Tuesday 10 November 2020	Close of Consultation period
Tuesday 27 October – 13 November 2020	Collation of feedback from Consultation and preparation of Implementation Plan
Week commencing 16 November 2020	Publication of Implementation Plan
Week commencing 16 November 2020	Feedback on Implementation Plan
Week commencing 23 November 2020	Proposed commencement of Implementation

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
Paul Duldig	Chief Operating Officer	coo@anu.edu.au (02) 6125 7880

ITS: Garry Whatley,	Interim Chief Information Officer	Garry.Whatley@anu.edu.au
F&BS 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

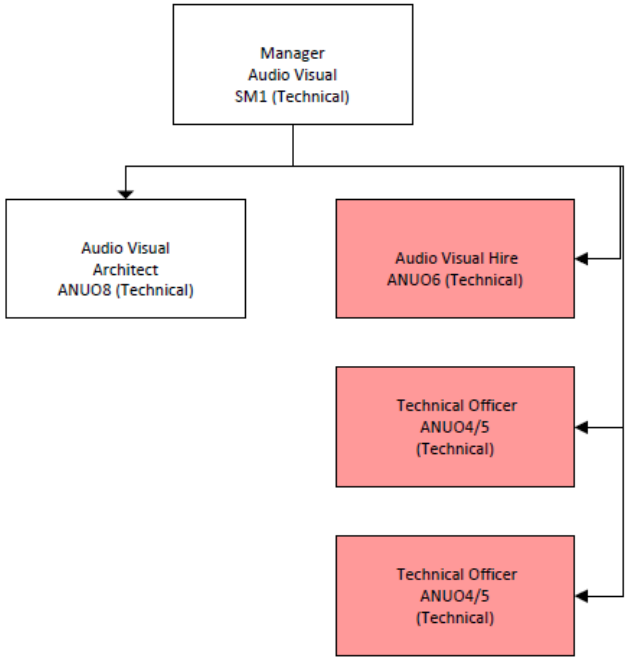
Appendices

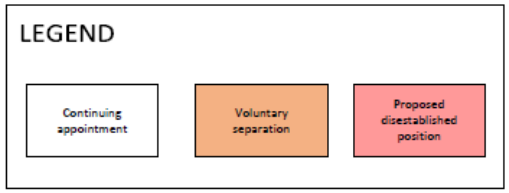
Appendix 1: Current functional structure: Information Technology Services Division
Appendix 2: Current structure: Audio Visual Support
Appendix 3: Current structure: Data Network and Telephony team
Appendix 4: Current functional structure: Finance and Business Services Division
Appendix 5: Current structure: University Printing Service

Appendix 1: Current functional structure – Information Technology Services Division

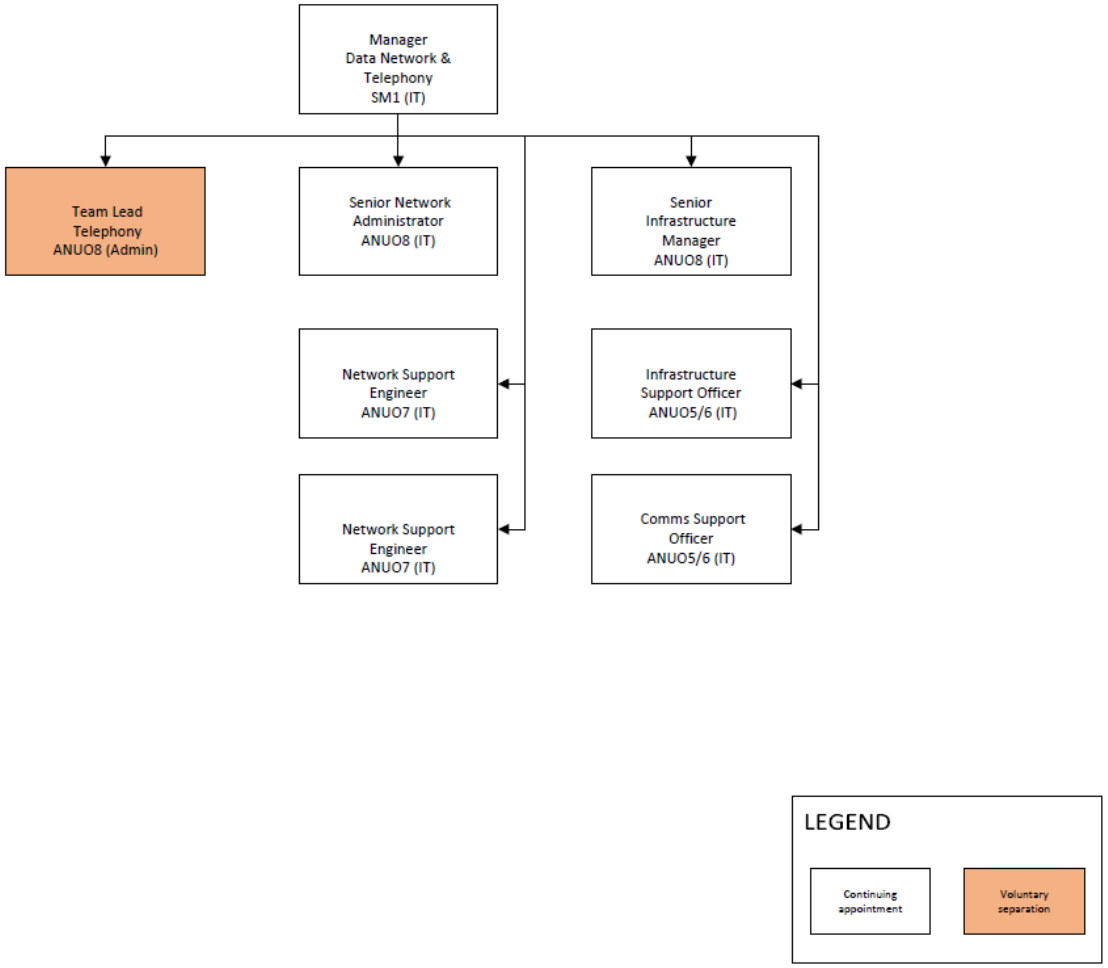
Office of the Director	Infrastructure Services	Application Services	Project Delivery & Engagement	Service Delivery
Planning	Data Centre Operations	Audio Visual Services and ANU OnLine Tech	Project Management	IT Service Desk
Executive Support	NCI Relationship	Applications Support & Development	Office	IT Change, Release & Incident Management
Executive Reporting/ KPIs	Data Network	(Tier 1, 2 & 3)	UICT Secretariat	Knowledge Management
Policy, Risk and Audit	Telephony	Database & Integration Services	Business Analysts & Testers	Education Support
Benchmarking	Storage and Compute	Enterprise Solutions planning	Enterprise & Solutions Architecture	Switchboard
Communications	Windows and Unix	Connecting ANU	Resource Planning	Precincts/Hubs
Training & Development	Identity		Technology Portfolio	Desktop Support
WHS	Standard Operating Environment		Project Reporting	Level 1 & Level 2
Equity, Access & Inclusion			Brokerage of New Capability	Information Commons
Administration			Engagement	
			ICT Procurement	
			ICT Contract Management	
			ICT Software Licencing Management	

Appendix 2: Current structure - Audio Visual Support

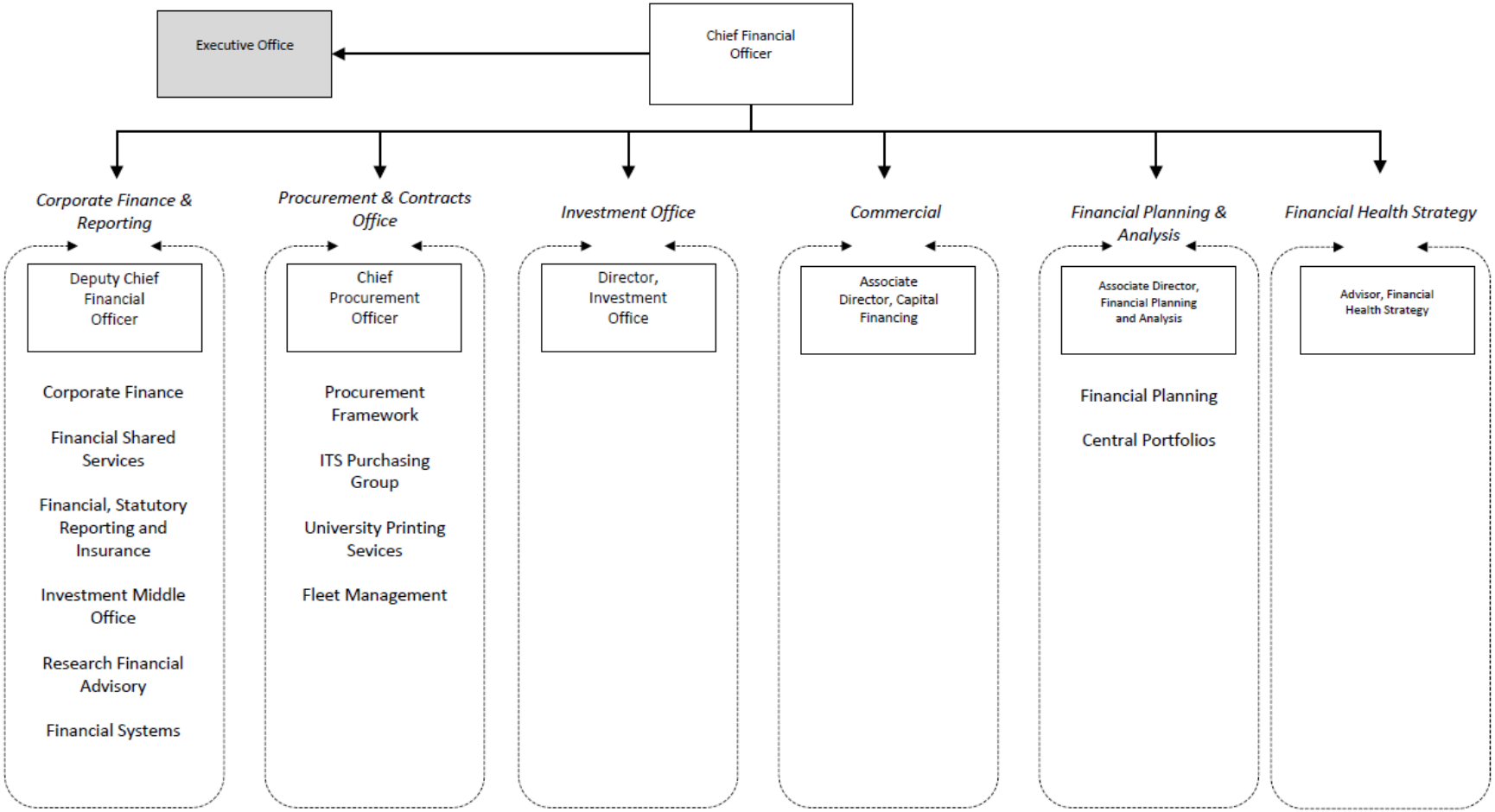
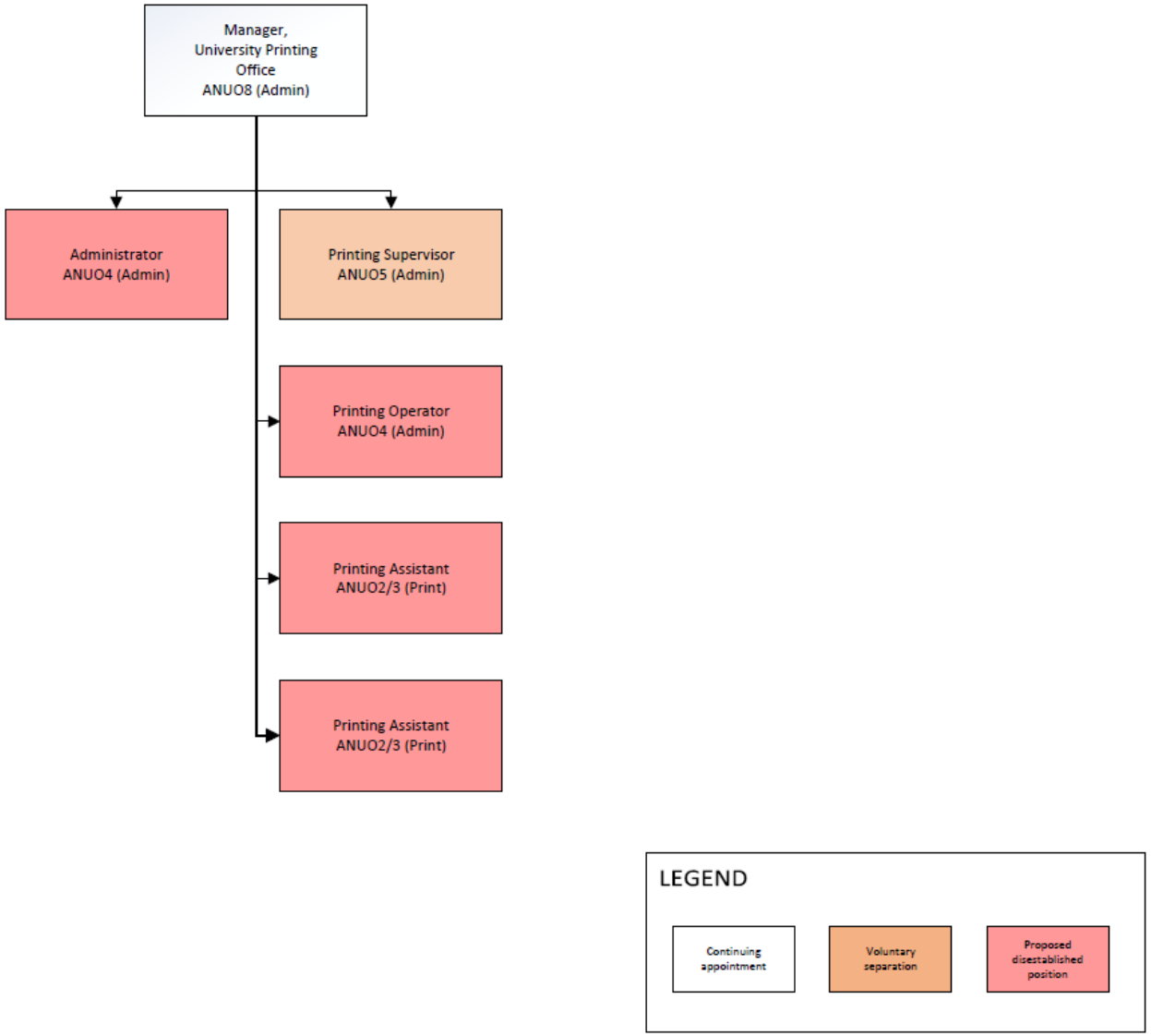




Appendix 3: Current structure – Data Network and Telephony team



Appendix 4: Current functional structure – Finance and Business Services Division



Appendix 5: Current structure – University Printing Service