

Part 1: Background

Background

This proposal outlines the changes required within the College of Arts and Social Sciences (herein referred to as CASS or the College) and is the second phase of proposed changes required to support and respond to the ANU Recovery Plan for The Australian National University (ANU).

The College is one of the largest Colleges at ANU and ANU humanities and social sciences are consistently ranked No. 1 in Australia and in the top 20 in the world on the QS Index of universities.

The College is structured into two main research schools – Research School of Social Sciences and Research School of Humanities and the Arts - to enhance the multidisciplinary and interdisciplinary nature of our research and provides a research-intensive teaching environment that challenges and inspires our students.

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 the 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 the ANU has to 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 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 CASS 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 the proposed organisational change and nature of the changes proposed within CASS.

The Change Proposal specifically relates to proposed changes within the administrative support structure within the Research School of Humanities and the Arts (RSHA) and organisation and academic and technical staffing profile in the School of Art and Design (SoAD). 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 CASS to enable to respond to the ANU Recovery Plan and to enable the College to emerge strongly from the current global pandemic. The proposed changes are business driven changes and are designed to support ongoing sustainability of our education and pedagogy and ensure that the College is meeting the future needs of our students, as well as placing the University strongly in the global market.

Part 2: Rationale

The College needs to position itself to emerge strongly after the current global pandemic. This includes the College considering the administrative and support structures within the Research Schools of Arts and the Humanities (RSHA) and consideration of changes which may be required to ensure financial viability within each of its Schools,

The Research School of Humanities and the Arts places a strong emphasis on traditional humanities scholarship, whilst at the same time encouraging creative interdisciplinary, cross-cultural, and practice-led research, including digital humanities research; Indigenous studies and policy development; language

studies; museum, curatorial, and heritage studies; archaeological science; studio visual arts and crafts; musical composition and performance.

The School of Art and Design (SoAD)

The School of Art was established as a stand-alone organisation in 1976 and was incorporated into The Australian National University (the University) in 1992. Since that time, it has built an enviable reputation for studio-based art practice and teaching and learning across a wide range of areas. It currently hosts three undergraduate degrees; the Bachelor of Visual Arts, The Bachelor of Design and the Bachelor of Art History and Curatorship with aligned Honours, Masters and a PhD program.

Over the past eight years the School has undergone significant development and reform:

- In 2013 the School's Art Theory department was amalgamated with the Art History program in the Faculty of Arts, establishing the Centre for Art History and Art Theory.
- In 2017, following the introduction of a Design program the name of the School was changed to the School of Art and Design (herein referred to as the "School" or "SoAD").
- In subsequent years, there has been a major re-conceptualisation and reform of the School's Bachelor of Visual Arts degree structure, moving away from a discipline centric approach to studio-based teaching and learning to a more flexible, interdisciplinary program without the constraints of discipline specific Majors. Small group studio teaching remains the central teaching mode in Art.
- In recent years the School has also invested significantly in the appointment of research-active art and design practitioners.

Notwithstanding the positive impact of significant reform, which has enabled the School to be positioned for maximum flexibility, the School continues to operate with a significant underlying structural deficit. It is also recognised that the School operates from an iconic heritage building, which means there are constraints on physical spaces in some studios and computer labs and this can mean there are restrictions on possible class sizes.

The impact of the circumstances presented by the COVID-19 pandemic and the need to respond to and support the ANU Recovery Plan the long-standing structural deficit of the School cannot continue and must be addressed. The School must position itself to be able to deliver its programs and research with continued excellence but in a financially viable and sustainable manner.

The changes proposed to enable the School to achieve a more sustainable financial position include adjusting the staffing profile and organisation to better align with the reforms to the School's curriculum in recent years. The changes proposed have considered economic factors, student load, research performance and opportunity along with infrastructure limitations and maintenance costs for the School.

Financial Analysis

The School has, since 2014 operated with an annual operating budget deficit of \$2 million. This deficit is after inclusion of a direct subsidy from the University of over \$1 million per annum. Without this subsidy, the recurrent operating deficit of the School is \$3-3.5 million.

The University direct subsidy for the School is an historical allocation, arising from the transfer of Federal funding from the National Institute of the Arts (NITA), initially to the ACT Government and the University, and subsequently to the University itself. The funding recognizes the cultural sector's important contribution to external relationships, the specific methodologies of studio teaching and the University's funding framework.

The reasons for the School's operating deficit are multifarious, including the high cost of infrastructure and maintenance required to support the teaching, research and operations of the School, and salary expenditure far exceeding revenue earnings. The Commonwealth funding model for creative arts teaching does not cover the real costs of quality teaching in these disciplines.

The ANU Recovery Plan includes reduced budget allocations for Colleges across the University and the need for all salary and non-salary costs to be considered to meet the Expenditure Control Framework budget allocations.

The School has responded to the financial challenges through 2020 including adjusting and reducing sessional teaching expenditure in response to a significant decline in student enrolments and associated revenue along with engaging in expenditure controls across all non-salary expense categories in line with the broader University strategy. Additional savings have also been realised following a number of staff within the School electing to take a voluntary separation from the University.

Despite these measures, the School continues to have recurrent salary costs of \$7.5 million, which is over \$2 million in excess of total current revenue earnings of \$5.2 million. This is an unsustainable position for the School and must be considered with the knowledge of continued uncertainty of student enrolments and revenue into 2021 and beyond.

A further redesign of the structure and operations of School is needed to position the School for success and enable it to operate from a sustainable financial platform.

The changes proposed for the School include the disestablishment of three practice-based areas and the associated workshops, a restructure to enable and support sharing of resources across two workshops, a reorganisation of the provision of technical support across the School and a change in operation of the Gallery. It also proposes changes to how Honours and HDR students and programs are supported and the creation of new positions to support the curriculum restructure which has been undertaken within the School.

These proposed changes will contribute to the School being positioned for sustainability by extending the broad-based approach to teaching and learning that is already being implemented in the School and reduce the underlying structural deficit.

Research School of Humanities and the Arts (RSHA): Professional Staff - Administration and Technical Services

The proposed change to the RSHA administration structure is a business driven decision to improve support for research, education and service activities within the Research School. The proposed changes will impact all professional staff members in both the administration and technical stream positions namely the RSHA Directorate, the School of Music, the School of Art and Design, the School of Archaeology and Anthropology, the School of Literature, Language and Linguistics and the twelve (12) Centres and Institutes that fall under these areas.

It is noted that the professional technical officer positions and gallery positions within the School of Art and Design (SoAD) have been considered and included in the discussion of proposed changes for the School and as outlined above. The placement and responsibilities of these positions within the overall RSHA administration team are outlined in the proposed organisation charts (appendix 1).

The Research School is committed to strengthening its administrative capability to improve support for the School's specialised research, education and service activities and to align with other proposed academic changes within the Research School. The requirements of the professional staff workforce has also been reviewed within the context and knowledge that the University is under increasing pressure to prioritise resourcing for research and teaching, and be more efficient and cost effective in its delivery of services and use of resources.

As outlined in the current organisational charts (appendix 1), the current administration structure within RSHA has multiple positions that deliver the same or similar services within separate Schools and Centres.

Despite the similarities in the roles and responsibilities, and in some cases a shared location, the current administrative structures:

- do not allow positions to work within or as a team, nor provide a mechanism for staff to effectively support and assist each other;

- provide limited opportunities for knowledge sharing, although multiple positions either have similar operational issues to resolve, or have specialised knowledge relevant to their unique programs; and
- have an identified need for streamlined professional development and clear opportunities for career progression.

There is also an identified need for positions that are subject focused, and require expertise that is not readily available in the current structure or position profile. The current structure has a lack of senior leader roles. Introduction of suitable senior roles within the structure would support efficient and effective decision making about the planning and operations of the local area administration and support delivery of services within the Schools and Centres.

In addition to the current operational considerations, the College has been successful in two previous ANU capital works rounds, which will support the development of new building to accommodate the RSHA Directorate, the School of Archaeology and Anthropology and the School of Literature, Language and Linguistics. Additionally, a new extension and remodelling will enhance the current SoAD building - with additional work focused on the restoration of this iconic, heritage-listed original art deco building.

While, due to the ANU Recovery Plan, the start date for these capital works has been delayed, the proposed administrative structural changes are considered to still be important and required at this time. These proposed changes will deliver improved services across the Research School, align and future proof the administrative teams in anticipation of the move into the new locations, and align the RSHA structure to that of other College functional areas.

Proposed RSHA Administrative Teams

The proposed RSHA administration model will create two joint administration teams, each of which is separated into distinct functions based on the specialised administrative, operational and technical functions required by the Schools and Centres that it will support.

The two new proposed structures will address the challenges that have been identified and harness the opportunity to create administrative structures that align to the Research School and College strategic priorities, provide exceptional service to the Schools and Centres, and increase opportunities for staff to work in a team environment with clear opportunities for collaboration, professional development, and career progression.

The proposed new structures aim to mirror the role and responsibility of the Research School administration to that of the College functional administration teams and other areas of the College, whilst still retaining specialised support for the unique areas within the Research School. The proposed model will allow the administrative and technical staff to work closely and collaboratively with the College functional teams and build in-house functionally aligned teams.

Proposed Administration Team for the RSHA Directorate, School of Archaeology and Anthropology, and School of Literature, Language and Linguistics

It is proposed a single administration model will service the RSHA Directorate, the School of Archaeology and Anthropology, and the School of Literature, Language and Linguistics, as well as the twelve (12) centres and institutes that fall within these areas. This model will create a centralised, joint administration group that will be separated into two distinct functions.

The *Administration Team* will be the single point of contact for broad school-based administration activities including secretariat support (including support for the Director), teaching support, finance and HR administration as well as all business operation support (facilities and space management, procurement etc.).

The *Operations Team* will lead the Schools' events coordination, media activities, website management, visiting appointments, outreach, research impact support, management of the museum and collections, and provide specialised technical services to the multiple fieldwork, curatorial and specialised teaching and learning workshops and spaces, as well as the work, health and safety expertise and support required for these areas.

Proposed Administration Team for the School of Art and Design and the School of Music

It is proposed a single administration model will service the School of Art and Design and the School of Music. It is noted that the 2017 external review of the School of Art and Design and the 2012 external review of the School of Music both recommend a realignment of administration to better support the educational and technology capacity of the Schools, recognising the importance of teams dedicated to specialised service delivery.

This proposed model will create a joint administration group and recognising the requirement for specialised technical support in these schools, establish both an Operations and Technical team.

The *Administration Team* will be the single point of contact for broad school-based administration activities including secretariat support, teaching support, finance and HR administration as well as all business operation support (facilities and space management, procurement etc.).

The *Operations Team*, will provide administrative support for visiting appointments, events coordination, social media and website management as well as research and research impact support specialising in the area of non-traditional research. In addition, the operations teams will manage the Art and Design gallery and collections, provide specialised services to the fieldwork, curatorial and music workshops, and manage community relations and outreach.

The *Technical Team* will provide the specialised technical and work, health and safety expertise and support required for these highly specialised schools. It is noted that the professional technical officer positions and gallery positions within the School of Art and Design have been considered and included in the discussion of proposed changes for the School and as outlined above and shown in Appendix 1.

These administration and service models proposed for RSHA will provide a one-stop-shop for the academic clients for all operational matters and a single point of contact for College administrative functional teams and support for more efficient service turn-around. These proposed new operating models will provide the ability for agile resource allocation to manage high demand periods in the Research School and also enable continuous and seamless support to be provided across the Research School during periods of planned and unplanned staff absences.

As well as implementing a new administration model and team structure, the roles and responsibilities of all the current administrative positions will be reviewed, revised and refreshed. In addition to current administrative roles, a combination of newly created and combined roles will be required in areas such as marketing, event coordination, impact and engagement, to ensure that the specialised functions of the Research School are maintained and prosper.

Part 3: Nature of the Change

Summary of Proposed changes

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

1. Introduction of a new academic profile and structure in the School of Art and Design including;
 - Establishment of three (3) academic Level B positions to work across the School curriculum (one (1) 1.0 FTE and two (2) 0.5 FTE positions)
 - Establishment of one (1) academic Level C position to work across the School curriculum (1.0 FTE)
 - Establishment of seven (7) new Technical Officer professional staff positions (6.2 FTE)
 - Establishment of two (2) administrative professional staff positions (one (1) 0.5 FTE one (1) 1.0 FTE)
 - Direct transfer of 31 academic staff positions
 - Disestablishment of three (3) workshops – Furniture, Glass, Jewellery and Objects
 - Disestablishment of Animation and Video program
 - Disestablishment of three (3) academic level C positions (2.5 FTE)
 - Disestablishment of five (5) academic level B positions (4.0 FTE)
 - Disestablishment of eight (8) technical officer professional staff positions (6.8 FTE)
 - Disestablishment of two (2) administrative professional staff positions
 - Change in work practices within the School of Art and Design

2. Introduction of new team structure in RSHA Professional Staff - Administration and Technical teams including:
- Establishment of five (5) new continuing professional staff positions;
 - Direct transfer of 29 continuing professional staff positions;
 - Disestablishment of eight (8) (including seven (7) VACANT 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.

School of Art and Design

Summary of Staff Position Changes –

The following academic positions are proposed to be created within the new School structure. All new positions are recommended to work across the School curriculum and will contribute to delivery of teaching and research across the School.

The proposed new academic positions include:

- Three (3) new academic Level B positions to work across the School curriculum delivering research led teaching and education programs (one (1) 1.0 FTE and two (2) x 0.5 FTE positions)
- One (1) new academic Level C position to work across the School curriculum delivering research led teaching and education programs (1.0 FTE)

Furniture, Jewellery and Object Workshops

Due to the limitations of operating in a heritage building, several workshops deliver courses in constrained spaces where larger student loads are not possible. Current and projected expenditure on salaries, maintenance and consumables relative to student load, capacity and income means the current separate Furniture and Jewellery and Object Workshops are unsustainable in their current form and it is proposed that these workshops would not continue to operate. The proposed changes will impact the workforce in the following areas:

- Disestablishment of one (1) academic level B position (0.5 FTE)
- Disestablishment of two (2) academic level C position (2.0 FTE)

Glass and Ceramics

The reputation for excellence of the Glass workshop is undoubted however there are challenges for the Glass workshop given the available infrastructure and the importance of WHS and associated compliance which restricts the ability to grow the student load which has consistently low student numbers.

To support a more broadly-based cross disciplinary teaching and learning model in the School, it is proposed for the glass practice and teaching and learning can be joined with that in Ceramics and it is proposed that a combined Glass and Ceramics Workshop is created.

The proposed changes will impact the workforce in the following areas:

- Disestablishment of one (1) academic level B position (1.0 FTE)

Photography and Media Arts

The Animation and Video major offered as part of the Photography and Media Arts course offerings includes a range of options and results in broad range of mediums being taught. The level of academic staffing costs and the equipment required for teaching the major when considered against the funding available for the Photography and Media Arts program means the continuation of the major must be considered. The proposed changes include a reduction in course offerings previously taught in the Animation and Video Major.

The proposed changes will impact the workforce in the following areas:

- Disestablishment of two (2) academic level B positions (2.0 FTE)

The Gallery

For many years the School's Gallery has been used for exhibition and to showcase student work – from undergraduate to PhD student cohorts - including as part of formal assessment. It has also played an important role in facilitating impact and engagement with a broad range of stakeholders, including the Canberra community.

However, at a time of severe financial constraint and changing emphasis on external communication via social media and online, the activities of the Gallery have been scaled back and resources redistributed into digital communication.

The proposed changes will impact the workforce in the following areas:

- Establishment of one (1) ANU Officer 6/7 (administration) position (1.0 FTE)
- Establishment of one (1) ANU Officer 5 (administration) (0.5 FTE)
- Disestablishment of one (1) ANU Officer 6/7 (administration) position (1.0 FTE)
- Disestablishment of one (1) ANU Officer 5 (administration) position (1.0 FTE)

Honours and Postgraduate Coursework

The student load in the Bachelor Visual Arts (Honours) and postgraduate coursework programs have been declining and this has been further impacted by the lack of ability to access to studios in 2020 during the COVID pandemic. This means the need for dedicated convening roles to provide oversight of and teach into these respective programs has changed.

It is proposed the manner in which these programs will be convened will change and the School will move to align the broader College practice. It is proposed the convenor roles for these programs will be undertaken as part of an academic service component of academic staff workloads.

The proposed changes will impact the workforce in the following areas:

- Disestablishment of one (1) academic level C Honours Convenor position (0.5 FTE)
- Disestablishment of one (1) academic level B Postgraduate Coursework Convenor position (0.5 FTE)

Technical Support

The provision and organisational arrangements to enable adequate technical support in the School is essential to ensure that practice-based teaching and learning and research takes place in a safe environment for all studio activities.

The reforms to the curriculum in the Bachelor of Visual Arts and the incorporation of the Bachelor of Design into it necessitates a re-conceptualisation of the provision of technical support across the School.

This means consideration needs to be given to the organisation, structure and number of positions required to undertake and deliver the technical support for the School and it is proposed the design of these services will change. These proposed changes would include the need to establish a new technical position (proposed to be ANU Officer 7) to work across and provide technical support for all discipline areas of the School and manage other technical staff members

The proposed changes will impact the workforce in the following areas:

- Establishment of one (1) ANU Officer 7 (technical) positions (1.0 FTE)
- Establishment of two (2) ANU Officer 6 (technical) positions (2.0 FTE)
- Establishment of four (4) ANU Officer 4/5 (technical) positions (two (2) x 1.0 FTE; two (2) x 0.6 FTE)
- Disestablishment of one (1) ANU Officer 8 (technical) position (1.0FTE)
- Disestablishment of one (1) ANU Officer 7 (technical) position (1.0 FTE)
- Disestablishment of six (6) ANU Officer 4/5 (technical) position (4.8 FTE)

Directly transferred positions within the proposed structure:

It is proposed the following positions will be directly transferred into the new structure. All of the positions proposed to be directly transferred are being transferred at level. 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 requirements of the School.

A number of academic staff have elected to take a voluntary separation from the University and have left or will leave the University in the coming months. These positions will continue within the School until the agreed separation date and are not included in the list of continuing positions proposed to transfer the new School.

Table 1: Directly transferred academic positions within the proposed structure

Current Position Title	Proposed Position Title	Number of positions
Head of School	Head of School	1
Professor - Level E – fixed term	Professor - Level E – fixed term	1
Associate Professor/Senior Fellow – Level D – fixed term	Associate Professor/Senior Fellow – Level D – fixed term	1
Senior Lecturer, Level C – fixed term	Senior Lecturer, Level C – fixed term	1
Lecturer, Level B – fixed term	Lecturer, Level B – fixed term	6
Associate Professor/Senior Fellow Level D	Associate Professor/Senior Fellow Level D	3
Senior Lecturer, Level C	Senior Lecturer, Level C	6
Lecturer, Level B	Lecturer, Level B	11
Associate Lecturer, Level A	Associate Lecturer, Level A	1
	TOTAL	31

Summary of Proposed Position Changes: RSHA Professional Staff – Administration and Technical Team

New Positions within the proposed structure

The following positions are proposed to be created within the new structure. All new positions are recommended to ensure that suitably qualified and experienced staff have the skills qualifications and attribute to improve subject matter expertise to optimize the delivery of and outcome of administration support for the Research School, College and the University.

New positions:

School Manager, Senior Manager 1 (Administration)

This proposed new position is proposed to be classified at ANU Senior Manager 1 (Administration). This role will lead the administration team and will be responsible for overseeing the activities and service delivery that supports the research and education outcomes of the Academic Organisational Unit (AOU) in their remit and the College. The role will be accountable to provide a broad and strategic guidance in development and implementation of the operational plan that covers overall administration of the Research School. The role will

hold responsibility as a member of the College Senior Administrative Network, and is expected to contribute significantly to develop and drive the implementation of College- and University– level initiatives.

Administration Manager, ANU Officer Level 8 (Administration)

This proposed new position is proposed to be classified at ANU Officer 8 (Administration). The role will be responsible for the management of the day to day operations including the provision of leadership, mentoring and career development of a team that coordinates overall administration activities for the Schools and Centres under the remit of the manager. The Academic Administration Manager will work closely with the School Manager and Operations Manager and contribute to the development of AOU level strategy, reporting and overall management of administration service that supports the research and education activities of the Research School.

Operations Manager, ANU Officer Grade 8 (Administration) - 2 positions

This proposed new role is proposed to be classified at ANU Officer 8 (Administration). The role is responsible for the management of the day to day operations including the supervision, mentoring and career development of a team of which coordinates the School's events, media, outreach, research and impact and engagement activities. The Operations Manager will work closely with the School Manager and Administration Manager and contribute to the development of AOU level strategy, budgeting, reporting and manage overall administration service to supports the research and education activities of the Research School.

Laboratory Technician, Technical Officer- ANU Officer Grade4/5 (Technical)

This proposed new role is proposed to be classified at ANU Officer Grade 4/5 (Technical). The role is responsible for the management of the day to day operations of the specialised teaching laboratories within the schools and centres under the remit of the operations team. The role will also provide support for field work and student mobility to support the research and education activities of the Research School.

Directly transferred positions within the proposed structure:

It is proposed the following positions will be directly transferred into the new structure. All of the positions proposed to be directly transferred are being transferred at level. Some roles will require a role title change (these are detailed below) and all positions will have a position description review and refresh. This will enable the positions to be aligned with the requirements of the new structure and ensure the positions are focused on the required capacity to deliver on the administration requirements of the Research School and the College.

All fixed term roles will transfer directly to the proposed new structure for the current term of their appointment.

Executive Officer, Senior Manager 1 (Administration) to School Manager, Senior Manager 1 (Administration)

This is a proposed refreshed and retitled position and will continue to be classified as a Senior Manager 1. This role will lead the administration teams and will be responsible for overseeing the activities and service delivery that supports the research and education outcomes of the Academic Organisational Unit (AOU) under their remit and across the College. The role will continue to be accountable to provide a broad and strategic guidance in development and implementation of the operational plan that covers overall administration of the Research School. The role will continue to hold responsibility as a member of the College Senior Administrative Management group, and is expected to contribute significantly to develop and drive the implementation of College- and University– level initiatives. The position will be otherwise unchanged.

School Manager, School of Art and Design ANU Officer Level 8 (Administration) to Academic Administration Manager, ANU Officer Level 8 (Administration)

This is a proposed refreshed and retitled position and will continue to be classified at ANU Officer 8 (Administration). The role will be responsible for the management of the day to day operations including the provision of leadership, mentoring and career development of a team that coordinates overall administration activities for the Schools and Centres under the remit of the manager. The Academic Administration Manager will work closely with the School Manager and Operations Manager and contribute to the development of AOU level strategy, reporting and overall management of administration service that supports the research and education activities of the Research School. The position will be otherwise unchanged.

Table 2: Directly transferred professional staff positions within the proposed structure

Current Position Title	Proposed Position Title	Number of position/s
Executive Officer Senior Manager 1	School Manager Senior Manager 1	1
School Manager	Administration Manager, ANU Officer Level 8	1
AuSI Manager ANU Officer	AuSI Manager ANU Officer	1
Senior School Administrator ANU Officer Level 6/7	Senior Administration Officer ANU Officer Level 6/7	3
Senior School Administrator ANU Officer Level 6/7	Engagement and Impact Coordinator ANU Officer Level 6/7	1
Communication and Outreach Coordinator ANU Officer Level 6/7	Engagement and Impact Coordinator ANU Officer Level 6/7	1
Open School Outreach Coordinator ANU Officer 6/7	Open School Outreach Coordinator ANU Officer 6/7	1
RSHA Administration Officer ANU Officer Level 5	Engagement and Impact Officer ANU Officer Level 5	1
Outreach Coordinator ANU Officer Level 4/5 (Technical)	Engagement and Impact Officer ANU Officer Level 5	1
School Administrator ANU Officer Level 5	Engagement and Impact Officer ANU Officer Level 5	2
School Administrator ANU Officer Level 5	Administration Officer ANU Officer Level 5	7
AuSI Admin Officer ANU Officer 5	AuSI Admin Officer ANU Officer 5	1
Open School Outreach Administrator ANU Officer 5	Open School Outreach Administrator ANU Officer 5	1
Collections Officer (fixed term) ANU Officer Level 4/5 (Technical)	Collections Officer ANU Officer Level 4/5 (Technical)	1
RSHA Administration Support Officer ANU Officer Level 4	Administration Assistant ANU Officer Level 4	1
Assistant School Administrator ANU Officer Level 4	Administration Assistant ANU Officer Level 4	1
WHS Consultant ANUO6/7	WHS Consultant ANUO6/7	2
Technical Officer ANUO4/5 (0.6 FTE)	Technical Officer ANUO4/5 (0.6 FTE)	1
Technical Officer, ANUO4/5 - fixed term	Technical Officer, ANUO4/5 - fixed term	1
TOTAL		29

Disestablished positions within the proposed structure

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 structure. Some positions have temporary or interim appointments in place to support current operational requirements. Should the proposed changes be implemented, these positions would cease at the end of the current temporary or interim appointments.

A number of professional staff have elected to take a voluntary separation from the University and have left or will leave the University in the coming months. These positions are or will be vacant and the positions proposed for disestablishment listed in the following include these vacant or soon to be vacant positions.

School Manager, School of Literature Language and Linguistics, ANU Officer Level 8 (Administration) (VACANT)

It is proposed that this role will be disestablished. This role provides high level management support to the professional and academic staff within the School of Literature, Languages and Linguistics. The work and responsibilities associated to this position will be permanently reduced and any remaining will be distributed to existing positions within the administration management team as part of the implementation of the proposed changes.

School Manager, School of Archaeology and Anthropology, ANU Officer Level 8 (Administration) (VACANT)

It is proposed that this role will be disestablished. This role provides high level management support to the professional and academic staff within the School of Archaeology and Anthropology. The work and responsibilities associated to this position will be permanently reduced and any remaining will be distributed to existing positions within the administration management team as part of the implementation of the proposed changes.

School Manager, School of Music, ANU Officer Level 8 (Administration) (VACANT)

It is proposed that this role will be disestablished. This role provides high level management support to the professional and academic staff within the School of Music. The work and responsibilities associated to this position will be permanently reduced and any remaining will be distributed to existing positions within the administration management team as part of the implementation of the proposed changes.

Executive Assistant, RSHA Directorate, ANU Officer Level 6/7 (Administration)

It is proposed that this role will be disestablished at the end of 2020. This role provides high level executive administration support to the RSHA Director. The work and responsibilities associated to this position will be permanently reduced and any remaining work will be distributed to existing positions within the Administration team as part of the implementation of the proposed changes.

RSHA Directorate Centres Manager, ANU Officer Level 6/7 (Administration) (VACANT)

It is proposed that this role will be disestablished. This role provides high level administration support to the academic cohort within the School of Literature, Languages and Linguistics. The work and responsibilities associated to this position will be permanently reduced and any remaining will be distributed to existing positions within the Administration team as part of the implementation of the proposed changes.

Senior School Administrator, School of Literature Language and Linguistics, ANU Officer Level 6/7 (Administration) (VACANT)

It is proposed that this role will be disestablished. This role provides high level administration support to the academic cohort within the School of Literature, Languages and Linguistics. The work and responsibilities associated to this position will be permanently reduced and any remaining will be distributed to existing positions within the Administration team as part of the implementation of the proposed changes.

Event Officer, School of Music, ANU Officer Level 5 (Administration) (VACANT)

It is proposed that this role will be disestablished. This role provides support to the organisation of events within the School of Music. The work and responsibilities associated to this position will be permanently reduced and any remaining will be distributed to existing positions within the Administration team as part of the implementation of the proposed changes.

Laboratory Technician, School of Archaeology and Anthropology, ANU Officer 4/5 (Technical) (VACANT)

It is proposed that this role will be disestablished. This role provides broad technical support to the academic cohort within the School of Archaeology and Anthropology. The work and responsibilities associated to this position will be permanently reduced and any remaining will be distributed to existing positions within the Operations team as part of the implementation of the proposed changes.

The current and proposed structures for RSHA Professional Administration RSHA Professional Staff – Administration and Technical Team are included in Appendix 1

Part 4: Staffing Principles

The transition to the proposed new College 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 College 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 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.

ACADEMIC STAFF: STAFFING PRINCIPLES

Direct Transfers

There are no direct transfers of continuing academic positions identified as part of the proposed changes within School of Art and Design.

New Positions within the School of Art and Design

To support the proposed new academic profiles within the School of Art and Design, the College and the University will be seeking to appoint:

- Three (3) new academic Level B positions to work across the School curriculum delivering research led teaching and education programs (one (1) x 1.0 FTE and two (2) x 0.5 FTE positions)
- One (1) new academic Level C position to work across the School curriculum delivering research led teaching and education programs (1.0 FTE)

It is expected these positions will be created and available for application during Q1 2021.

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,

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 – 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 3 (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 his or her 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 6 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 staff made redundant:

- For Academic staff a redundancy payment of 3 weeks' salary for each year of service with a minimum payment of 5 weeks' pay and maximum of 68 weeks' pay;
- Academic Employment Transition Payment of up to 16 weeks salary for academic staff, provided the total redundancy payment for academic staff does not exceed 78 weeks (excluding accrued annual and long service leave); and
- Payment of accrued annual leave and, if eligible, long service leave.

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.

Phase 3 - Notification of Disestablishment of Positions & Redeployment

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

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

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

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

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

Phase 4 - Notice of Termination Due to Redundancy

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

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

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

Part 5: The University's Commitment

Status:

This formal change management document is the first version of the formal proposal for workplace change within the College of Arts and Social Sciences 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 change proposal will involve:

1. Introduction of a new academic profile and structure in the School of Art and Design including;
 - Establishment of three (3) academic Level B positions to work across the School curriculum (one (1) 1.0 FTE and two (2) 0.5 FTE positions)
 - Establishment of one (1) academic Level C position to work across the School curriculum (1.0 FTE)
 - Establishment of seven (7) new Technical Officer professional staff positions (6.2 FTE)
 - Establishment of two (2) administrative professional staff positions (one (1) 0.5 FTE one (1) 1.0 FTE)
 - Direct transfer of 31 academic staff positions
 - Disestablishment of three (3) workshops – Furniture, Glass, Jewellery and Objects
 - Disestablishment of Animation and Video program
 - Disestablishment of three (3) academic level C positions (2.5 FTE)
 - Disestablishment of five (5) academic level B positions (4.0 FTE)
 - Disestablishment of eight (8) technical officer professional staff positions (6.8 FTE)
 - Disestablishment of two (2) administrative professional staff positions
 - Change in work practices within the School of Art and Design
2. Introduction of new team structure in RSHA Professional Staff - Administration and Technical teams including;
 - Establishment of five (5) new continuing professional staff positions;
 - Direct transfer of 29 continuing professional staff positions;
 - Disestablishment of eight (8) (including seven (7) VACANT professional staff positions).

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:

- Research School of Humanities and the Arts;
- School of Art and Design staff
- College of Arts and Social Science staff;
- ANU Senior Management Group;
- Research School Directors, Service Division Directors, General Managers and School Managers;
- Available on the ANU Recovery website [here](#)
- Nominated staff representatives including the NTEU;
- Other relevant stakeholders as required.

Representation:

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

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

Part 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 University 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
17 November 2020	Meetings with affected staff within School of Art and Design
18 November 2020	Release of the proposal to affected staff within School of Art and Design Release the Proposal to the College and University Community Consultation Period Commences
w/c 23 November 2020	Meeting with RSHA professional staff group Portfolio/Team staff forum Small Group forums
Thursday 3 December 2020	Close of Consultation period
Wednesday 18 November to Friday 10 December 2020	Collation of feedback from Consultation and preparation of Implementation Plan
Week commencing 14 December 2020	Publication of Implementation Plan
Week commencing 14 December 2020	Feedback on Implementation Plan
Week commencing 11 January 2021	Proposed commencement of Implementation

Contacts:

This change management process will be led by Professor Rae Frances, Dean, ANU College of Arts and Social Sciences and Matt Talbot, General Manager, College of Arts and Social Sciences in consultation with the Human Resources Division.

Name	Position	Contact details
Professor Rae Frances	Dean ANU College of Arts and Social Sciences	Dean.cass@anu.edu.au ph:(02) 6125 3050
Matt Talbot	General Manager ANU College of Arts and Social Sciences	Gm.cass@anu.edu.au ph:(02) 6125 5984
Professor Paul Pickering	Director, Research School of Arts and the Humanities	director.rsha@anu.edu.au ph:(02) 6125 3451
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 and Proposed Organisational Structure- RSHA Professional Staff – Administration and Technical teams

