



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 higher education sector is facing unprecedented disruption globally and nationally. Commonwealth Government initiatives such as managed growth of international and domestic students, Support for Students Policy, and the pending establishment of the Australian Tertiary Education Commission, and the National Student Ombudsman will all deepen external scrutiny and oversight of universities and further complicate funding, administration and reporting.

External headwinds

The University recognises the need to strengthen and realign its organisational structure. The University seeks a deliberate and well-planned 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 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 clear accountability and responsibilities.

ANU has committed to a financial sustainability plan to reduce operating expenditure by 2026 through a significant \$250 million annual reduction in operating expenses, split between non-salary and salary costs.

ACADEMIC PORTFOLIO

The Academic Portfolio ('the Portfolio') is led by the Deputy Vice-Chancellor (Academic) and is responsible for establishing academic standards, including the delivery of exceptional education and student experiences.

The Portfolio's key roles are to:

- Provide leadership in the provision of excellence in education and student experiences, including through curriculum renewal and enhanced digital and physical learning environments;
- Enhance quality and standards in education, through educational policy, data analysis and innovation in program development and delivery;
- Lead and coordinate education administration across the University to enhance student experiences and support teaching and learning;
- Recruit and admit diverse domestic and international students with the greatest potential to succeed and thrive in the ANU environment;
- Develop and recognise student and staff capability and achievements in education, learning and teaching;
- Strengthen regional, national and global connections for education and academic professional learning; and,
- Nurture and support the well-being and inclusion of all students and create a healthy, safe and engaging campus life.

The current portfolio includes:

- The Office of the Deputy Vice-Chancellor, Academic;
- Pro Vice-Chancellor (Learning and Teaching), including the Centre for Learning and Teaching, Careers and Employability and Tuckwell Scholars House;
- Dean of Students;
- Division of Student Administration and Academic Services, including Admissions and Student Governance, and Student Administration;
- University Experience Division, including Student Safety and Wellbeing Team, Clinical Services, Inclusive Communities Team and Respectful Relationships Unit, and Student Life;
- Pro Vice-Chancellor Academic Quality; and
- Pro Vice-Chancellor International and Future Students, including the International Office and Future Students.

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

2: Rationale and details of the proposed change

The ANU has an enduring mission to deliver best-in-class education. Currently this is underpinned by the Education Strategy that the Academic Portfolio has been implementing. Furthermore, the ANU Service Performance Framework outlines our ambitions for service quality standards.

To best support our mission and ambitions, it is proposed that the Academic Portfolio will undergo a refocus of its structure and operations. The aim is to reach a more efficient state of functioning and sustainability. The proposed changes help address long term financial sustainability, and better position the Portfolio to engage with and support Colleges more effectively. They also enable the management of government policy changes. A summary of the proposed restructure and rationale is outlined below and is further detailed in Part 3.

The proposed restructure includes closing the Centre for Learning and Teaching (CLT). Based on evaluation, consistent college feedback and reviews, including the 2022 review of Teaching Support Services, and the 2024 Assurance Review of the Learning and Teaching Value Stream.

This proposed closure is consistent with the current approach to the Learning and Teaching Strategy and the Learning and Teaching Value Stream of the Digital Plan. A new Learning and Teaching team is proposed to report to the Pro Vice-Chancellor (Learning and Teaching) to deliver policy and coordination functions. The position Team Leader, Engagement and Enrichment will need to be retained to meet the requirement for teaching out the ANU Extension Program.

The proposed restructure of the Academic Portfolio will also include realigning the Admissions and Scholarship Team and the prizes function under the Pro Vice Chancellor (International and Future Students). This will bring together all teams essential for the seamless, end-to-end recruitment and admission of students into the University. The proposed change will provide the Pro Vice-Chancellor (International and Future Students) the strategic oversight needed to deliver on new Commonwealth Government policies related to international and domestic student managed growth.

Within the Division of Student Administration and Academic Services it is proposed to realign the functions of examinations, graduations, academic progression under the Director, Student Services and Academic Standards (formerly titled Director, Student Governance). It is also proposed that the Student Business Systems team will report directly to the University Registrar.

Within the University Experience Division, it is proposed to establish a Student Communications and Events team to coordinate and improve the effectiveness of the overall student experience across the University. It is also proposed to move Clinical Services into the renamed Student Health and Wellbeing team to provide opportunities for improved collaboration. Further, it is proposed that the Student Equity Team within Student Life will be transferred into the renamed Inclusive and Respectful Communities to consolidate equity and widening participation functions.

It is proposed to increase capacity in the Office of the Registrar team by expanding the resourcing of the team and renaming the unit to the Student Conduct and Integrity team. This team will be responsible for redesigning the University student conduct and integrity policy and processes to align with the new National Student Ombudsman.

Additional changes are proposed within the Portfolio to establish new roles where additional resources are needed. New positions are proposed in the Academic Standards and Quality Office to manage the expected increase in government and regulatory oversight in coming years. Some changes to executive and office supports are proposed for consistency across the Academic and other portfolios. Other positions in the Portfolio are proposed be disestablishment.

To sum up, these proposed changes will create efficiencies, more equitable delivery of services and support.

3. Impacts of the proposed change

The potential impact of this Change Proposal includes:

- The change in reporting lines and/or position titles of twenty (20) continuing professional staff positions;
- The establishment of twelve (12) new continuing professional staff positions;
- The disestablishment of 43 continuing professional staff positions;
- The disestablishment of seven (7) vacant continuing professional staff positions;
- The disestablishment of five (5) fixed term professional staff positions.

The current and proposed detailed staff structures for the Academic Portfolio are provided in appendices 1-9.

The proposed change comprises:

- Closing the Centre for Learning and Teaching.
- Transfer of reporting line for the Team Leader, ANU Engagement and Enrichment to Pro Vice-Chancellor, Learning and Teaching.
- Change in overall executive and office supports to be consistent across the Portfolio and centralise administrative support functions.
- Disestablishing vacant positions.
- Establishing a new Learning & Teaching team reporting to the Pro Vice-Chancellor (Learning and Teaching).

- Establishing a Student Communications & Events team within the University Experience Division.
- Establishing a Student Conduct and Integrity Team which will include and rename the Office of the Registrar and report directly to the University Registrar.
- Transferring Student Business Systems to report directly to the University Registrar.
- Transferring Clinical Services into the Student Health & Wellbeing team, which is renamed from the Student Safety and Wellbeing Team.
- Transferring Student Equity Team into the Head of Inclusive and Respectful Communities Team, which is formally the Head of Inclusive Communities and the Respectful Relationships Unit.
- Transferring Examinations, Graduations, Academic Progression to Director, Student Services and Academic Standards, formally the Director, Student Governance.
- Transferring Student Admissions and Scholarships to Pro Vice-Chancellor (International and Future Students).
- Transferring Prizes team to Student Admissions and Scholarships.

4. Impact on existing continuing and fixed term positions and occupants:

The detailed impacts on existing positions and occupants are outlined below:

Position title	Level	Proposed position outcome	Occupant impact
Dean of Students			
Executive Assistant	ANU05	Position disestablished	Declared surplus
Office of the Deputy Vice-Chancellor, Academic			
Senior Advisor, Student and University Experience	Senior Manager 2	Position disestablished	Declared surplus
Business Manager (SUE)	Senior Manager 1	Position disestablished	Declared surplus
Centre for Learning and Teaching			
Director, Learning and Teaching	Senior Manager 4	Position disestablished	Declared surplus
Manager, Education Program and Professional Learning	Senior Manager 1	Position disestablished	Declared surplus
Team Leader, Professional Learning	ANU08	Position disestablished	Declared surplus
Professional Learning Specialist	ANU06/7	Position disestablished	Declared surplus
Professional Learning Specialist	ANU06/7	Position disestablished	Declared surplus
Program Support Officer	ANU05	Position disestablished	N/A Vacant
Manager, Operations	Senior Manager 1	Position disestablished	Declared surplus

Senior Centre Administrator	ANU06/7	Position disestablished	Declared surplus
Senior Program Support Officer	ANU06/7	Position disestablished	Declared surplus
Events and Programs Support Coordinator	ANU06/7	Position disestablished	Declared surplus
Program Support Officer	ANU05	Position disestablished	Declared surplus
Program Support Officer	ANU05	Position disestablished	Declared surplus
Program Support Officer	ANU05	Position disestablished	N/A Vacant
Digital Support Coordinator	ANU06/7	Position disestablished	Declared surplus
Program Support Officer	ANU05	Position disestablished	Declared surplus
Associate Director, Education Design	Senior Manager 2	Position disestablished	Declared surplus
Senior Educational Designer	ANU08	Position disestablished	Declared surplus
Educational Designer	ANU06/7	Position disestablished	Declared surplus
Education Technologist	ANU05	Position disestablished	Declared surplus
Educational Designer	ANU06/7	Position disestablished	Declared surplus
Educational Designer	ANU06/7	Position disestablished	Declared surplus
Education Technologist	ANU05	Position disestablished	N/A Vacant
Educational Designer	ANU06/7	Position disestablished	Declared surplus
Senior Educational Designer	ANU08	Position disestablished	Declared surplus
Educational Designer	ANU06/7	Position disestablished	N/A Vacant
Educational Designer	ANU06/7	Position disestablished	Declared surplus
Educational Designer	ANU06/7	Position disestablished	Declared surplus
Education Technologist	ANU05	Position disestablished	Declared surplus
Senior Learning Technologist	ANU08	Position disestablished	Declared surplus
Manager, Education Communities	Senior Manager 1	Position disestablished	Declared surplus
Team Leader, Digital Communications	ANU08	Position disestablished	Declared surplus
Multimedia Education Communications Officer	ANU06/7	Position disestablished	Declared surplus

Multimedia Communications Officer	ANU05	Position disestablished	Declared surplus
Communications Coordinator	ANU06/7	Position disestablished	Declared surplus
Communications Specialist	ANU06/7	Position disestablished	Declared surplus
Communications Specialist	ANU06/7	Position disestablished	Declared surplus
Team Leader. Education Advancement	ANU08	Position disestablished	Declared surplus
Senior Education Advancement Officer	ANU06/7	Position disestablished	Declared surplus
Communication Specialist	ANU06/7	Position disestablished	N/A Vacant
University Experience Division			
Head of Clinical Services	Senior Manager 3	Position disestablished	N/A Vacant
Administration Assistant - RRU	ANU04	Position disestablished	Declared surplus
Practice Lead, Sexual misconduct	Senior Manager 1	Position disestablished	N/A Vacant
Admin Officer, Accessibility	ANU05	Position disestablished	Declared surplus
Executive Officer, University Experience	ANU08	Position disestablished	Declared surplus
Division of Student Administration and Academic Services			
Director, Student Administration	Senior Manager 3	Position disestablished	Declared surplus
Business Manager	Senior Manager 1	Position disestablished	Declared surplus
Deputy Manager, Exams, Graduations, Academic Progress and Prizes	ANU08	Position disestablished	Declared surplus
Senior Timetabling Officer	ANU06/7	Position disestablished	Declared surplus
ANU International Office			
Office and Events Administrator	ANU05	Position disestablished	N/A Vacant
Senior Manager, Global Programs	Senior Manager 1	Position disestablished	Declared Surplus

Coordinator, Strategic Analysis and Briefings	ANU06/7	Position disestablished	N/A Vacant
Future Students			
Executive Assistant	ANU06/7	Position disestablished	Declared surplus

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.

New roles to be created

Position title	Level	Position type (continuing/fixed term)
Academic Case Officer, Dean of Students	ANU06/7	Continuing
Senior Manager, Student Conduct and Integrity	Senior Manager 2	Continuing
Manager, Student Conduct Policies	Senior Manager 1	Continuing
Senior Project Officer - PVC (IFS)	ANU08	Continuing
Senior Project Officer - PVC (L&T)	ANU08	Continuing
Head of Education Support	Senior Manager 2	Continuing
Senior Manager, Student Communications and Events	Senior Manager 2	Continuing
Senior Appeals and Integrity Officer	ANU06/7	Continuing
Senior Appeals and Integrity Officer	ANU06/7	Continuing
Academic Governance Officer	ANU06/7	Continuing
Manager, Exams, Graduations, Academic Services and Prizes	Senior Manager 1	Continuing
Manager, Student Hub	Senior Manager 1	Continuing

Changes to roles

Position title	Level	Type of Change	New Title	New Level	Future Business Unit
Associate Director, Academic Services	Senior Manager 2	Reporting line	No change	Senior Manager 2	DSAAS
Deputy Manager, Student Central	ANU08	Reporting line	No change	ANU08	DSAAS
Manager, Appeals and Integrity	Senior Manager 1	Reporting line	No change	Senior Manager 1	DSAAS

Executive Officer, ODVCA	ANU08	Reporting line	No change	ANU08	ODVC(A)
Team Leader, ANU Engagement and Enrichment	ANU08	Reporting line	No change	ANU08	PVCLT
Associate Director, Admissions and Scholarships	Senior Manager 2	Reporting line	No change	Senior Manager 2	PVCIFS
Assistive Technology Officer	ANU06/7	Reporting line	No change	ANU06/7	PVCLT
Marketing and Communications Coordinator	ANU06/7	Reporting line	No change	ANU06/7	UE
Deputy Manager, Student Equity	ANU08	Reporting line	No change	ANU08	UE
Deputy Manager, Student Communications and Events	ANU08	Reporting line	No change	ANU08	UE
Nurse Practitioner	Senior Manager 1	Reporting line	No change	Senior Manager 1	UE
Nurse Practitioner	Senior Manager 1	Reporting line	No change	Senior Manager 1	UE
Health and Wellbeing Operations Coordinator	ANU06/7	Reporting line	No change	ANU06/7	UE
Senior Advisor, Academic	Senior Manager 2	Title change	Senior Advisor, ODVCA	Senior Manager 2	ODVC(A)
Education Senior Project Manager	SM Senior Manager 2	Title and reporting line	Head of Education Innovation	Senior Manager 2	PVCLT
EA/Project Officer	ANU06/7	Title change	Project Officer, DSAAS	ANU06/7	DSAAS
Director, Student Governance	Senior Manager 3	Title change	Director, Student Services and Academic Standards	Senior Manager 3	DSAAS
Deputy Manager, Projects	ANU08	Title change	Senior Project	ANU08	DSAAS

			Officer, DSAAS		
Executive Officer. Academic Quality	ANU08	Title change	Senior Project Officer, AQ	ANU08	PVCAQ
Executive Assistant	ANU06/7	Reporting line and title change	Executive Support Officer	ANU06/7	ODVC(A)

Summary table

Area	Current Headcount (filled)	Proposed Headcount	Headcount change
<i>Division of Student Administration and Academic Services</i>	109	111	+2
<i>Pro Vice-Chancellor, Learning and Teaching</i>	55	18	-37
<i>Office of the Deputy Vice-Chancellor (Academic) (including PVC, Academic Quality)</i>	15	13	-2
<i>University Experience Division</i>	68	64	-4
<i>Dean of Students</i>	3	3	0
<i>Pro Vice-Chancellor, International and Future Students</i>	55	53	-2
TOTAL	305	262	-43

4. 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 and to enable wider stakeholder input into implementation:

Potential psychosocial risk area/s	Mitigations
Poor organisational change management	<ul style="list-style-type: none"> Apply the change provisions of the ANU Enterprise Agreement, including genuine consultation with staff and stakeholders. Ensure HR practitioners are available and equipped to support the change process in line with the EA and to respond to queries and concerns.

	<ul style="list-style-type: none"> • Provide individual meetings with leaders of the change to affected staff, including the opportunity to bring a support person/union representative. • Provide a townhall meeting to affected staff about the change including opportunity to ask questions. • 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. • Ensure the provisions of the Enterprise Agreement are applied to staff in areas including redundancy, redeployment etc.
Lack of staff support	<ul style="list-style-type: none"> • Provide 1:1 meetings to affected staff to explain impact, timeframes for change and support available. • Ensure on-site and off-site support internal and external support is made available to affected staff including EAP and Staff Advisor support. • Provide career transition support to staff. • Ensure HR practitioners and Organisational Change are equipped to support staff enquiries and provide accurate information on entitlements.

5. 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 Deputy Vice Chancellor – Academic portfolio, 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.

6. Implementation of proposed changes

The following phased approach will apply in determining professional staff position changes:

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 2, 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.

7. Consultation

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.

This Change Proposal is being circulated to:

- all affected staff;
- ANU Executive;
- nominated staff representatives including the NTEU; and
- other relevant stakeholders as required.

Staff and their unions are encouraged to consider this document and send any feedback on this proposal to Organisational Change at: org.change@anu.edu.au by the closing date listed in the table below:

Activity	Date/s
Meetings with directly affected staff	15 & 16 October 2024
Portfolio address	17 October 2024
Release of the proposal to staff, union/s and other stakeholders	17 October 2024
Consultation period commences	17 October 2024
Portfolio Townhall Q&A	24 October 2024
Close of consultation period	31 October 2024
Collation of feedback from consultation and preparation of Implementation Plan	From 1 November 2024
Release of Implementation Plan	Week commencing 18 November 2024
Proposed commencement of Implementation Plan	Week commencing 25 November 24

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](#)

8. Support

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

Name	Position	Contact details
Professor Grady Venville	Deputy Vice-Chancellor, Academic.	Grady.Venville@anu.edu.au
Tim Gray	Manager, Human Resources Business Partners	Tim.Gray@anu.edu.au
James Duncan	Manager, Workforce Planning and Organisational Change.	org.change@anu.edu.au

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

Name	Position	Contact details
Gail Frank - Ext 53616 (Monday, Tuesday, Wednesday & Thursday)	Advisers to Staff	staff.adviser@anu.edu.au
Maaria Haque - Ext 58283 (Tuesday, Wednesday & Thursday)		

Amanda Morrison - Ext 52211 (Wednesday)		
Employee Assistance Providers	Assure Relationships Australia	1800 808 374 (02) 6122 7100



APPENDICES

Appendix 1: Current and proposed DVCA organisational chart

Figure 1 | Current DVCA organisational chart

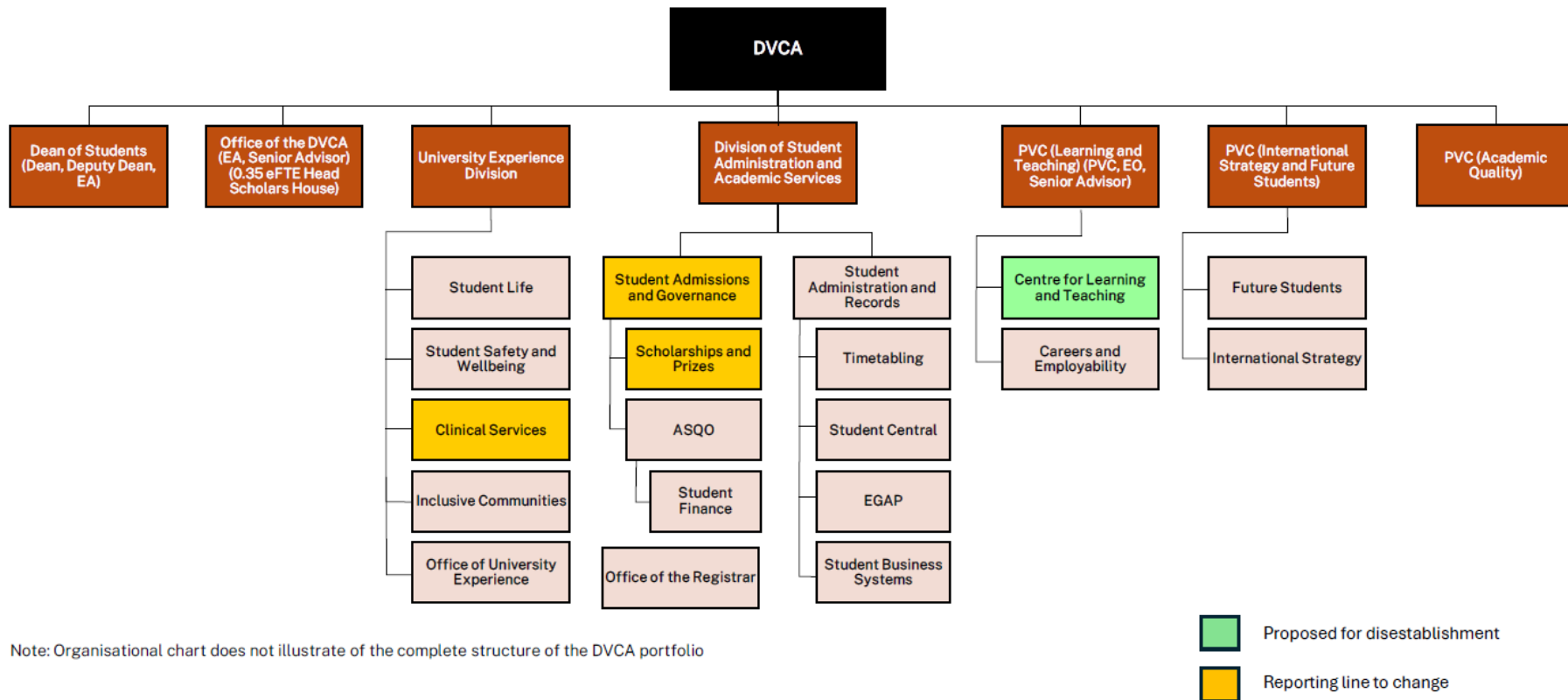
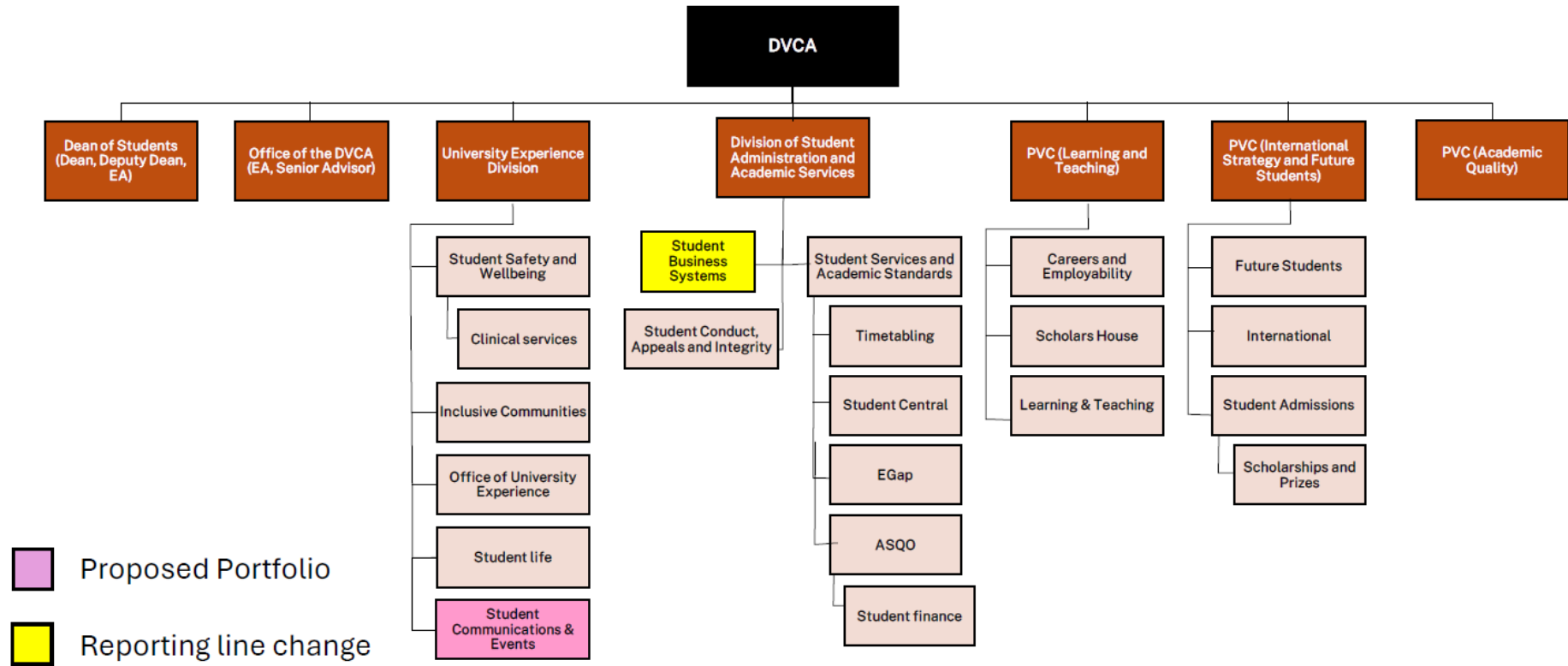


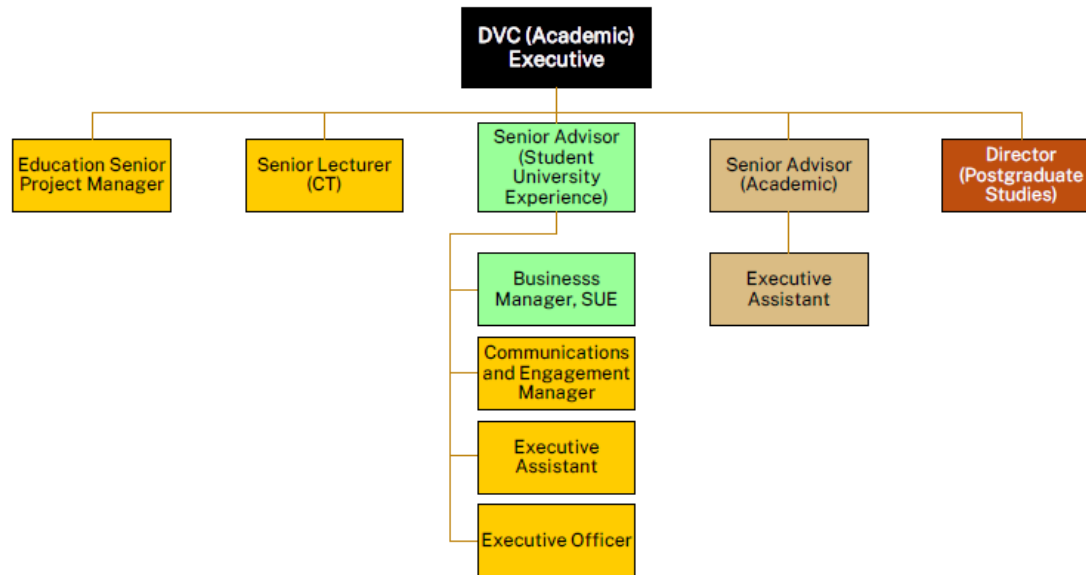
Figure 2 | Proposed future state DVCA organisational chart



Note: Organisational chart does not illustrate of the complete structure of the DVCA portfolio

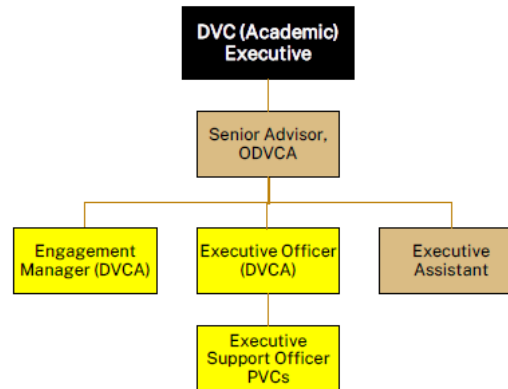
Appendix 2: Current and proposed ODVCA organisational chart

Figure 3 | Current ODVCA organisational chart



- Position disestablished – declared surplus
- Fixed-term
- Continuing
- Reporting line to change

Figure 4 | Proposed future state ODVCA organisational chart








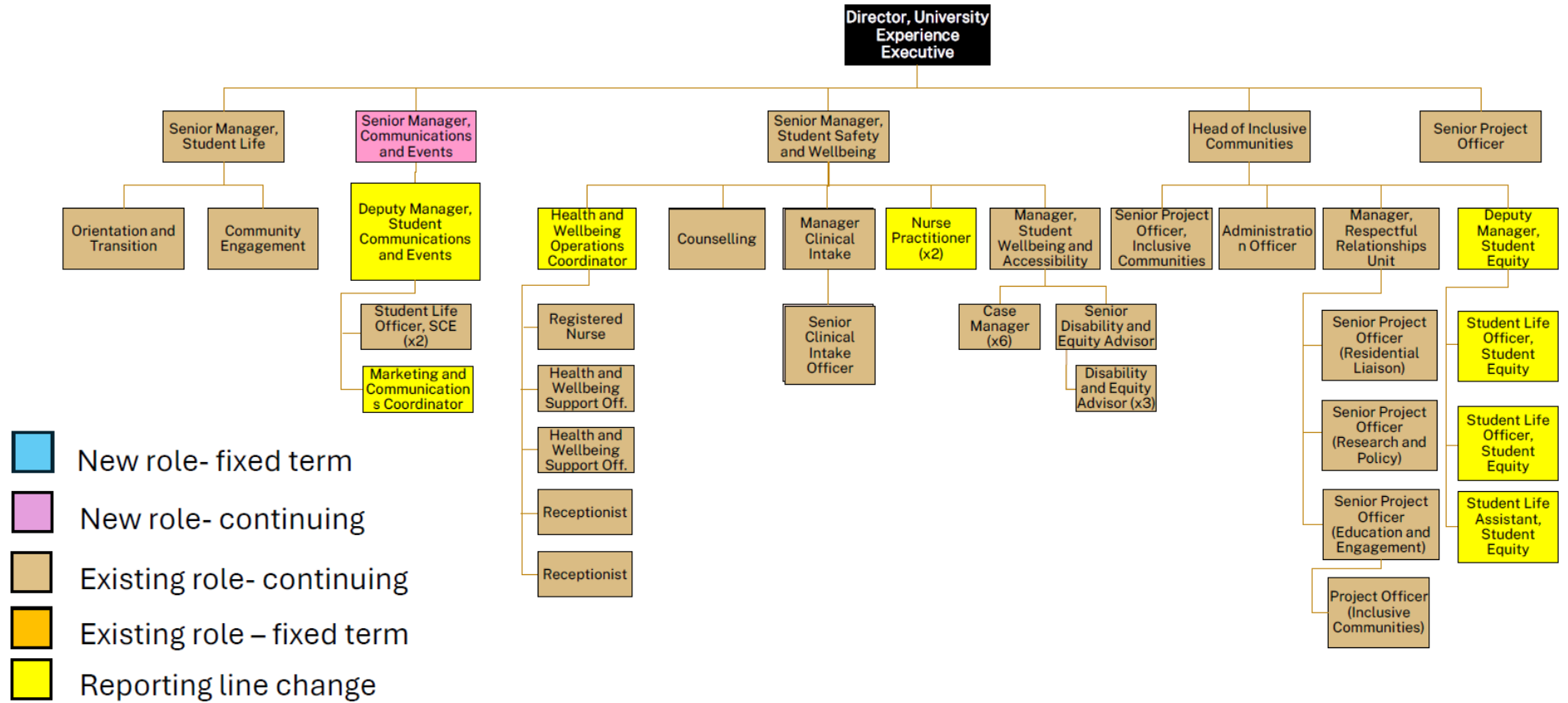
-  New role- fixed term
-  New role- continuing
-  Existing role- continuing
-  Existing role – fixed term
-  Reporting line change

Figure 6 | Proposed future state University Experience Division organisational chart



Appendix 4: Current and proposed DSAAS organisational chart

Figure 7 | Current DSAAS organisational chart

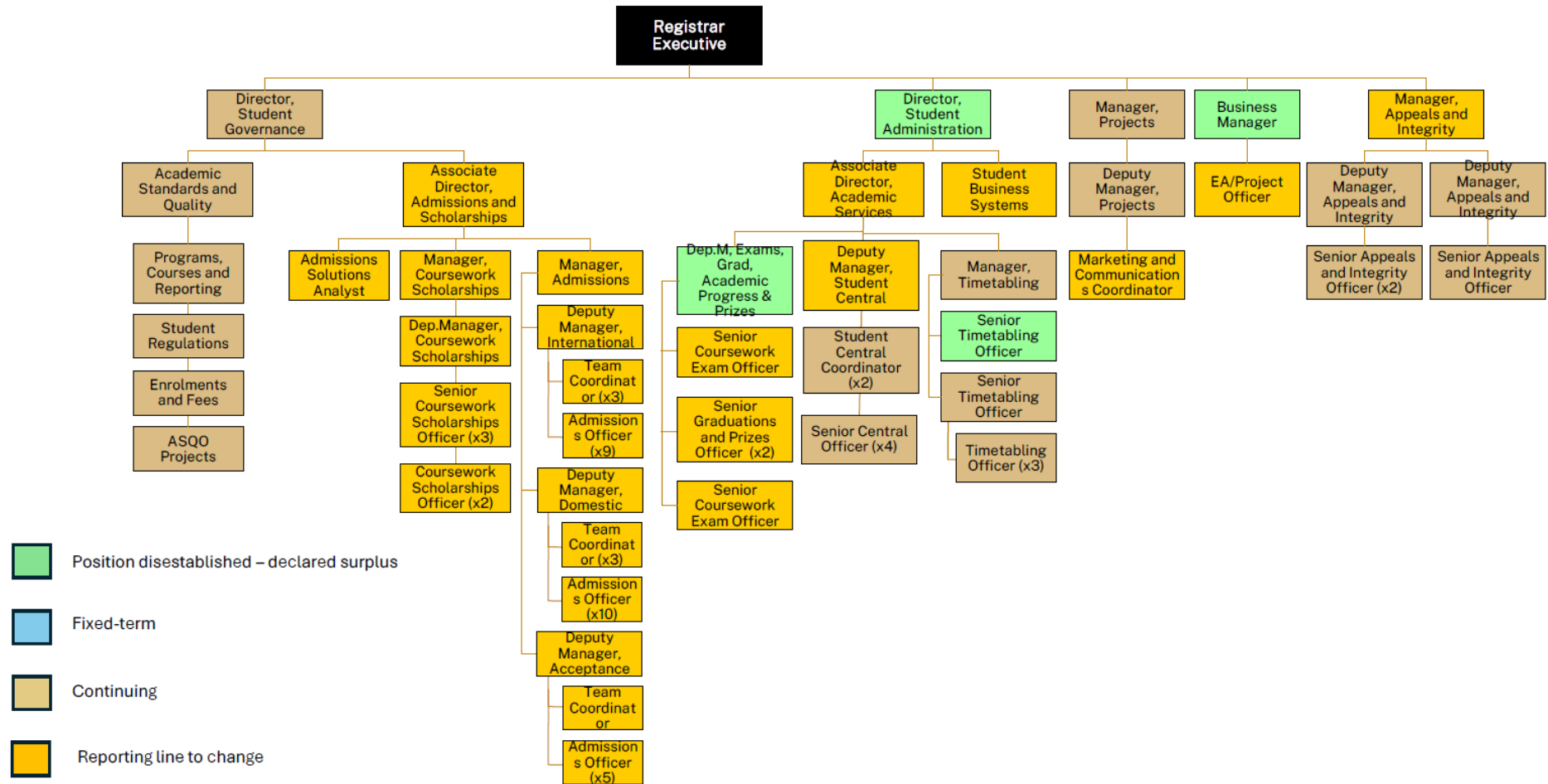
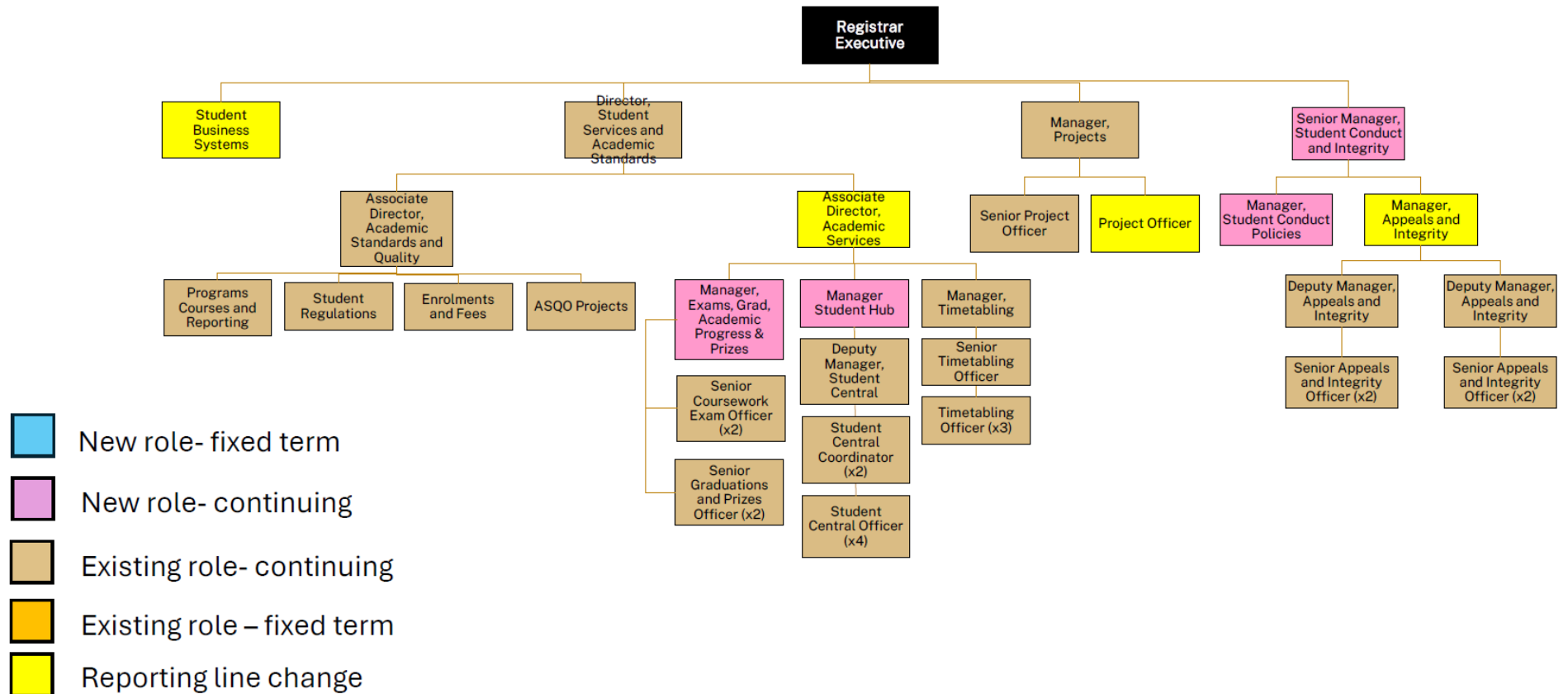
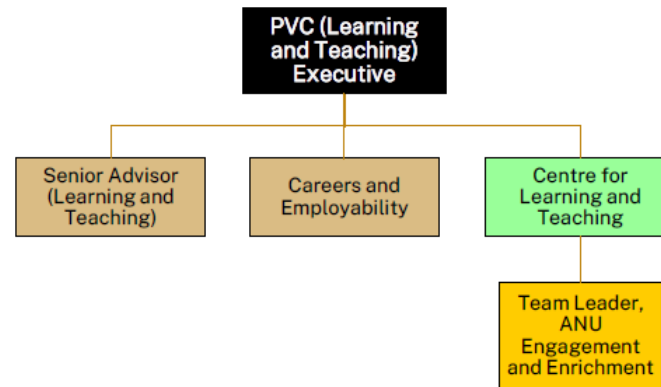


Figure 8 | Proposed future state DSAAS organisational chart



Appendix 5: Current and proposed PVCLT organisational chart

Figure 9 | Current PVCLT organisational chart







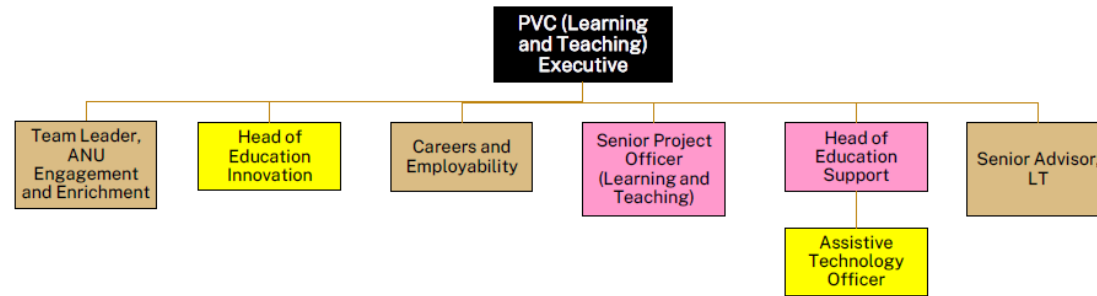





-  Position disestablished – declared surplus
-  Fixed-term
-  Continuing
-  Reporting line to change

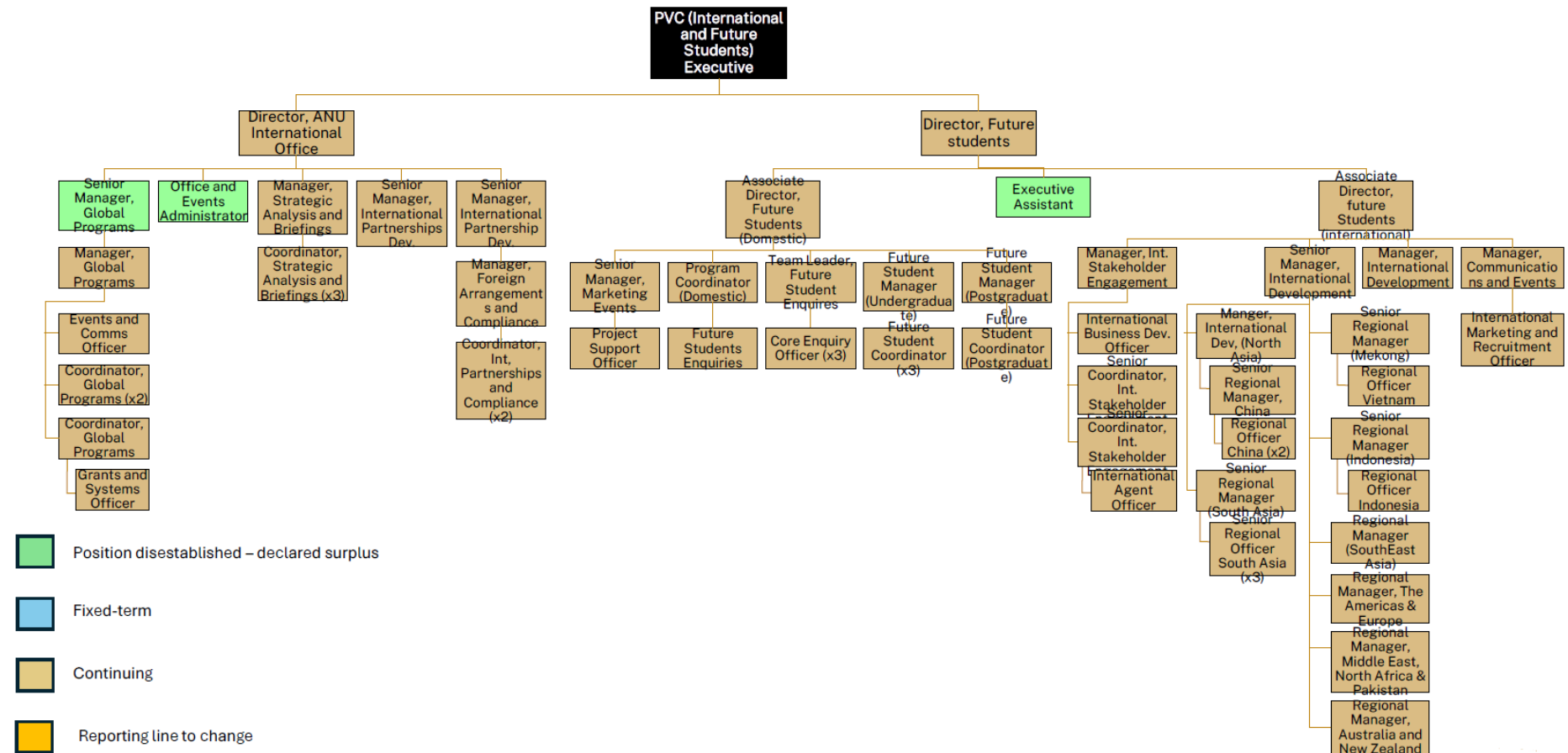
Figure 10 | Proposed future state PVCLT organisational chart



-  New role- fixed term
-  New role- continuing
-  Existing role- continuing
-  Existing role – fixed term
-  Reporting line change

Appendix 6: Current and proposed PVCIFS organisational chart

Figure 11 | Current PVCIFS organisational chart



- Position disestablished – declared surplus
- Fixed-term
- Continuing
- Reporting line to change

Figure 12 | Proposed future state PVCIFS organisational chart (part 1)

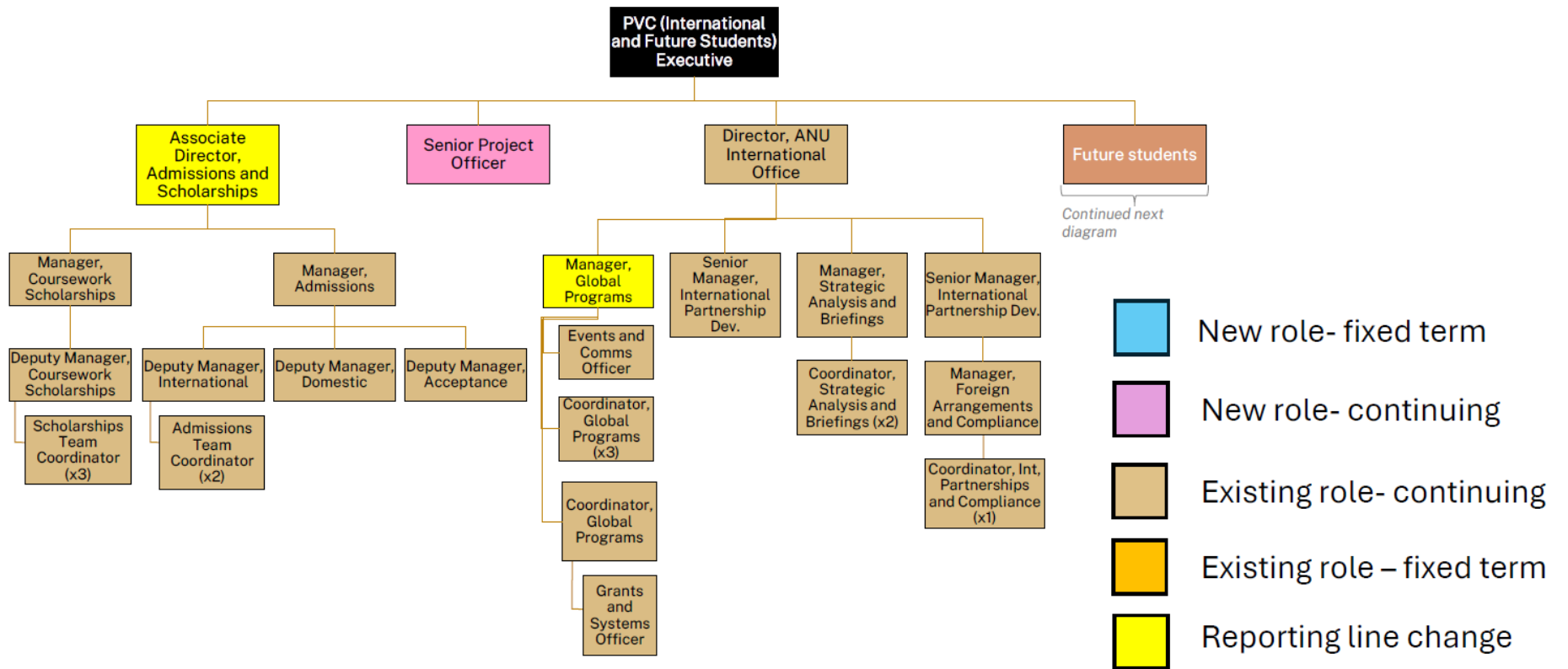
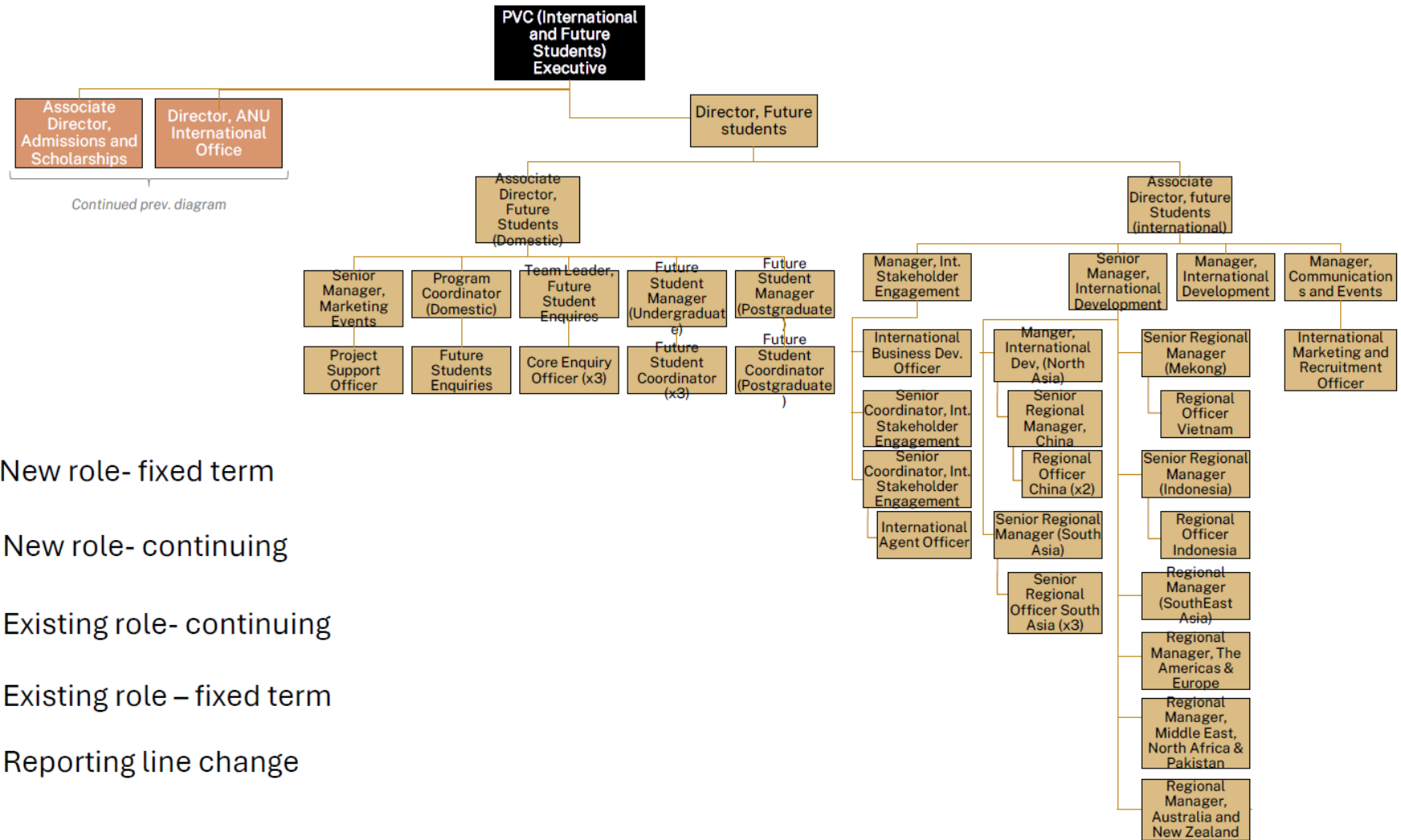


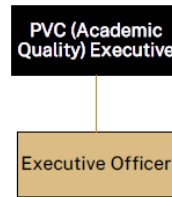
Figure 13 | Proposed future state PVCIFS organisational chart (part 2)



- New role- fixed term
- New role- continuing
- Existing role- continuing
- Existing role – fixed term
- Reporting line change

Appendix 7: Current and proposed PVCAQ organisational chart

Figure 14 | Current PVCAQ organisational chart







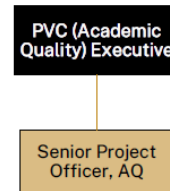





-  Position disestablished – declared surplus
-  Fixed-term
-  Continuing
-  Reporting line to change

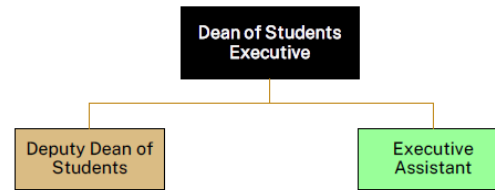
Figure 15 | Proposed future state PVCAQ organisational chart



-  New role- fixed term
-  New role- continuing
-  Existing role- continuing
-  Existing role – fixed term
-  Reporting line change

Appendix 8: Current and proposed Dean of Students (DOS) organisational chart

Figure 16 | Current DOS organisational chart







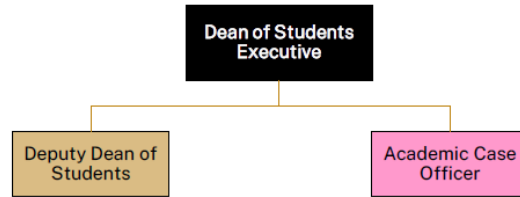





-  Position disestablished – declared surplus
-  Fixed-term
-  Continuing
-  Reporting line to change

Figure 17 | Proposed future state DOS organisational chart



-  New role- fixed term
-  New role- continuing
-  Existing role- continuing
-  Existing role – fixed term
-  Reporting line change