



## 1. Introduction and context

The Australian National University ('ANU' or 'the University') is Australia's national university and has a unique history among Australian universities. Our story dates back more than 75 years as a university and more than 20,000 years as a meeting place to share knowledge by our First Nation custodians. We were established by an act of Federal Parliament, to provide Australia with a national centre of research, learning and teaching that would help shape and hold conversations that has built the world around us. As set out in our current Act, ANU was founded to advance and transmit knowledge, "by undertaking research and teaching of the highest quality".

The enduring mission of the University remains. From the global financial crisis, to pandemics, war and civil unrest, government intervention, along with discoveries of emergent fields and ways of thinking, it has never been more critical to invest in research and education for Australia. It is both a responsibility and privilege to undertake this work on behalf of the University community, the nation and neighbouring region.

The University has released a proposal on how best to position ANU to adapt and thrive in the future. It outlines the rationale for the proposed realignment of Academic Colleges and the nature of the changes. Please see the [Proposal to Realign ANU Academic Colleges](#).

This proposal has been prepared to provide staff with further context about proposed changes specifically for the ANU College of Health and Medicine and support effective engagement with staff and stakeholders. It provides specific details and information on the proposed changes, seeks consultation and feedback and sets out the guiding principles that will support any confirmed changes that may need to be implemented.

### *Aligning the university to better deliver on the national remit*

The University recognises the need to strengthen and realign its organisational structure. The proposed realignments will enable the University to serve the current and projected future education and research capabilities and deliver on the University's national purpose and remit. The University will adopt a deliberate and considered approach to ensure the implementation of a fit for purpose structure designed to meet our strategic, operational and financial goals, also guided by the University's commitment to transparency and wellbeing of staff and members of the campus community.

In 2024, the University completed the realignment of several professional service areas, including finance, human resources, and information technology, as well as the

disestablishment of the Division of Shared Services. These realignments were made to provide service improvement, standardisation and connectivity in professional service functions. These contemporary realignment activities underpin improved service delivery and a move to a “One ANU” model, in line with other institutions in the higher education sector.

The University will continue to realign professional services in the broader University ecosystem. This includes services supporting research, education, governance, facilities, marketing, communications and engagement. The University will streamline professional support services through a realignment and focus on consistent and equitable service delivery to ensure the “One ANU” model with clear accountability and responsibilities.

## 2. College background

The ANU College of Health and Medicine (‘the College’) was formed in 2017, bringing together the ANU Medical School, The John Curtin School of Medical Research, the Research School of Population Health, and the Research School of Psychology. The College was rescoped during the ANU Recovery Plan into two main Schools; The John Curtin School of Medical Research, the School of Medicine and Psychology and one centre, the National Centre for Epidemiology and Population Health. This was done to lay a foundation for addressing the challenges of scale and distinctiveness, to open up new resource streams and to address inefficiencies.

In 2021, ANU Council approved strategic funding to support the College’s TRANSFORM initiative, aimed to highlight our origin and distinctiveness as the national university, to build on our existing strengths in health and medicine, make the most of new opportunities, and optimise our ways of working so we could continue to be a leading university.

The investment made through the TRANSFORM initiative, and the changes made during the ANU Recovery Plan in 2020 and 2021 have not achieved the intended outcomes.

The University’s expenses have steadily increased whilst revenue has not kept pace. From 2021 to 2023, there has been a 10.1 per cent growth in expenses, while revenue has grown only by 3.4 per cent over the same period. As a result, the University has gone from a reported surplus to a persistent operating deficit, with more than \$400 million in cumulative operating deficits between 2020 and 2023. The University’s financial position is provided to the Government in the [Annual Report](#).

The current seven (7) Academic Colleges comprise considerable disparity in size, composition, focus and impact. This has exacerbated the consequential and heterogeneous performance outcomes across education, research and student experience.

The University must adopt a deliberate and considered approach to ensure the implementation of a fit for purpose structure that is designed to effectively meet our strategic, operational and financial goals.

This document outlines the background, rationale and expected outcomes of a proposed change in the ANU College of Health and Medicine. It has been prepared to facilitate consultation with staff and their union in accordance with Clauses 69 and 70 of *The Australian National University Enterprise Agreement 2023-2026* (the Enterprise Agreement).

### 3. Rationale and details of the proposed change

The ANU Academic Colleges were introduced in 2006, grouping together well-established Research Schools, Faculties and Centres. The College structure is important because it enables cross-disciplinary, cross-School and cross-College collaborations, covering the full scope and remit of ANU. Over the last 18-years, the academic Colleges have continued to iterate and adapt their design, composition and administration with the changing university environment.

The University's circumstances have changed. There is an opportunity for realigning the Academic College structure to better position the University to achieve its national mission in a resource constrained environment now and long-term.

ANU has identified the need to reorganise the alignment of a small number of its Schools and Centres. This enables the University to support its current capabilities and meet future education and research needs. Through a targeted reorganisation the University will:

- support more holistic and standardised delivery of operations, services and budgets;
- provide contemporary and equitable support services for education, research and student experience;
- consolidate our infrastructure intensive research activities to achieve more efficiencies; and
- more fully direct the University's capabilities to national mission and future needs.

This proposal takes a principles-based approach, to:

- minimise disruption to the University's education programs, research activities and administration;
- maintain the current Schools and Centres and their education and research activities;
- prioritise quality, distinctiveness and national mission;
- create new centres of gravity and purpose;
- strengthen and deepen existing cross-university collaborations and activities; and
- deliver on the enduring University's national mission.

Through this Change Proposal, this targeted re-organisation of the University, will be able to:

- provide more contemporary and equitable support services for education, research and the student experience;
- consolidate our research infrastructure intensive activities and achieve more efficiencies; and
- better direct and create more opportunity for maximising our capabilities and meet our national mission and future needs.

The Change Proposal will:

- reaffirm the disestablishment of the College of Health and Medicine;
- reaffirm the realign of two (2) Schools and one (1) Centre (see Table 1); and
- disestablish a limited number of professional and academic positions held at the College level structure (see *Impact of the Proposed Change* below).

**Table 1: Realigning two (2) Schools and one (1) Centre**

School	Current College	Proposed College
The John Curtin School of Medical Research	ANU College of Health and Medicine	ANU College of Science and Medicine
School of Medicine and Psychology	ANU College of Health and Medicine	ANU College of Science and Medicine
National Centre for Epidemiology and Population Health	ANU College of Health and Medicine	ANU College of Law, Governance and Policy

The timeframe for the proposed change will take effect on 1 January 2025. This ensures the Plan minimises disruption to the University’s educational, research and engagement activities. Establishing this new structure in 2025 enables the University to take a deliberate and nuanced approach to achieving financial sustainability. The new structure also frames how the University realigns professional services, including educational and research support, throughout 2025.

It is proposed to realign the existing two (2) Schools and one (1) Centre within the ANU College of Health and Medicine to an alternative College structure. The John Curtin School of Medical Research, (JCSMR) and the School of Medicine and Psychology (SMP) would be realigned to the renamed ANU College of Science and Medicine (CSM). The National Centre for Epidemiology and Population Health (NCEPH) would be realigned to the renamed ANU College of Law, Governance and Policy (CLGP).

The benefits of the proposed realignment of JCSMR and SMP to the newly renamed CSM include:

- ensuring continued and high-quality support for medicine and medical research;
- co-location of infrastructure intensive research activities to maximise future funding opportunities and responsible use of nationally funded resources;
- development and amplification of new research and education opportunities;
- realisation of new administrative and service efficiencies; and
- greater long-term financial sustainability and controls.

The benefits of the proposed realignment of NCEPH to the newly renamed CLGP include:

- ensuring continued and high-quality support for population health research and its importance for policy development;
- alignment of research, teaching and engagement activities to a new law, policy and governance focused centre of gravity and purpose;

- development and amplification of new research and education opportunities; and
- greater long term financial sustainability and controls.

The proposed realignment of the two (2) Schools and one (1) centre within the ANU College of Health and Medicine will have impact on a limited number of professional and academic positions. It means current executive leadership, education, research, engagement and communications service functions, together with the College central administrative roles, would no longer be required.

#### 4. Impacts of the proposed change

The proposed realignment of the Colleges in the Proposal to Realign ANU Academic Colleges Plan, will mean the disestablishment of the ANU College of Health and Medicine. There is no impact to the staff within the existing two (2) Schools and one (1) Centre. It is proposed they are realigned to an alternative renamed College structure.

The proposed disestablishment of the ANU College of Health and Medicine will impact staff sitting within the College level structure, including those in executive leadership and senior positions, staff within the College Research Office, Marketing and Communications, Business and Research Development, Engagement, and Facilities and Buildings support functions, along with the Eccles Institute of Neuroscience and the Health Data Analytics teams would no longer be required.

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

- **Academic Staff**
  - The disestablishment of one (1) College Dean position;
  - The disestablishment of seven (7) fixed term Level E positions;
  - The disestablishment of one (1) fixed term Level D position;
  - The disestablishment of one (1) fixed term Level C position;
  - The disestablishment of one (1) fixed term Level B position;
  - The disestablishment of one (1) vacant fixed term Level D position;
  - The realignment and direct transfer of one (1) fixed term Level E position;
  - The realignment and direct transfer of one (1) continuing (contingent funded) Level C position;
  - The realignment and direct transfer of one (1) fixed term Level A position.
- **Professional Staff**
  - The disestablishment of one (1) College General Manager position;
  - The disestablishment of nineteen (19) continuing positions;
  - The disestablishment of sixteen (16) fixed term positions;
  - The disestablishment of two (2) vacant fixed term positions;
  - The realignment and direct transfer of two (2) fixed term positions;
  - The realignment and direct transfer of one (1) continuing (contingent funded) position.

The proposed change would result in the disestablishment of the positions listed in the table below (Table 2). The duties associated with these positions will be ceased or distributed elsewhere within the proposed new Academic College structure.

**Table 2: Positions proposed to be disestablished**

Position title	Level/position status	Proposed occupant impact	No. of positions
Dean, College of Health and Medicine	Executive	Role vacant from 19 October 2024	1
Director, The Eccles Institute	Academic Level E	End fixed term contract	1
Deputy Dean Research	Academic Level E	End fixed term contract	1
Deputy Dean Health Professions	Academic Level E	End fixed term contract	1
Associate Dean Engagement and Partnership	Academic Level E	End fixed term contract	1
Professor Health Policy and Security	Academic Level E	End fixed term contract	1
Professor, Military and Aerospace Medicine	Academic Level E	End fixed term contract	1
Professor, Space Medicine	Academic Level E	End fixed term contract	1
Director, National Centre for Health Workforce Studies (NCHWS)	Academic Level D	End fixed term contract	1
Head, Health Data Analyst Team (VACANT 01/2024 – 07/2025)	Academic Level D	End Fixed Term contract	1
Fellow	Academic Level C	End fixed term contract	1
Research Fellow (HDAT)	Academic Level B	End fixed term contract	1
College General Manager	SM4 (fixed term)	End fixed term contract	1
Head of Research Business Development & Commercialisation	SM3 (fixed term)	End fixed term contract	1
Head and Senior Fellow, Education Innovation and Development	SM3 (fixed term)	End fixed term contract	1
Program Manager (TRANSFORM)	SM2 (fixed term)	End fixed term contract	1
Executive Officer	SM1 (continuing)	Declared surplus	1
Manager, Research Management	SM1 (continuing)	Declared surplus	1
Research Development Manager	SM1 (continuing)	Declared surplus	1
Research Development Manager NCEPH	SM1 (continuing)	Declared surplus	1
Strategic Communications & Marketing Manager	SM1 (continuing)	Declared surplus	1
Senior Data Specialist	SM1 (fixed term)	End fixed term contract	1
Deputy Manager, RM	ANU 8 (continuing)	Declared surplus	1
Executive Officer, Research	ANU 8 (continuing)	Declared surplus	1
Operations Manager	ANU 8 (continuing)	Declared surplus	1
Deputy Manager, Digital Communications	ANU 8 (fixed term)	End fixed term contract	1
Deputy Manager Marketing & Student Recruitment	ANU 8 (fixed term)	End fixed term contract	1
Deputy Research Manager (VACANT)	ANU 8 (fixed term)	Vacant	1
Research Officer, HDAT	ANU 7 (fixed term)	End fixed term contract	3
Executive Assistant to Dean, CHM	ANU 6/7 (continuing)	Declared surplus	1
Executive Support Officer	ANU 6/7 (continuing)	Declared surplus	2
Senior Marketing & Student Recruitment Officer	ANU 6/7 (continuing)	Declared surplus	1

Senior Multimedia Officer	ANU 6/7 (continuing)	Declared surplus	1
Senior Research Management Officer	ANU 6/7 (continuing)	Declared surplus	1
Executive Education Program Coordinator	ANU 6/7 (fixed term)	End fixed term contract	1
Executive Support Officer - Research	ANU 6/7 (fixed term)	End fixed term contract	1
Project Officer	ANU 6/7 (fixed term)	End fixed term contract	1
Senior Communications & Engagement Officer	ANU 6/7 (fixed term)	End fixed term contract	1
Project Assistant	ANU 5 (continuing)	Declared surplus	1
Senior Administration Officer	ANU 5 (continuing)	Declared surplus	4
Institute Manager (Eccles) (VACANT)	ANU 5 (fixed term)	End fixed term contract	1
Research Support Officer	ANU 5 (fixed term)	End fixed term contract	1
Data Project Intern	ANU 2/3 (fixed term)	End fixed term contract	2
<b>TOTAL</b>			<b>50</b>

The proposed change would result in the realignment and direct transfer of the positions that are grant funded and/or aligned to a School or Centre as listed in the table below (Table 3).

**Table 3: Realigned and directly transferred positions**

Position title	Level/position status	Proposed occupant impact	No. of Positions
Head & Prof in Practice of Health & Human Security.	Academic Level E	Realign to National Centre for Epidemiology and Population Health	1
Fellow	Academic Level C	Realign to School of Medicine and Psychology	1
Postdoctoral Fellow	Academic Level A	Realign to School of Medicine and Psychology	1
Global Health Engagement Manager	SM1 (CCF)	Realign to National Centre for Epidemiology and Population Health	1
Clinical Trials Coordinator	ANU 7 (fixed term)	Realign to School of Medicine and Psychology	1
Research Officer	ANU 5/6 (fixed term)	Realign to School of Medicine and Psychology	1
<b>TOTAL</b>			<b>6</b>

### **Impact on and management of Research Grants (all areas of the College)**

Research grants held and being delivered by any staff member who does not transition to a proposed new structure will be managed on a case-by-case basis. This will be in consultation with the staff member and the granting body and in the same manner and with the same principles that apply to the handling of research grants when a staff member leaves the ANU for any circumstance, including employment at another organisation.

### **Impact on casualisation**

There is no immediate, foreseeable impact on this proposal to casualisation, however there may be opportunities to reduce rates of casualisation as part of a managed growth environment for the University.



## 5. Management of psychosocial risk

The University has undertaken a WHS psychosocial risk assessment for this change proposal which identified potential psychosocial risks relating to organisational change management and staff support.

In response to these potential risks, the following control measures will be implemented to support staff impacted by this change:

Potential psychosocial risk area/s	Mitigations
Poor organisational change management	<ul style="list-style-type: none"> <li>• Apply the change provisions of the ANU Enterprise Agreement, including genuine consultation with staff and stakeholders.</li> <li>• Ensure HR practitioners are available and equipped to support the change process in line with the EA and to respond to queries and concerns.</li> <li>• Provide individual meetings with leaders of the change to impacted staff, including the opportunity to bring a support person/union representative.</li> <li>• Provide a townhall meeting to affected staff about the change including the opportunity to ask questions.</li> <li>• Ensure staff receive clear communications about the change in a timely manner, including timeframes, comprehensive support to affected staff including EAP, Staff Advisors and Career Transition support.</li> <li>• Ensure the provisions of the Enterprise Agreement are applied to staff in areas including redundancy and redeployment.</li> </ul>
Lack of staff support	<ul style="list-style-type: none"> <li>• Provide 1:1 meetings to affected staff to explain impact, timeframes for change and support available.</li> <li>• Ensure on-site and off-site support internal and external support is made available to affected staff including EAP and Staff Advisor support.</li> <li>• Provide career transition support to staff.</li> <li>• Ensure HR practitioners and Organisational Change are equipped to support staff enquiries and provide accurate information on entitlements.</li> <li>• Dedicated line of communication for Leaders to seek advice from P&amp;C on issues potentially affecting their staff</li> </ul>



## 6. Change principles

The objective of this document is to enable the University to undertake consultation with directly affected staff and unions on the proposed changes for staff within the ANU College of Health and Medicine, in accordance with the managing change provisions (clause 70) of the Enterprise Agreement.

Any reductions in staffing are managed in accordance with the job security provisions outlined in clause 69 of the Enterprise Agreement.

## 7. Implementation of proposed changes

The following phased approach will apply in implementing any changes to staff positions:

### **Phase 1 – Discussions with directly affected staff**

At the point of the implementation, any matter regarding the employment conditions of a directly affected staff member will be discussed with that staff member. The staff member may request that the relevant union(s) be a party to those negotiations.

### **Phase 2 - Notification to staff whose roles are to be declared surplus**

Affected continuing staff whose positions are to be disestablished will be formally advised in writing in accordance with clauses 57.5 and 70.16 of the ANU Enterprise Agreement that their position is surplus to requirements and will have five working days to consider and express interest in the options contained in Clause 70.16 of the Enterprise Agreement. Staff are not obligated to provide a response and if staff do not do so within the five-day period, they will automatically start a 12-week redeployment period. A staff member may also seek approval for an early voluntary separation, in which case they may separate at an agreed date be paid the balance of the redeployment/notice period in addition to the redundancy payment.

### **Phase 3 – Notification to staff whose roles are being transferred**

Staff whose positions are to be transferred will be notified in writing of the transfer. Staff identified to have a change in position title, description or supervisor will be provided with a revised position description and written notification of any supervision changes.

### **Phase 4 – Notification to fixed term and continuing (contingent) staff**

Arrangements for affected fixed term and continuing (contingent funded) staff will be managed in accordance with the provisions and circumstances of their employment contract.

### **Phase 5 - Notice of Termination Due to Redundancy**

If following the 12-week redeployment period, a continuing staff member cannot be redeployed and has not sought early voluntary separation at Phase 3, in accordance with clause 57.13 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 their employment

may be terminated, the reason for the redundancy, and the time line for this action. Notice will be provided in-line with clause 57.14 of the ANU Enterprise Agreement, with any redundancy payment made in accordance with clause 57.17.

## 8. Opportunity to comment on the proposed change plan

The University is committed to consulting with staff and their union/s in accordance with the organisational change provisions under Clauses 69 and 70 of the Enterprise Agreement. In consulting with staff, the University will give genuine consideration to any view given by staff members regarding the impact of this change. Following the consultation process, the University will issue an implementation paper to staff and union/s.

All feedback should be submitted to: [org.change@anu.edu.au](mailto:org.change@anu.edu.au)

### Notification

The University is providing this document to set out its proposed realignment, which will be circulated to:

- All University Staff
- All University Students
- Unions including the NTEU;
- ANUSA and PARSA
- Other relevant stakeholders as required.

The proposed changes will commence on 1 January 2025. The timeline for the consultation process and realignment is set out below:

Date	Process
1, 2 and 9 October	Meetings with directly affected staff. Second week to capture staff on leave.
3 October 2024	Release of Organisational Change Proposal, ANU College of Health and Medicine for staff review and feedback. Commencement of Consultation Period
3 October 2024	College Townhall
17 October 2024	Close of Consultation Period
18 October 2024 to 1 November 2024	Collation of feedback from Consultation and preparation of Implementation Plan
Week commencing 4 November 2024	Publication of Implementation Plan Feedback on Implementation Plan
Week commencing 11 November 2024	Proposed commencement of Implementation Plan
1 January 2025	Commencement of proposed realignment and disestablishment of the ANU College of Health and Medicine

During this change 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: [ANU Policy Library - Procedure - Union and Staff representation.](#)

## 6. Where can I seek support?

Staff seeking support or advice can contact either a Staff Adviser or the Employee Assistance Program as set out below:

Name	Position	Contact details
<b>Gail Frank</b> - Ext 53616 (Monday, Tuesday, Wednesday & Thursday)	Advisers to Staff	<a href="mailto:staff.adviser@anu.edu.au">staff.adviser@anu.edu.au</a>
<b>Maaria Haque</b> - Ext 58283 (Tuesday, Wednesday & Thursday)		
<b>Amanda Morrison</b> - Ext 52211 (Wednesday)		
<b>Employee Assistance Providers</b>	Assure Relationships Australia	1800 808 374 (02) 6122 7100

Staff with further enquiries about this change may contact the following staff:

Name	Position	Contact details
Tim Gray	Head, HR Business Partnering	<a href="mailto:tim.gray@anu.edu.au">tim.gray@anu.edu.au</a>
James Duncan	Manager, Workforce Planning and Organisational Change.	<a href="mailto:org.change@anu.edu.au">org.change@anu.edu.au</a>