Background

This proposal outlines the changes proposed within the **Planning and Performance Measurement Division (PPM) and the Service Improvement Group (SIG).** These proposed changes respond to the ANU Recovery Plan for The Australian National University (ANU), the Operations Portfolio Recovery Plan, and the Service Performance Framework.

This document outlines the proposed merger of SIG and PPM, evolving as a new Service Division. **Planning and Performance Measurement** and the **Service Improvement Group** are important, strategic, and high performing teams who contribute to the University's evaluation of its progress towards its vision and lead continuous improvement initiatives to ensure that vision is realised. Both teams have a history of successful collaboration. Much of the service improvement priorities that have been pursued by the Service Improvement Group have been informed by plans and detailed analysis prepared by the division of Planning and Performance Measurement and the two teams have jointly delivered numerous projects ranging from new reporting solutions to the University's feedback and service satisfaction surveys.

It is proposed that the new Division be named **Planning and Service Performance (PSP)** to support the University in delivering strategic objectives under coordination and leadership of one Director. This proposal sets out specific details and information on the proposed amalgamation of SIG and PPM 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.

The proposed model is driven around five key value streams of interrelated work being Service Solutions, Business Intelligence and Analytics, Planning and Reviews, Performance and Institutional Research and Solution Delivery. The proposed model focuses on several key principles including:

- Spread the responsibility of work, management and accountability for services more evenly across all areas and create opportunities for growth and cross-skilling of team members.
- Increase our focus on achieving widened access to and support for service solutions and business intelligence across the ANU.
- Optimise the use of our budget within the allocated Expenditure Control Framework.
- Realign the current teams to improve data driven decision making and service improvements.

This Managing Change Proposal (herein referred to as the Change Proposal) outlines the rationale for the proposed organisational change and the nature of the changes proposed within SIG and PPM. It includes an indicative timetable for consultation, feedback and implementation.

The objective of the Change Proposal is to outline and consult on the proposed changes for SIG and PPM, outline how they align with and enable the new Division to respond to the ANU Recovery Plan and the Service Portfolio Recovery Plan. The Operations Portfolio Recovery Plan was developed to enable the Portfolio to support the University 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: Rationale

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Both SIG and PPM need to respond to the ANU Recovery Plan. This includes continuing to support delivery of the University's strategic objectives, repositioning the value of the services they provide while operating within a constrained financial environment and realigning internal responsibilities to create better working efficiencies and an improved customer experience for our stakeholders.

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

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

There is not only a strong history of collaboration, but strong skill synergies across PPM and SIG. Both teams have strong analytical and data visualization skills and business analysis skills which through the merger can be better integrated and leveraged to deliver the University's objectives. In addition, the institutional research skills embedded within Planning and Performance Measurement have the capacity to complement and extend the human centered design (HCD) skills within the Service Improvement Group, giving the HCD team deeper access to the wealth of existing institutional research on student and staff sentiment and the capacity to influence the requirements of future data capture processes. The changes outlined in this proposal seek to address the gaps or duplication in functionality, service or administrative work; optimise the use of the budget allocated to SIG and PPM; share the responsibility of work and management across all areas and create opportunities for growth and cross-skilling of team members and expand the cadet and internship programs across the entire Service Portfolio. In doing so a focus of the change will be ensuring the proposed new Division continues to deliver the high levels of service and responsiveness that our stakeholders have come to expect.

Proposed Future State – Division of Planning and Service Performance

In considering and addressing the challenges of the current organisational arrangements for PPM and SIG, it is proposed that these teams join together and a new Division be established named **Planning and Service Performance (PSP).**

The Director will be supported by three roles:

- A manager capability development to continue to drive the existing successful SIG intern and PPM cadet programs and expand the coordination and use of communities of practice around planning and service
- A Change and Communications Officer to support a new consolidated web presence, manage requests for assistance and push out relevant communications to the ANU community
- An Executive Assistant to manage the diary of the Director and undertake some office administration duties

The proposed PSP will operate with five defined teams:

Service Solutions Team

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

Service design
A group of analysts responsible for the identification and evidencing of opportunities for service improvement. Undertake analyses of current state and design service solutions that are recorded and stored in a central business process repository.

Service performance
A group of service and project professionals responsible for designing and delivering programs to improve service performance in alignment to the principles of the Service Performance Framework. Providing program management and governance for the delivery of service performance enhancement and support project reporting, analytics and tracking of benefits

Service experience
A group of human centred design (HCD) and project professionals using rapid experimentation responsible for designing and delivering programs to improve user experiences. Providing program management and governance for the delivery of service performance enhancement and support project reporting, analytics and tracking of benefits for HCD interventions.

Business Intelligence and Analytics team

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

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

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

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

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

Planning and Reviews team

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

University Strategy and Planning

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

Student and Revenue planning

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

School and Functional Reviews

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

Higher Education Policy, Compliance & Governance

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

Performance & Institutional Research team

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

Institutional Performance

- Rankings Submission Optimisation
- Rankings Performance Analysis
- On demand data provision
- Performance trend analysis
- Benchmarking analysis
- Environmental analysis
- High availability media support
- External consultancy and audit support

University Service Performance

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

Institutional Research

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

Solution delivery Team

The proposed Solution Delivery Team will bring together technical staff focussed on creating digital enablement of service solutions which works with a dual reporting line to the Director PSP and ITS.

The proposed team will work in partnership with ITS on digital and business solutions aligned to service performance and design aims under the direction of the Director PSP and will be responsible for Maintenance, and support of software platforms for:

- Chatbots
- Robotic process automation
- Workflows (Infinity)

Part 3: The Nature of the Change

Summary of changes

It is foreseeable that the impact of this Change Proposal will involve:

New positions within the proposed structure

Associate Director, Solution Delivery, Senior Manager 2

It is proposed that this new position will be classified at Senior Manager 2 and will provide leadership and delivers business and digital solutions through strategic projects within the University and develop policies and procedures to support the operations of the Division. The proposed role will have a joint reporting line to Information and Technology Services (ITS) via the Associate Director, Application Services to contribute to a cross portfolio culture of service and improvement.

Associate Director, Performance and Institutional Research, Senior Manager 2

It is proposed that this new associate director position is created to reflect the requirements of the re-aligned performance and institutional research team. The Associate Director will guide the delivery of performance analysis, Uniforum, rankings and institutional research functions for the University.

Senior Planning Analyst, Planning and Reviews, ANU Officer 8

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

Senior Performance Analyst, ANU Officer 8

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

Planning Cadet, Planning and Reviews, ANU Level 3 – 5 (depending on cadetship year)

It is proposed that a new cadetship position is established in the planning and reviews team. This role will support the additional functions of the team as well as provide professional development and human resource planning opportunities in this growing area.

Senior Data Warehouse and Business Intelligence Developer, ANU Officer 8

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

Change and Communication Officer, ANU Officer 6/7

It is proposed that a Change and Communications Officer, ANU Officer 6/7 be established. Reporting to the Director the Change and Communications Officer will assist all teams across the integrated Division wide digital and face to face communications, including, but not limited to the divisional web presence, event organisation, announcements, project updates, newsletters and interfaces with other communication teams.

Project Officer, ANU Officer 5

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

Directly transferred positions

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

Current Division	Current Position Title	Proposed team with PSP	Proposed Position Title	Number of Positions
Office of the COO	Manager, Projects and Continuous Improvement Senior Manager 1	Service Solutions	Lead, Service Design Senior Manager 1	1
SIG	Senior Business Analyst ANU Officer 8	Service Solutions	Senior Business Analyst ANU Officer 8	2
SIG	Junior Business Analyst ANU Officer 4 (Fixed term – 1/1/22)	Service Solutions	Business Analyst Cadet ANU Officer 3 – 5 (Depending on Year of Cadetship) (Fixed term)	2
SIG	Analyst Programmer ANU Officer 8 (Fixed term - 15/1/22)	Solution Delivery	Analyst Programmer ANU Officer 8 (Continuing)	1
SIG	Solutions Developer ANU Officer 4	Solution Delivery	Solutions Developer ANU Officer 4	3
SIG	Solutions Engineer, ANU 5/6 (IT)	Solutions Delivery	Solutions Engineer, ANU 5/6 (IT)	1
SIG	Solutions Lead ANU Officer 8	Solution delivery	Solutions Lead ANU Officer 8	1
SIG	Associate Director, Programs and Engagement Senior Manager 3	Service Solutions	Associate Director, Service Solutions Senior Manager 3	1
SIG	Project Manager, Experience Accelerator Senior Manager 1 (Fixed term – 30/12/22)	Service Solutions	Program Manager, Service Experience Senior Manager 1 (continuing)	1
SIG	Project Manager Senior Manager 1 (Vacant)	Service Solutions	Program Manager, Service Performance Senior Manager 1	1
SIG	Solutions Support Officer ANU Officer 5	Service Solutions	Project Officer ANU Officer 5	1
SIG	Executive Assistant ANU Officer 5	Service Solutions	Project Officer ANU Officer 5	1
SIG	Project and Internships Coordinator ANU Officer 8	Planning & Service Performance	Manager, Capability Development ANU Officer 8	1
SIG	Strategy and Planning Manager Senior Manager 1	Performance and Institutional Research	University Performance Manager Senior Manager 1	1
SIG	Strategy and Planning Officer ANU Officer 6/7	Performance and Institutional Research	Performance Officer ANU Officer 6/7	1

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

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

Reclassified positions within the proposed structure

Business Analyst, ANU Officer 5/6 (IT) to Senior Business Analyst, ANU Officer 6/7

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

Disestablished positions within the proposed structure

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

Director, Service Improvement Group, Senior Manager 5 (Vacant)

It is proposed that this vacant role 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.

Associate Director, Prospective Student Analytics, Senior Manager 2 – PPM (Vacant)

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

Associate Director, Performance, Senior Manager 3 – PPM (Vacant)

It is proposed that this role be disestablished. This role was established to develop and build the performance function. This function is now well established and residual work associated with this position is proposed to move to a newly established position within the proposed new structure.

Associate Director, National Institutes Grant, Senior Manager 3 - PPM (Vacant)

It is proposed that this vacant role be disestablished as it is proposed the National Institutes Teams duties will be integrated into the University Planning processes and their annual reporting obligations will be incorporated into the University's annual reporting processes. Within the new structure the Associate Director, Planning and Reviews will have oversight of these two functions.

Director, Intelledox Digital Transformation Centre, Senior Manager 2 (Vacant)

It is proposed that this vacant role be disestablished. The proposed structure disestablishes the Intelledox Digital Transformation Centre as a standalone centre and consolidates the skillset into the proposed Solution Delivery team. The work associated with this position is no longer required or the duties have been or will be ceased or distributed elsewhere within the proposed new structure.

Project Manager, Service Improvement Group, Senior Manager 1 (Vacant)

It is proposed that this vacant role be disestablished. The proposed structure and future deliverables of the Division do not require the technical skill set outlined within this position and the work associated with this position is no longer required or the duties have been or will be ceased or distributed elsewhere within the proposed new structure.

Technical Lead, Senior Manager 1, Service Improvement Group - fixed term (Vacant)

It is proposed that this vacant (fixed term) role be disestablished. The proposed structure and future deliverables of the Division do not require the technical skill set and the work associated with this position is no longer required or the duties have been or will be ceased or distributed elsewhere within the proposed new structure.

Senior Business Analyst, ANU Officer 8 – (Vacant)

It is proposed that this vacant role be disestablished as the work associated with this position has been distributed elsewhere within the proposed new structure.

Governance Officer, ANU Officer 8 (Vacant)

It is proposed that this role be disestablished. This role was a temporary position to support the work of the PPM Director during 2020 and until the long-term decisions about team structure were able to be confirmed. The activities and the work associated with the role has been distributed across three different teams - namely Reporting & Analytics, Planning & Reviews and Performance and Institutional Research and.

NIG Officer, ANU Officer 6/7–(Vacant)

It is proposed that this vacant role be disestablished as the work associated with this position is no longer required.

Part 4: Staffing Principles

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

It is proposed that the changes will result in the creation of 8 positions and the disestablishment of 10 positions across the Divisions. Of the disestablished positions, 10 roles are VACANT

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

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

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

PROFESSIONAL STAFF: STAFFING PRINCIPLES

The following principles will apply in determining professional staff position changes:

Phase 1 – Management of Staff Requests
Consult with all affected staff for all possible options, in accordance with clauses 67 and 68 of the ANU Enterprise Agreement

Phase 2 –Recruitment and Appointment Process
Finalise position descriptions for positions. Recruitment for vacant and proposed new positions will commence once position descriptions have been reviewed and approved by the University Staffing Committee and/or Senior Manager Remuneration Committee.

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

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

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

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

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

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

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

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

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

In accordance with clause 56.8 of the ANU Enterprise Agreement, a suitable alternative position means a position which has substantially the same duties, classification level and career standing as the redundant

position and for which the staff member currently possesses the skills and experience (or could reasonably be expected to develop the required skills within a limited period) to satisfactorily perform the duties of the position.

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

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

Phase 4 - Notice of Termination Due to Redundancy

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

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

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

Part 5: The University's Commitment

Status:

This formal change management document is the first version of the formal proposal for workplace change required within the Service Improvement Group and the Planning and Performance Measurement Divisions as part of and in response to the ANU Recovery Plan 2020 and to support business driven change.

Overall, the proposed changes may also include: a change in reporting or supervisory lines for some staff and positions; a change in work practices for some staff; and/or a change in conditions, including those that would be likely to lead to changed responsibility levels.

Notification:

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

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

Representation:

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

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

Part 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

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

Date	Details of Consultation Process
Thursday 13 May 2021	All staff briefing and update with SIG and PPM teams. Release of the proposal to staff within SIG and PPM
Friday 14 May 2021	Release the Proposal to the Service Portfolio and University Community Consultation Period Commences
Friday 28 May 2021	Close of Consultation period
Monday 31 May 2021 to Friday 11 June 2021	Collation of feedback from Consultation and preparation of Implementation Plan
Week Commencing 14 June 2021	Update to SIG and PPM teams prior to Implementation Plan release
Week Commencing 14 June 2021	Publication of Implementation Plan
Week Commencing 14 June 2021	Period for seeking clarification on Implementation Plan
Week Commencing 21 June 2021	Proposed commencement of Implementation

Contacts:

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

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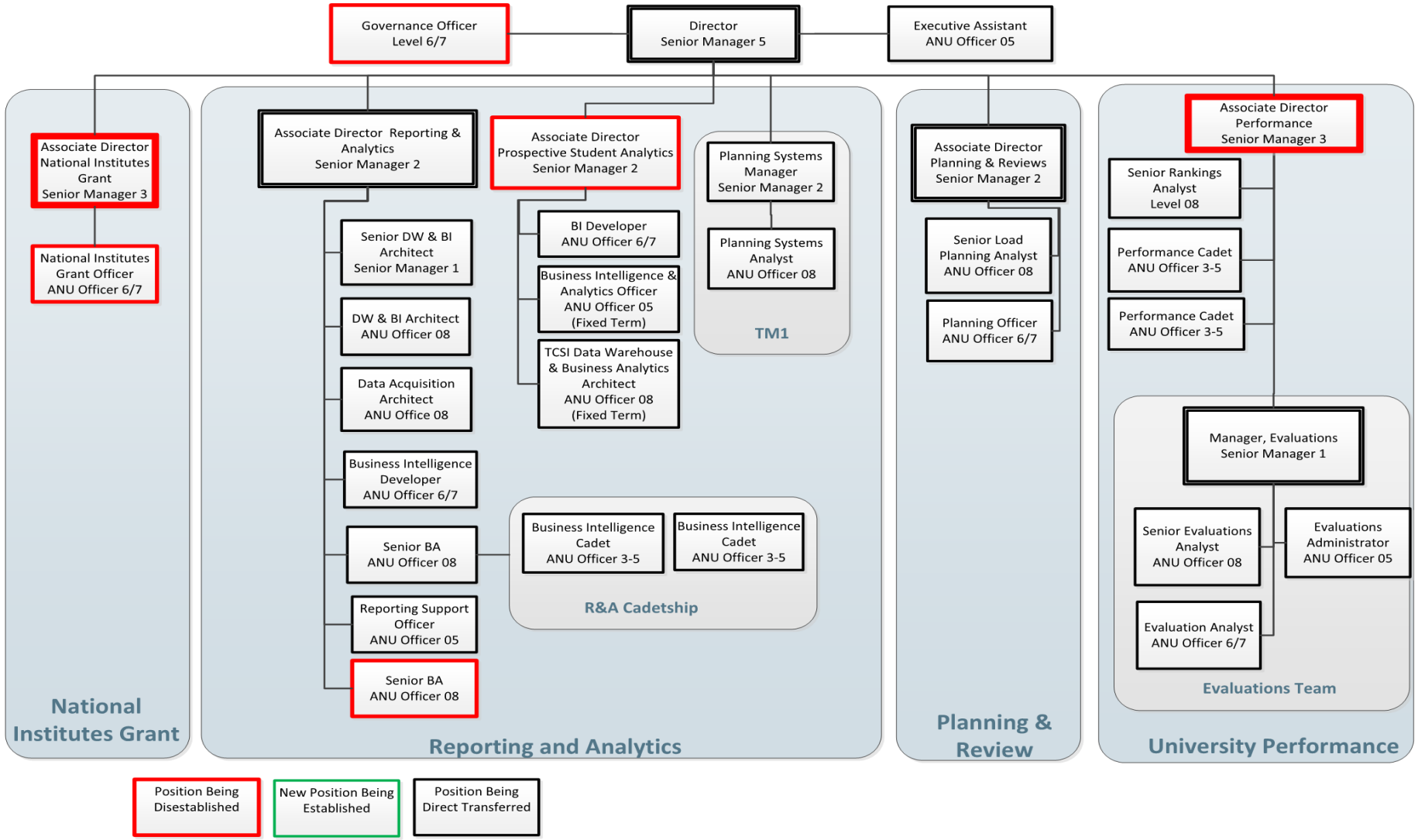
Appendices

Attachment One: Planning and Performance Measurement current structure
Attachment Two: Service Improvement Group current structure
Attachment Three: Planning and Service Performance Division, proposed structure
Attachment Four: Business Intelligence and Analytics team, proposed structure
Attachment Five: Performance and Institutional Research team, proposed structure
Attachment Six: Planning and Reviews team, proposed structure
Attachment Seven: Service Solutions team, proposed structure
Attachment Eight: Service Delivery team, proposed structure

Attachment One - Planning and Performance Measurement current structure



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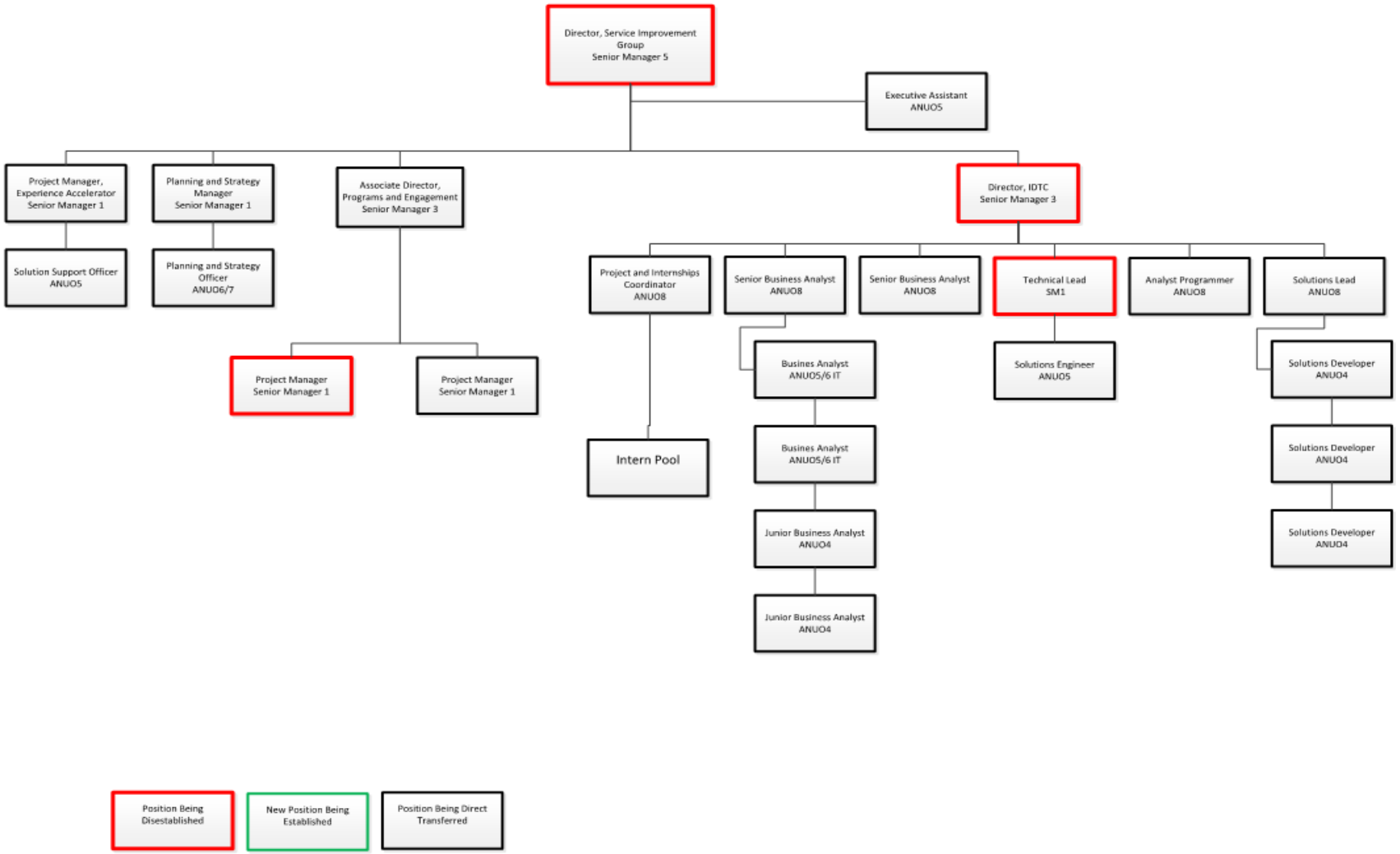
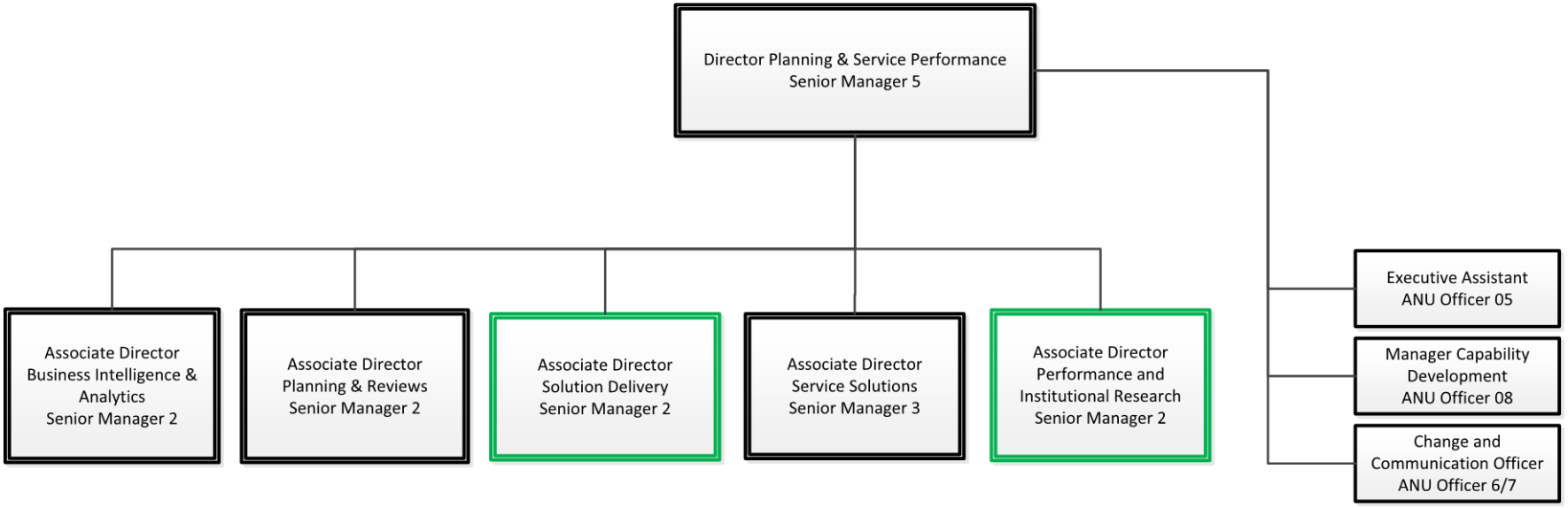
Attachment Two: Service Improvement Group current structure



Attachment Three: Planning and Service Performance Division, proposed structure



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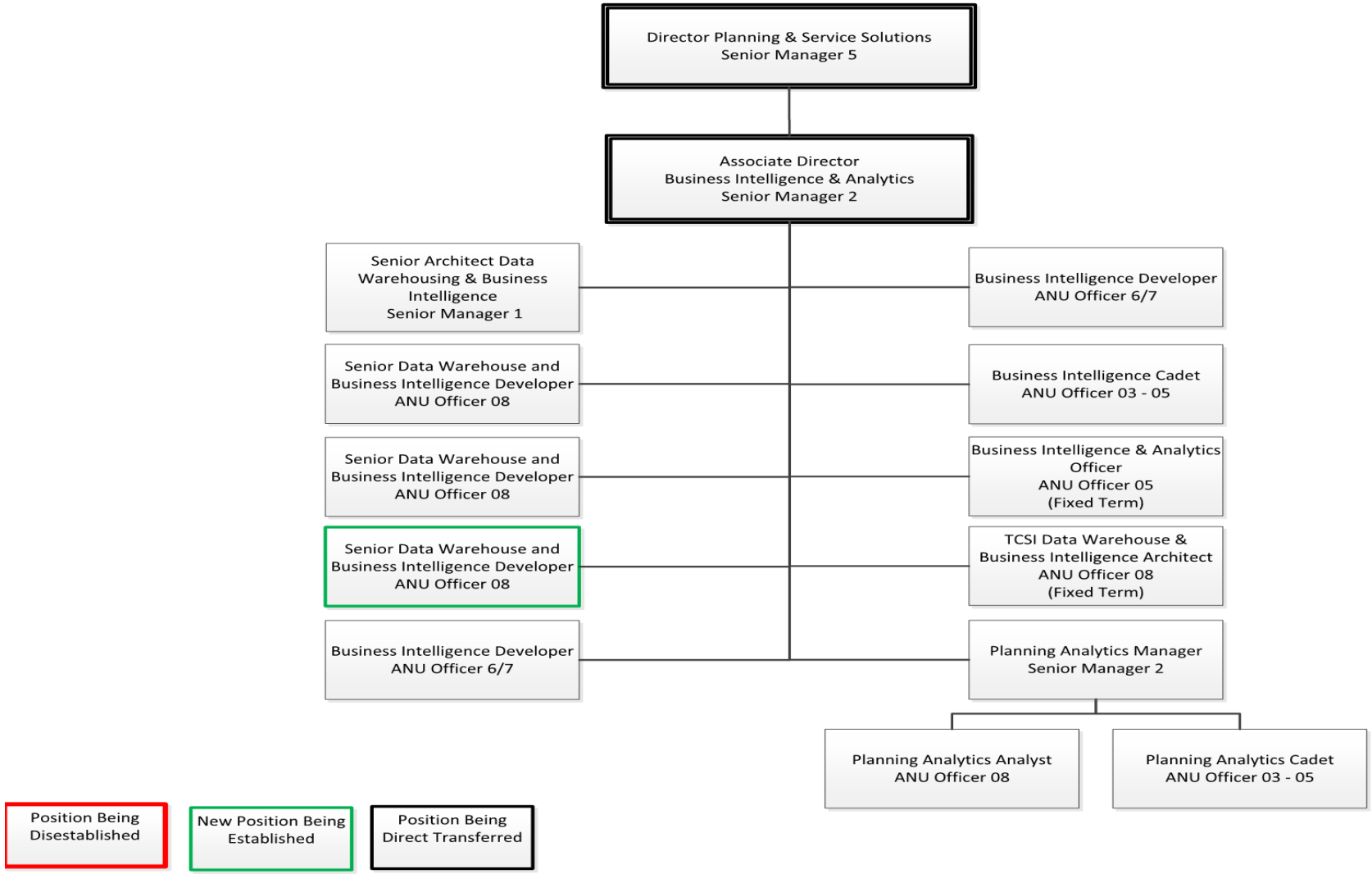
Attachment Four: Business Intelligence and Analytics team, proposed structure



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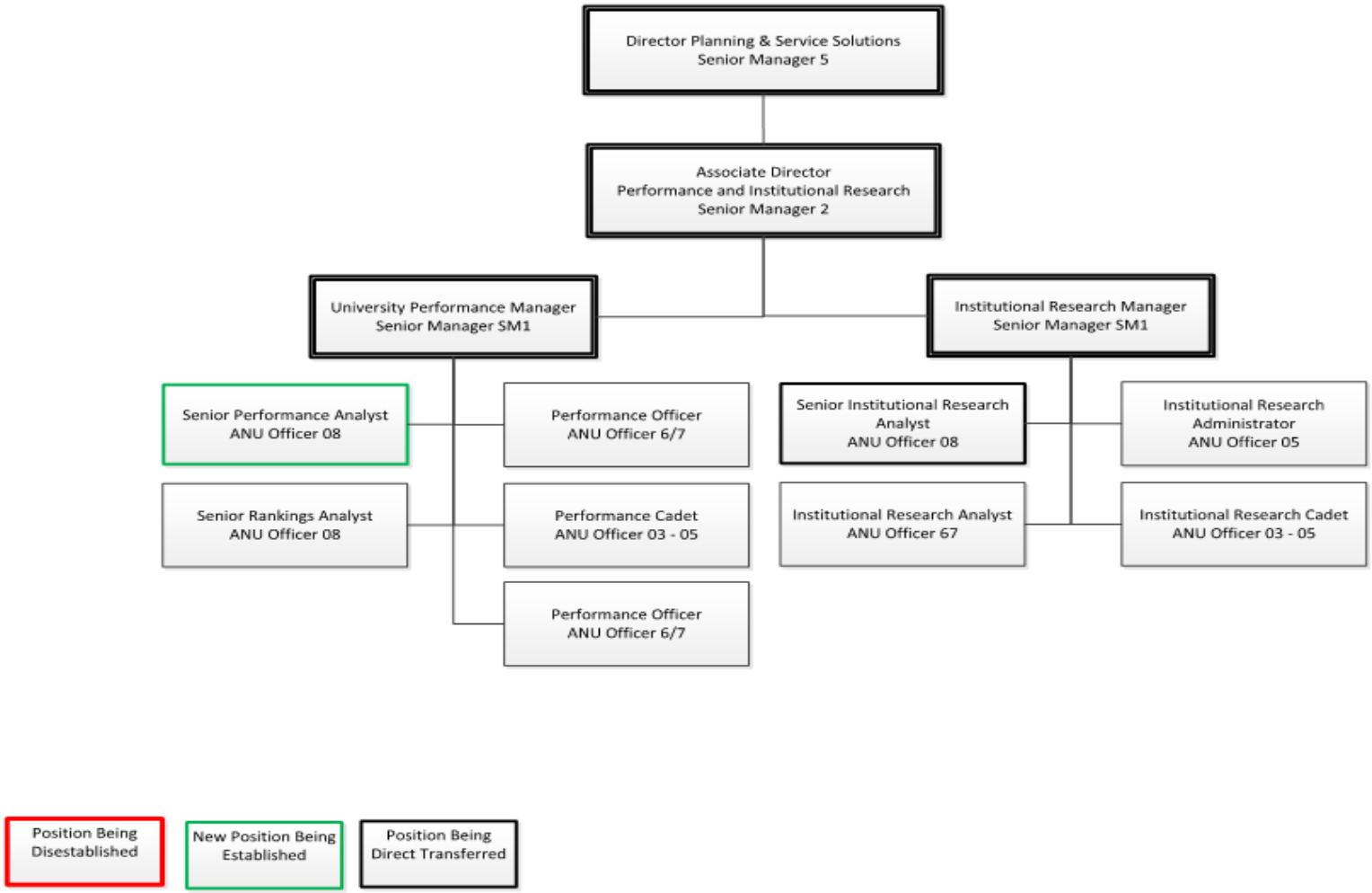
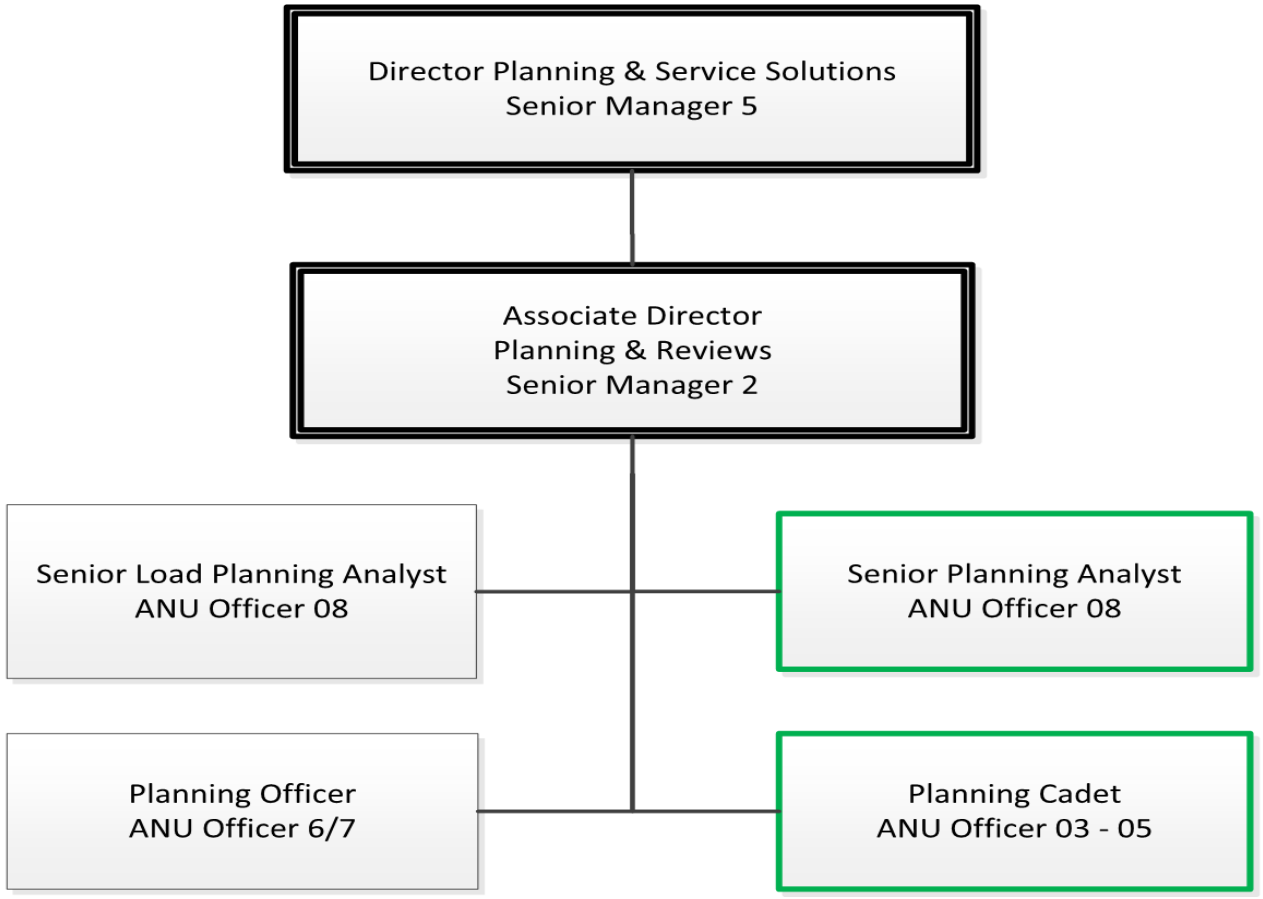
Attachment Five: Performance and Institutional Research team, proposed structure

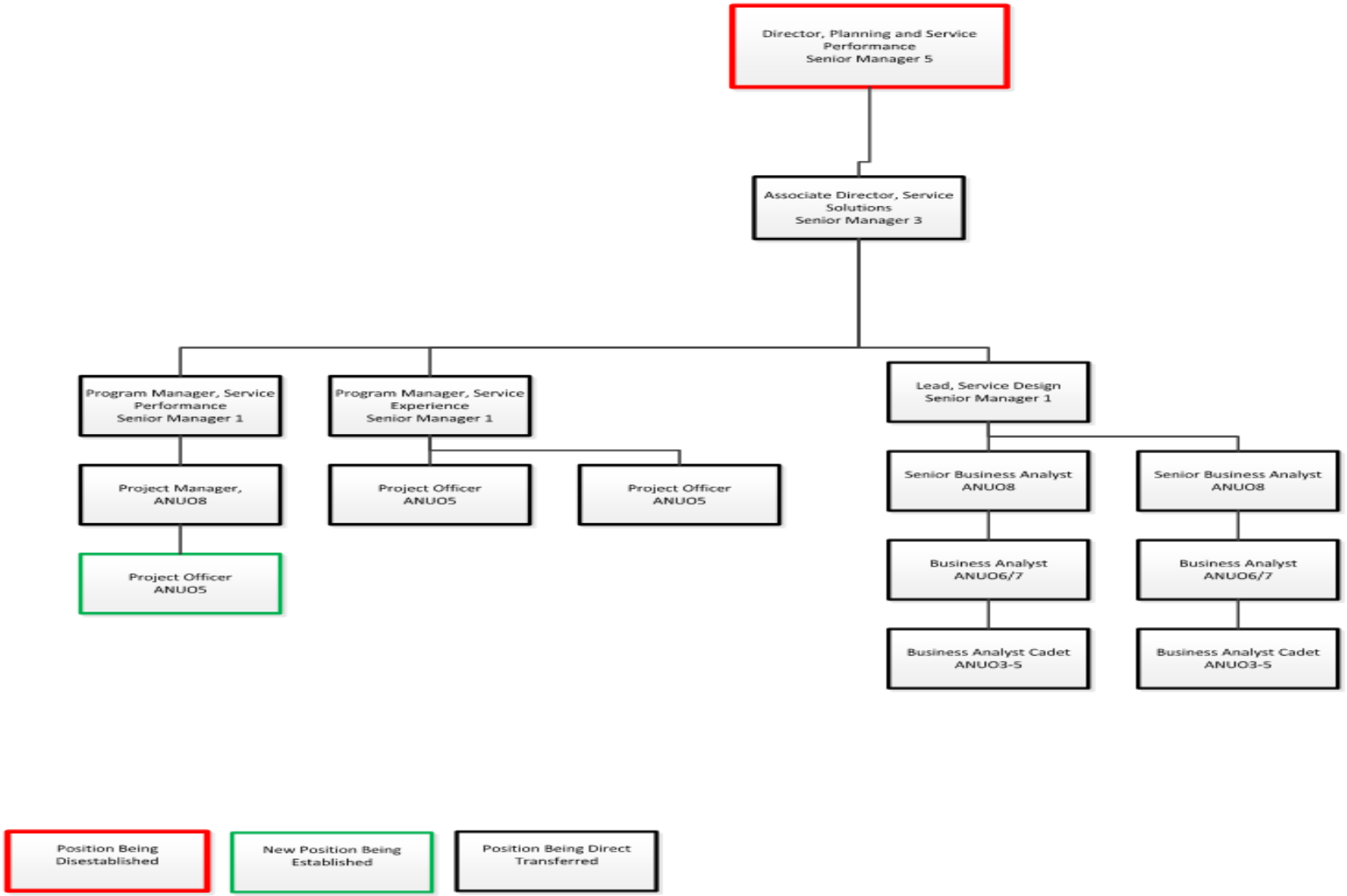


Attachment Six: Planning and Reviews team, proposed structure



TEQSA Provider ID: PRV12002 (Australian University) | CRICOS Provider: 00120C

Attachment Seven: Service Solutions team, proposed structure



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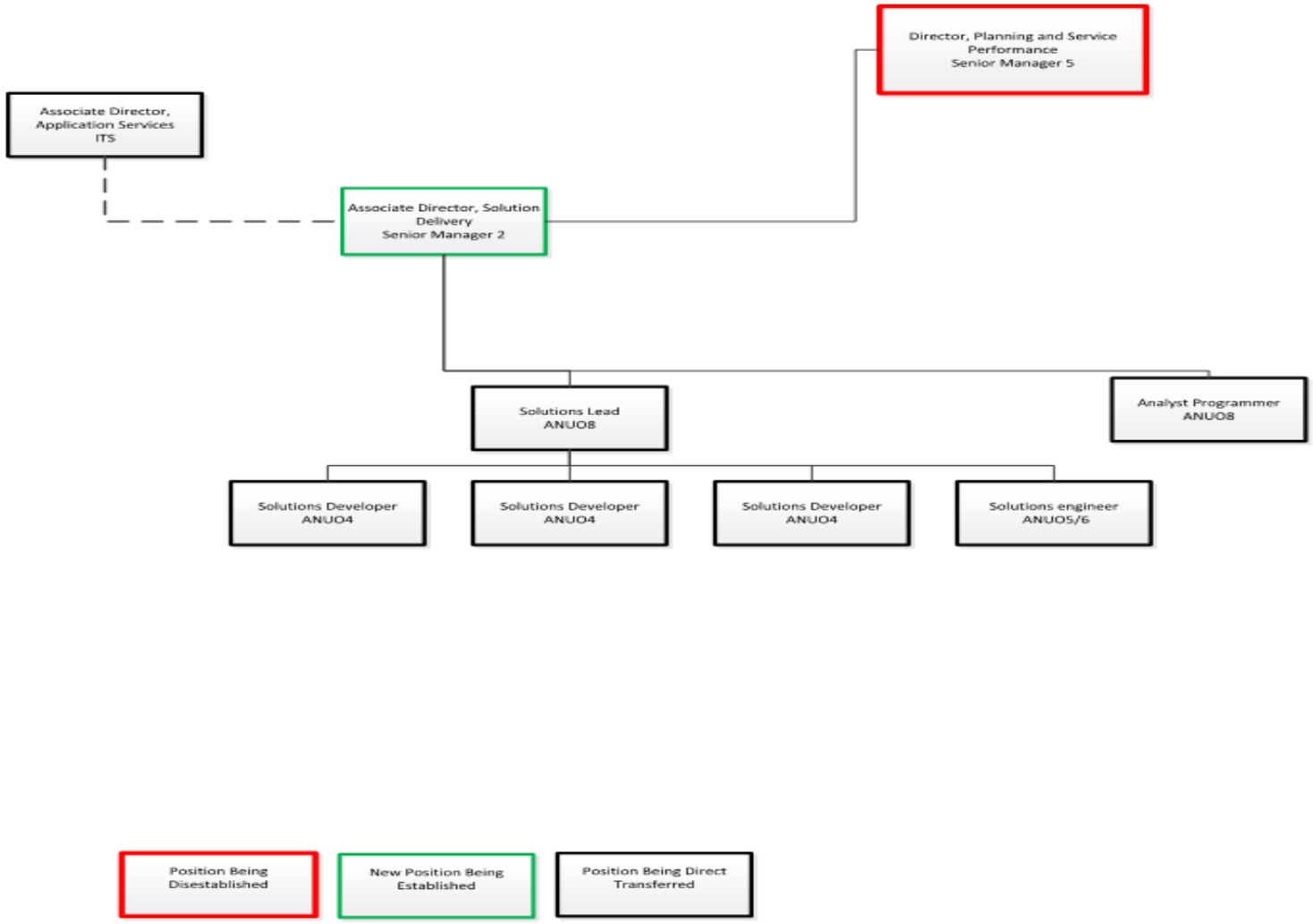
Attachment Eight: Service Delivery team, proposed structure