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.

RESEARCH & INNOVATION PORTFOLIO

The Research and Innovation Portfolio ('the Portfolio'), is led by the Deputy Vice-Chancellor (Research and Innovation) and is responsible for the strategic development, leadership, governance and management of research and innovation activities at the University.

The Portfolio is focussed on building the University's research profile, performance and impact ensuring alignment with the needs of strategic partners, end-users and the broader community. The Portfolio oversees the development of research strategies, capabilities, policies, research support services and systems to achieve the University's strategic goals in research and innovation.

The Portfolio currently includes six main areas, each with dedicated teams. An overview of these teams within the organisational structure is provided in Figure 1 of Appendix 1 and includes:

- Office of the Deputy Vice Chancellor for Research and Innovation;
- Graduate Research, responsible for providing academic leadership, strategic direction, and oversight of the University's Higher Degree Research Programs to ensure delivery of high quality, internationally benchmarked research programs. It also includes responsibility for support and administration of NECTAR (Network for Early-Career Teachers, Academics and Researchers);
- Research Initiatives and Infrastructure, supports cross-University research initiatives and university-scale research infrastructure. Specifically, strategic support and advice to the ANU NCRIS (National Collaborative Research Infrastructure Strategy) investments, and coordination of a portfolio of strategic initiatives each working to address society's most challenging issues. The scope extends to oversight of ANU Collections strategy and advice, and the Statistical Support Network;
- Research and Information Services, focussed on the provision of research services including contractual, governance and compliance activities through two teams (Research Performance and Research Governance and Services);
- Research Partnerships and Translation, manages business development, commercialisation and IP, strategic partnerships, and ANU Enterprise (ANUE); and
- Scholarly Information Services (SIS), oversees the management and operations of the five campus libraries and associated services including Archives, Digitisation, ANU Press, Collections and others.

This document outlines the background, rationale and expected outcomes of a proposed change in the Research & Innovation Portfolio. 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).

2. Rationale and details of the proposed change

The ANU has an enduring mission to deliver world class research and innovation. Currently this is underpinned by the *Enabling Impact: The ANU Research Strategy 2024+* The realisation of such ambitions will be bolstered by new and upgraded research support systems envisioned in the Digital Plan.

To best support our mission and ambitions, it is proposed that the Portfolio will undergo a refocus of its structure and operations. The proposal is designed to prioritise essential functions and streamline 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. A summary of the proposed restructure and rationale is outlined below and is further detailed in Part 3.

It is proposed that the business development team be disestablished. Moving forward, we are transitioning to a new model of support that better reflects the evolving research landscape and institutional priorities. The proposed restructure will include boosting of our capabilities in creating research partnerships and stakeholder relationship management to ensure key relationships with industry continue to be fostered and nurtured. This change will enable us to focus resources to support our researchers and external partners.

It is proposed the Portfolio add university-wide capability to support researchers across clinical trials, MRFF and NHMRC-administered opportunities. This will include establishing a dedicated function to enable and strengthen partnerships, ensuring ANU maximises its participation in these areas to drive growth and research income.

It is proposed to disestablish the Research Funding and Development Team, to allow the Portfolio to align its service offerings with that of the research lifecycle. This strategic realignment underlines our ongoing commitment to providing high-quality research services. It is proposed that work associated with regulatory compliance with funding bodies, including US Federal Funding (for example, National Institutes of Health), and associated activities move to Research Governance and Services team.

Under this change proposal, vacant roles under the Pro Vice-Chancellor (Graduate Research) are proposed for disestablishment.

It is proposed to change the reporting line of the Director Scholarly Information Services, to Pro Vice-Chancellor (Research Initiatives and Infrastructure). This realignment is in line with the University's research strategy and ensures that the management and governance of

research infrastructure are consolidated under the remit of the Pro Vice-Chancellor (Research Initiatives and Infrastructure). This approach will allow for more cohesive and strategic oversight of research infrastructure and associated resources, positioning the Portfolio to better support the University's research goals.

The Library Communications team are proposed to be disestablished, along with four roles of the SIS Digitisation Team and two (2) roles in the ANU Press team. It is also proposed to change the reporting lines of ANU Press and Digitisation team from Director SIS to Associate Director, Library Services.

The Archives and Records team is proposed to be retitled as University Archives, reporting to Pro Vice-Chancellor (Research Initiatives and Infrastructure).

Additionally, it is proposed to change the reporting structure for the below areas to better align their day-to-day operations:

- Transfer in reporting lines of Drill Hall Gallery from Director SIS to Pro Vice-Chancellor (Research Initiatives and Infrastructure).
- Transfer in reporting lines of the ANU node of Australian Research Data Commons (ARDC) from Director SIS to Pro Vice-Chancellor (Research Initiatives and Infrastructure) in line with other NCRIS facilities.

As part of this proposal, the Records team and the Privacy Officer will transfer from the Research & Information Portfolio to the Legal, Governance and Risk Office, which is part of the Chief Operating Officer Portfolio.

3. Impacts of the proposed change

The proposed impact of this Change Proposal will include:

- The change in reporting lines for six (6) professional staff positions;
- The establishment of seven (7) new continuing professional staff positions;
- The disestablishment of twenty-seven (27) continuing professional staff positions;
- The disestablishment of five (5) vacant continuing professional staff positions;
- The disestablishment of five (5) fixed term professional staff positions; and
- The disestablishment of one (1) vacant fixed term professional staff position.

The proposed change comprises:

- The establishment of a new stakeholder relationship manager role to ensure key relationships with industry are nurtured;
- The establishment of new grant specialist roles specific to clinical trials, MRFF, and NHMRC-administered opportunities;
- Disestablishing the Business Development team;
- Disestablishing the Research Funding and Development team to allow the portfolio to align its service offerings with that of the research lifecycle;

- Establishing two new Compliance and Information Officer roles with a focus on Research Funding;
- Disestablishing the Library Communications team;
- Disestablishing four (4) roles in the SIS Digitisation Team;
- Disestablishing two (2) roles in the ANU Press team;
- Disestablishing two (2) roles (one (1) vacant) in the SIS Archives Team;
- Transfer in reporting lines of Director, SIS to Pro Vice-Chancellor (Research Initiatives and Infrastructure);
- Transfer in reporting line of ANU Press and the Digitisation team from Director SIS to Associate Director Library Services;
- Transfer in reporting line of Drill Hall Gallery from Director SIS to Pro Vice-Chancellor (Research Initiatives and Infrastructure);
- Transfer in reporting line of the ANU node of Australian Research Data Commons (ARDC) from Director SIS to Pro Vice-Chancellor (Research Initiatives and Infrastructure);
- The Records team and the Privacy Officer from SIS will transfer from the Research & Information Portfolio to the Legal, Governance and Risk office in the Chief Operating Officer Portfolio;
- The Archives and Records team will be retitled as University Archives reporting to Pro Vice-Chancellor (Research Initiatives and Infrastructure); and
- Disestablishing three (3) vacant roles under the Pro Vice-Chancellor (Graduate Research).

The current and proposed detailed staff structures for the Research & Innovation Portfolio are provided in appendices 1–4.

Impact on existing continuing and fixed term positions and occupants:
The detailed impacts on existing positions and occupants are outlined below:

Position #	Position title	Level	Proposed position outcome	Proposed occupant impact
RESEARCH PARTNERSHIPS AND TRANSLATION (RPT)				
36114	Business Development Manager	Senior Manager 1 (Fixed Term)	End fixed term contract	End fixed term contract
36113	Business Development Manager	Senior Manager 1 (Fixed Term)	End fixed term contract	End fixed term contract
39135	Business Development Manager	Senior Manager 1 (Continuing)	Position disestablished	Declared surplus
38558	Business Development Manager	Senior Manager 1 (Fixed Term)	End fixed term contract	End fixed term contract

37138	Business Development Manager	Senior Manager 1 (Continuing)	Position disestablished	Vacant
31824	Head, Business Development	Senior Manager 3 (Continuing)	Position disestablished	Declared surplus
36118	Business Development Manager	Senior Manager 1 (Fixed Term)	End fixed term contract	End fixed term contract
39856	Data Administrator	ANU Officer 5 (Continuing)	Position disestablished	Declared surplus
36114	Business Development Manager	Senior Manager 1 (Continuing)	Position disestablished	Declared surplus
31982	Commercial Development Manager	Senior Manager 1 (Fixed Term)	Position disestablished	Vacant
23406	Commercial Development Manager	Senior Manager 1 (Continuing)	Position disestablished	Declared surplus
RESEARCH AND INFORMATION SERVICES (RIS)				
39568	Research Services Coordinator	ANU Officer 6/7 (Continuing)	Position disestablished	Declared surplus
33936	Research Services Coordinator	ANU Officer 6/7 (Continuing)	Position disestablished	Declared surplus
35962	Research Services Coordinator	ANU Officer 6/7 (Continuing)	Position disestablished	Declared surplus
38542	Research Funding Manager	Senior Manager 2 (Continuing)	Position disestablished	Declared surplus
20906	Research Support Officer	ANU Officer 5 (Continuing)	Position disestablished	Declared surplus
10706	Data Analyst, RE & I	ANU Officer 6/7 (Continuing)	Position disestablished	Declared surplus
34890	Manager Research Engagement	Senior Manager 1 (Continuing)	Position disestablished	Declared surplus
29635	Research Ethics Officer	ANU Officer 4 (Continuing)	Position disestablished	Declared surplus
GRADUATE RESEARCH				
33712	Senior Project Officer	ANU Officer 8 (Continuing)	Position disestablished	Vacant
39343	NECTAR Administrator	ANU Officer 5 (Continuing)	Position disestablished	Vacant
33793	Learning Advisor	ANU Officer 8 (Continuing)	Position disestablished	Vacant
SCHOLARLY INFORMATION SERVICES				
21128	Archives Assistant	ANU Officer 2/3 (Continuing)	Position disestablished	Vacant
28041	Archives Repository Assistant	ANU Officer 2/3 (Continuing)	Position disestablished	Declared surplus

12678	Communications Specialist	ANU Officer 6/7 (Continuing)	Position disestablished	Declared surplus
6031	Library Comm Team Leader	ANU Officer 8 (Continuing)	Position disestablished	Declared surplus
37696	Web Services & Discovery Officer	ANU Officer 6/7 (Continuing)	Position disestablished	Vacant
342	Communications Designer Library Communications Team	ANU Officer 6/7 (Continuing)	Position disestablished	Declared surplus
38510	AV Preservation Project Officer	ANU Officer 6/7 (Fixed Term)	End fixed term contract	End fixed term contract
6854	Administrator, Academic Skills	ANU Officer 4 (Continuing)	Position disestablished	Declared surplus
30997	Digitisation Project Officer	ANU Officer 6/7 (Continuing)	Position disestablished	Declared surplus
28407	eResearch Support Officer	ANU Officer 6/7 (Continuing)	Position disestablished	Declared surplus
12707	Digital Design Officer	ANU Officer 4/5 (Continuing)	Position disestablished	Declared surplus
35120	Technical Officer	ANU Officer 6 (Continuing)	Position disestablished	Declared surplus
31256	Marketing & Comms Coordinator	ANU Officer 6/7 (Continuing)	Position disestablished	Declared surplus
33110	Administrative Assistant	ANU Officer 4 (Continuing)	Position disestablished	Declared surplus
18463	Loans Desk Assistant	ANU Officer 2/3 (Continuing)	Position disestablished	Declared surplus
388	Standdown Loans Desk Assistant	ANU Officer 2/3 (Continuing)	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)
Stakeholder Relationship Manager, Health & Medicine (MRFF, NHMRC, Clinical Research) (x1)	SM1	Continuing
Strategic Grant Specialist, Health & Medicine (MRFF, NHMRC, Clinical Research) (x1)	SM1	Continuing

Strategic Grant Coordinator, Health & Medicine x (x2)	ANUO6/7	Continuing
Strategic Grant Officer, Health & Medicine (x1)	ANUO5	Continuing
Research Compliance and Information Officer x (x2)	ANUO6/7	Continuing

Changes to roles

Position title	Level	Type of Change	New Title	Future Business Unit
Director, SIS	Executive	Reporting line	No change	PVC-Research Initiatives & Infrastructure
Manager, ANU Press	ANUO8	Reporting line	No change	Associate Director - Library Services
Manager, Digital Scholarship	ANUO8	Reporting line	No change	Associate Director - Library Services
Director, Drill Hall Gallery	SM1	Reporting line	No change	PVC-Research Initiatives & Infrastructure
Associate Director, Records & Archives	SM2	Reporting line and title	Associate Director, University Archives	PVC-Research Initiatives & Infrastructure
Senior Privacy Officer	SM1	Reporting line	No change	Legal, Governance & Risk Division

Summary table

Area	Current Headcount (filled)	Proposed Headcount	Headcount change
Research and Innovation Portfolio	304	273	-31
TOTAL	**304**	**273**	**-31**

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 (how we get there):

Potential psychosocial risk area/s	Mitigations
Poor organisational change management	• 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. • 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	• 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 the Deputy Vice Chancellor – Research & Innovation 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	25 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	Week commencing 25 November 2024

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
Ann Evans	Pro-Vice Chancellor, (Graduate Research). Acting Deputy Vice Chancellor (Research & Innovation)	Ann.Evans@anu.edu.au
Bianca Pimentel	Human Resources Business Partner	Bianca.Pimentel@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) **Maaria Haque** - Ext 58283 (Tuesday, Wednesday & Thursday) **Amanda Morrison** - Ext 52211 (Wednesday)	Advisers to Staff	staff.adviser@anu.edu.au
Employee Assistance Providers	Assure Relationships Australia	1800 808 374 (02) 6122 7100

Appendix I | Current and Proposed Research & Innovation Organisational Charts

Figure 1 | Current Research & Innovation Organisational Charts

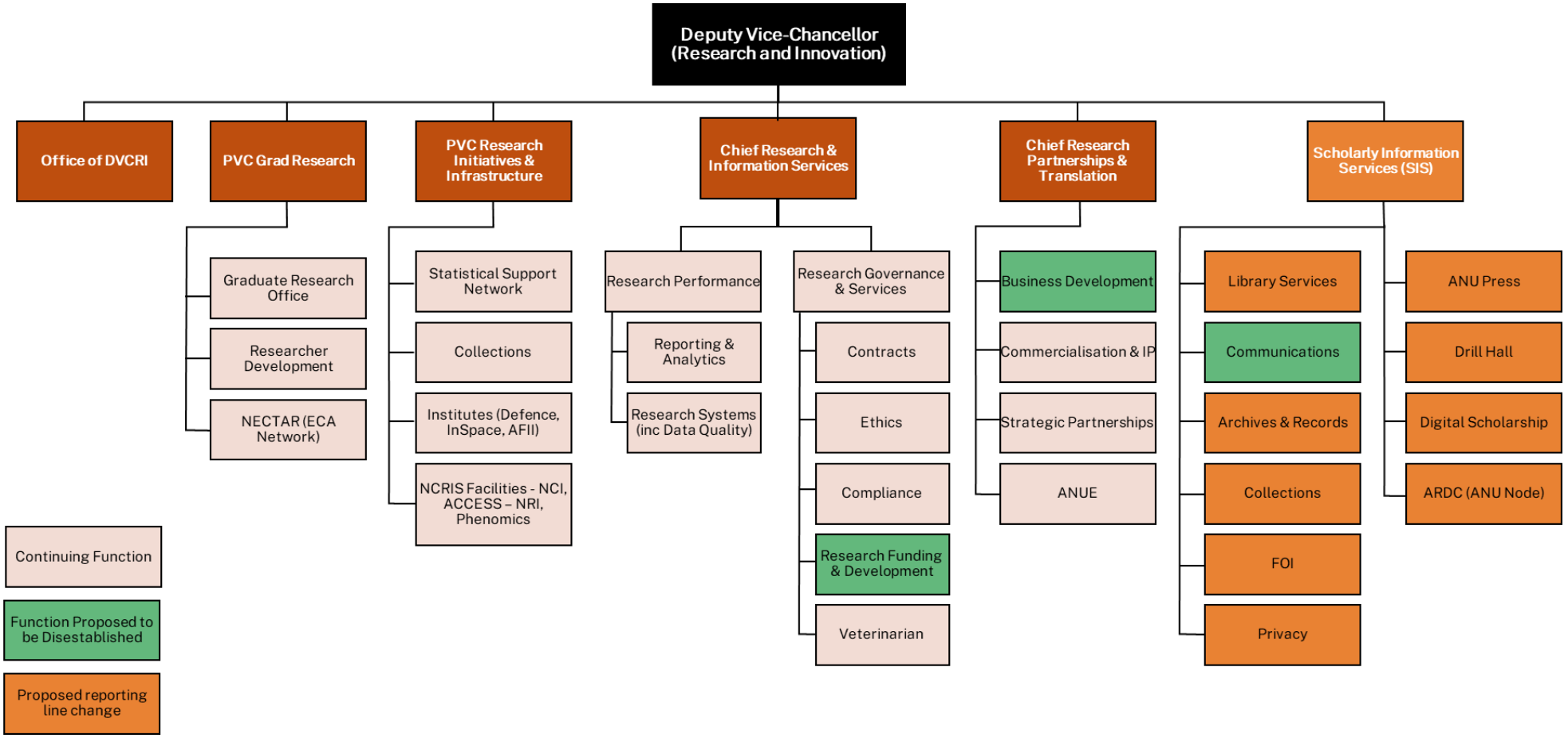
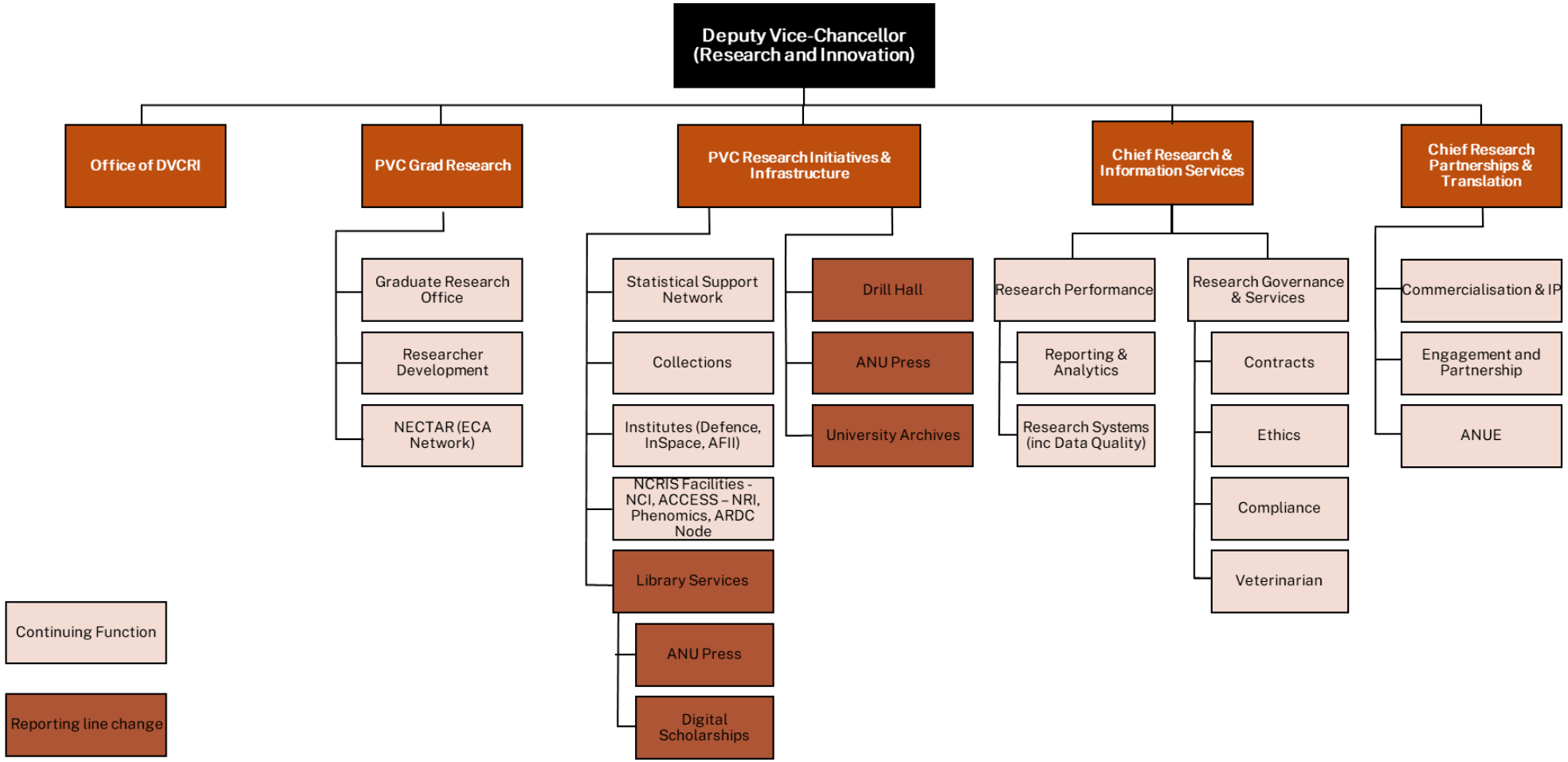


Figure 2 | Proposed future state Research & Innovation organisational chart



Appendix 2: Current and Proposed Research, Partnerships & Translation (RPT) Organisational Charts

Figure 3 | Current Research, Partnerships & Translation organisational chart

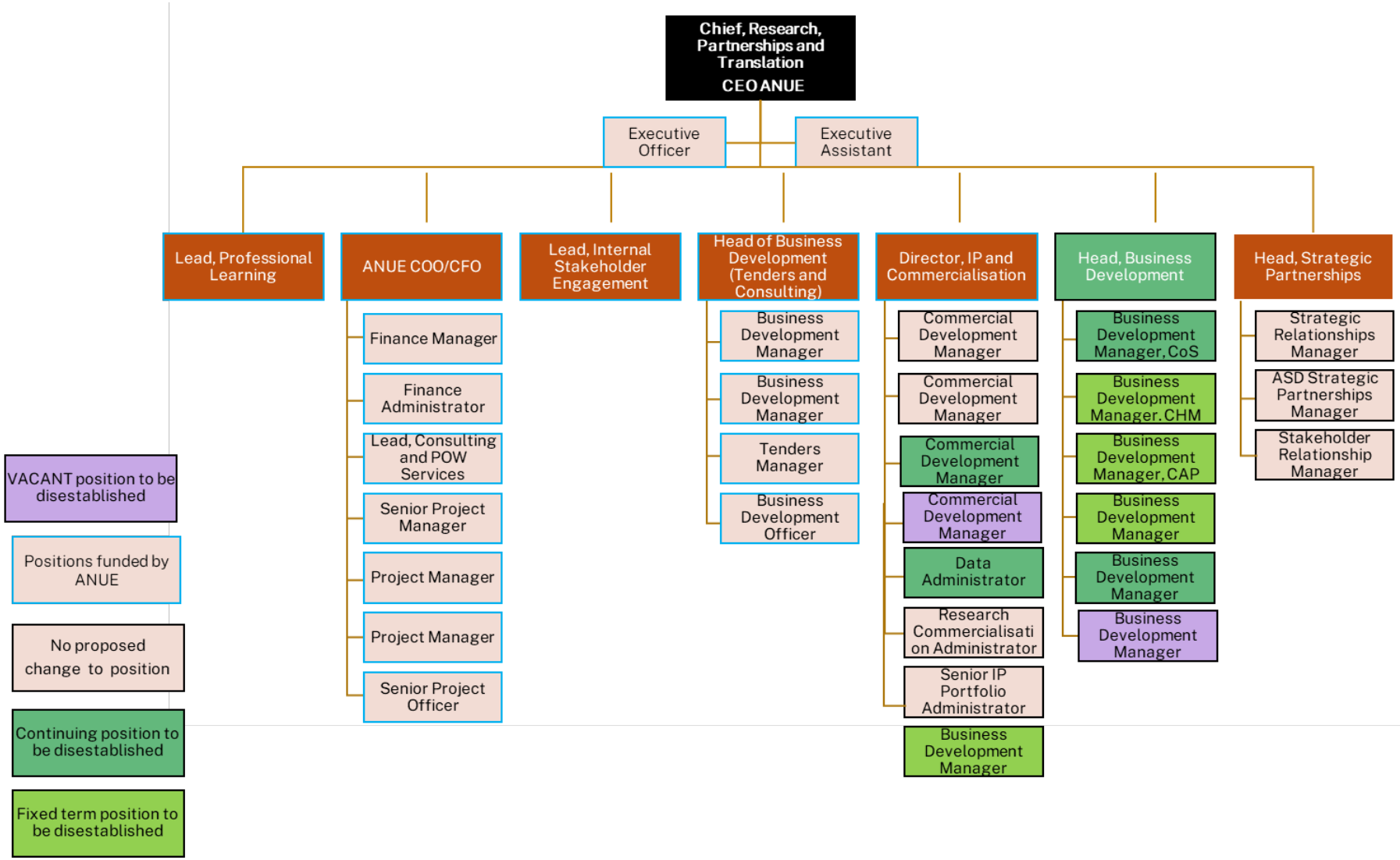
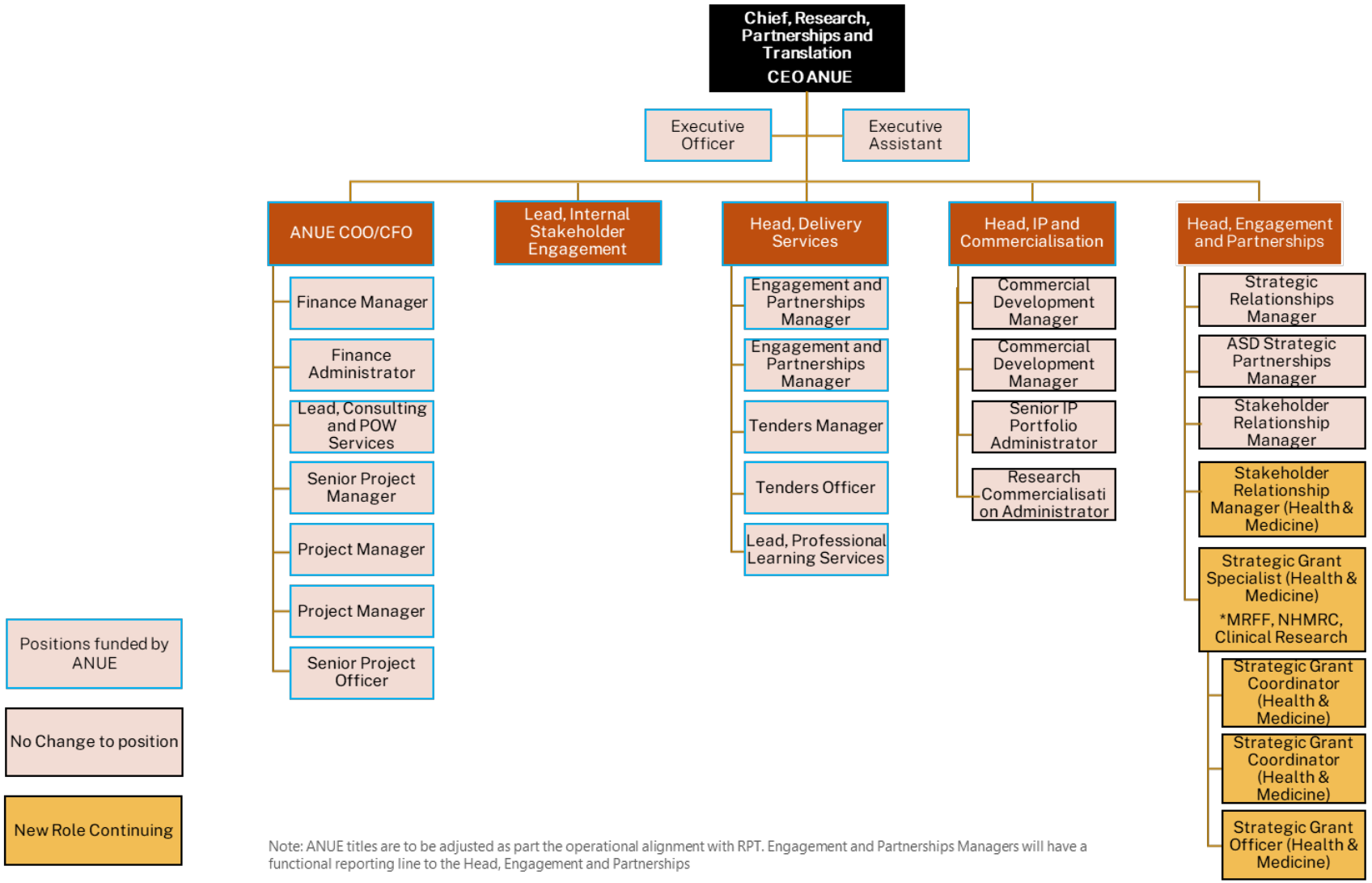


Figure 4 | Proposed future state Research, Partnerships & Translation organisational chart



Appendix 3: Current and Proposed Scholarly Information Services (SIS) Organisational Charts

Figure 5 | Current Scholarly Information Services (SIS) organisational chart (1/2)

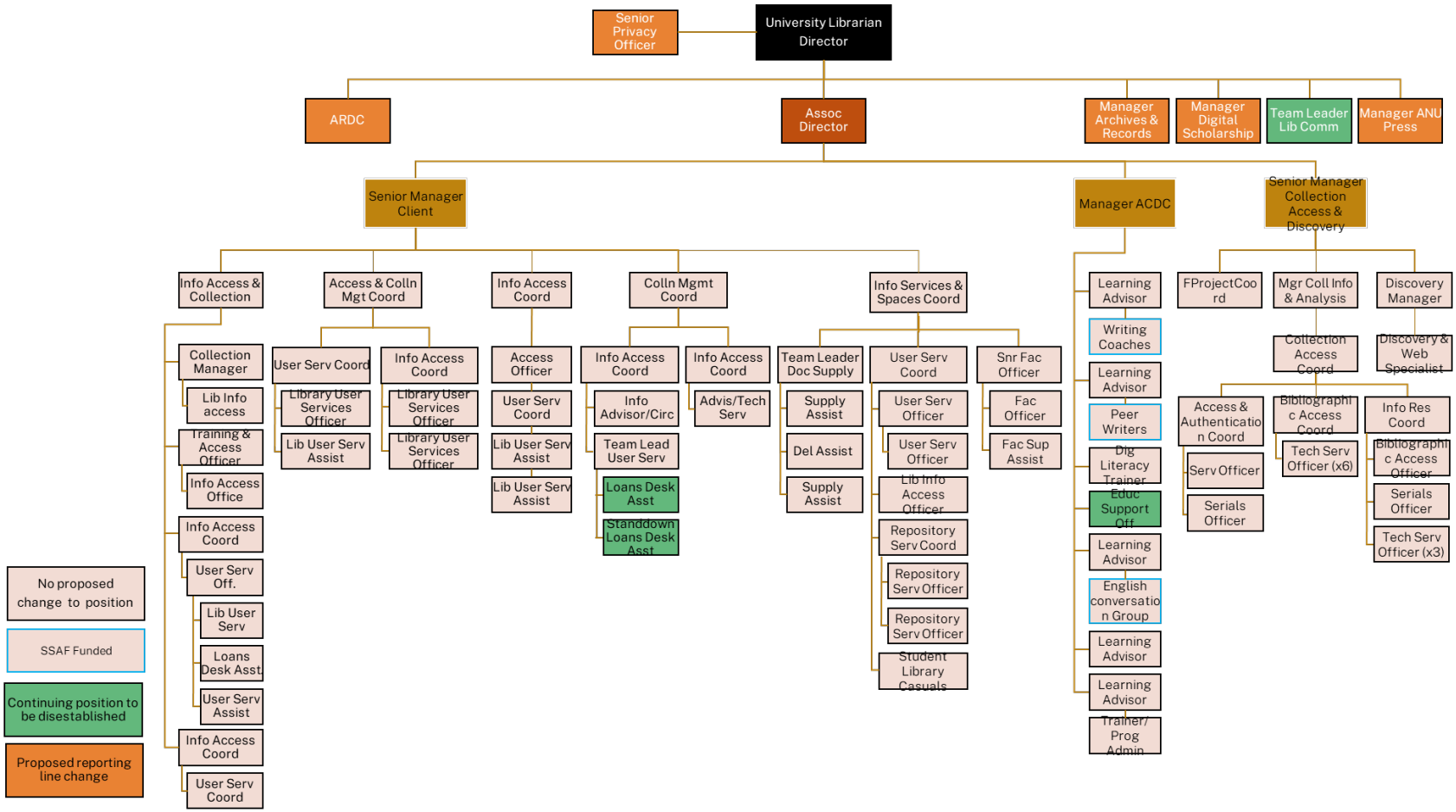


Figure 6 | Current Scholarly Information Services (SIS) organisational chart (2/2)

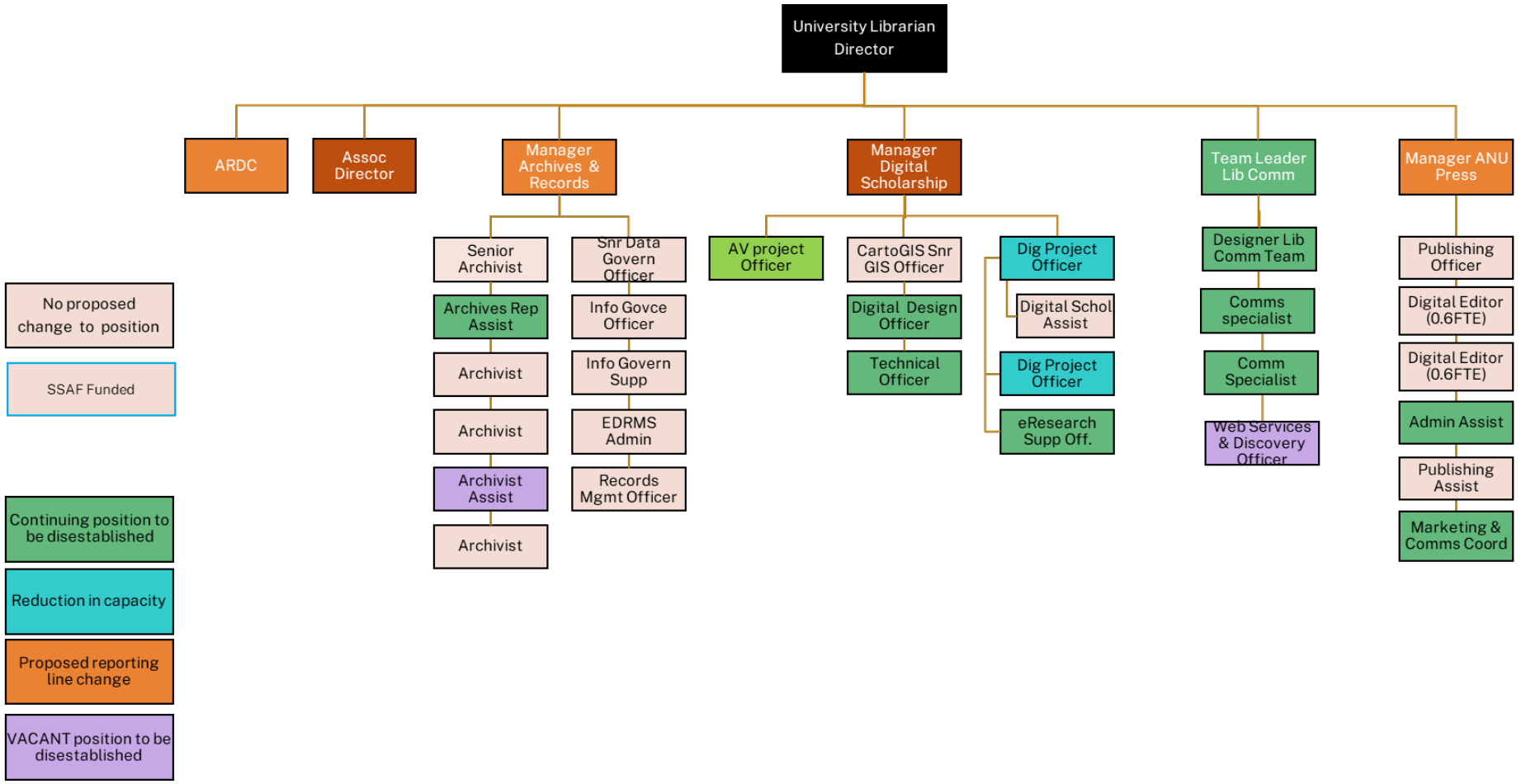
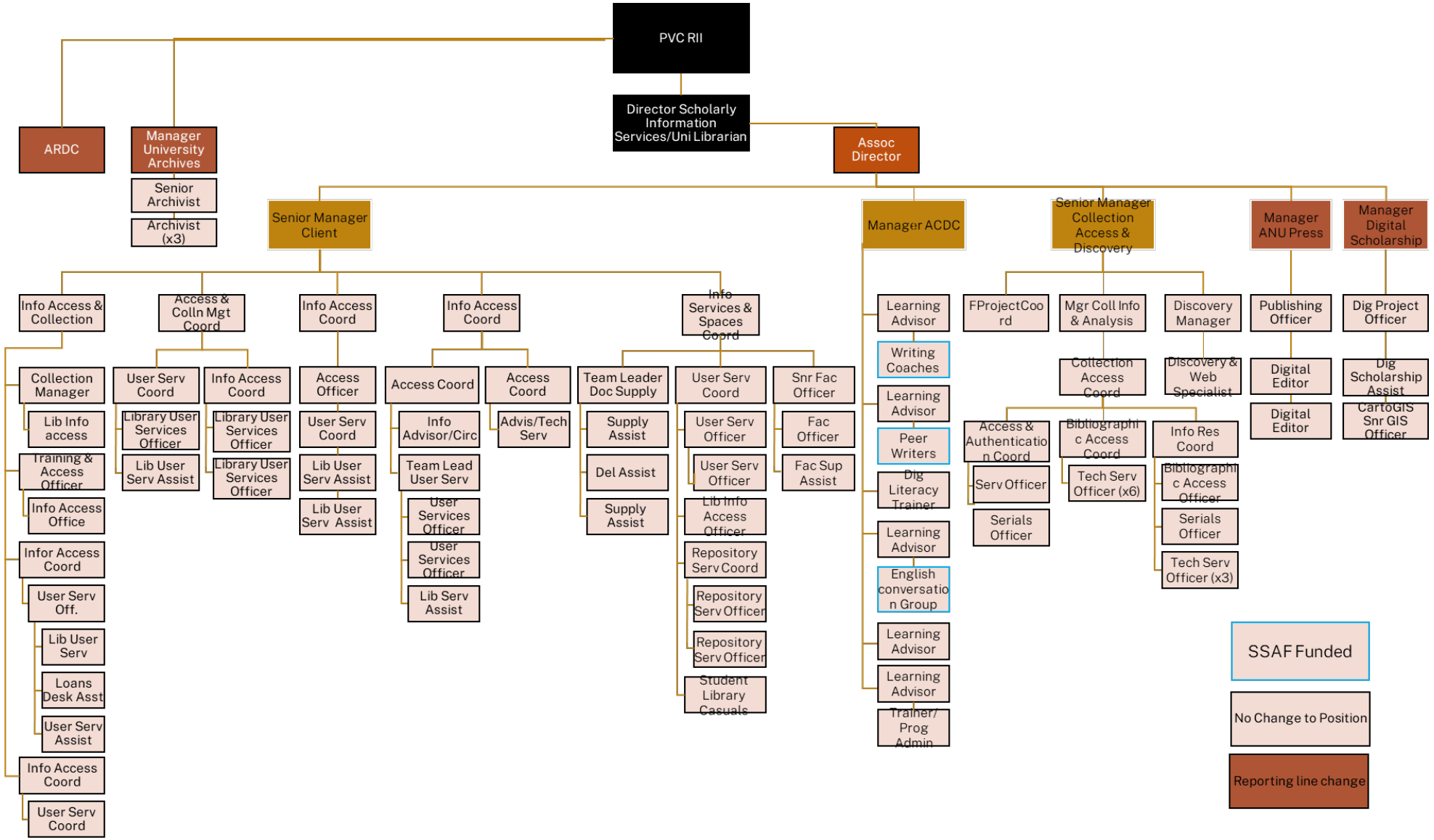


Figure 7 | Proposed future state Scholarly Information Services (SIS) organisational chart



Appendix 4: Current and Proposed PVC Grad Research Organisational Charts

Figure 10 | Current PVC Grad Research organisational chart

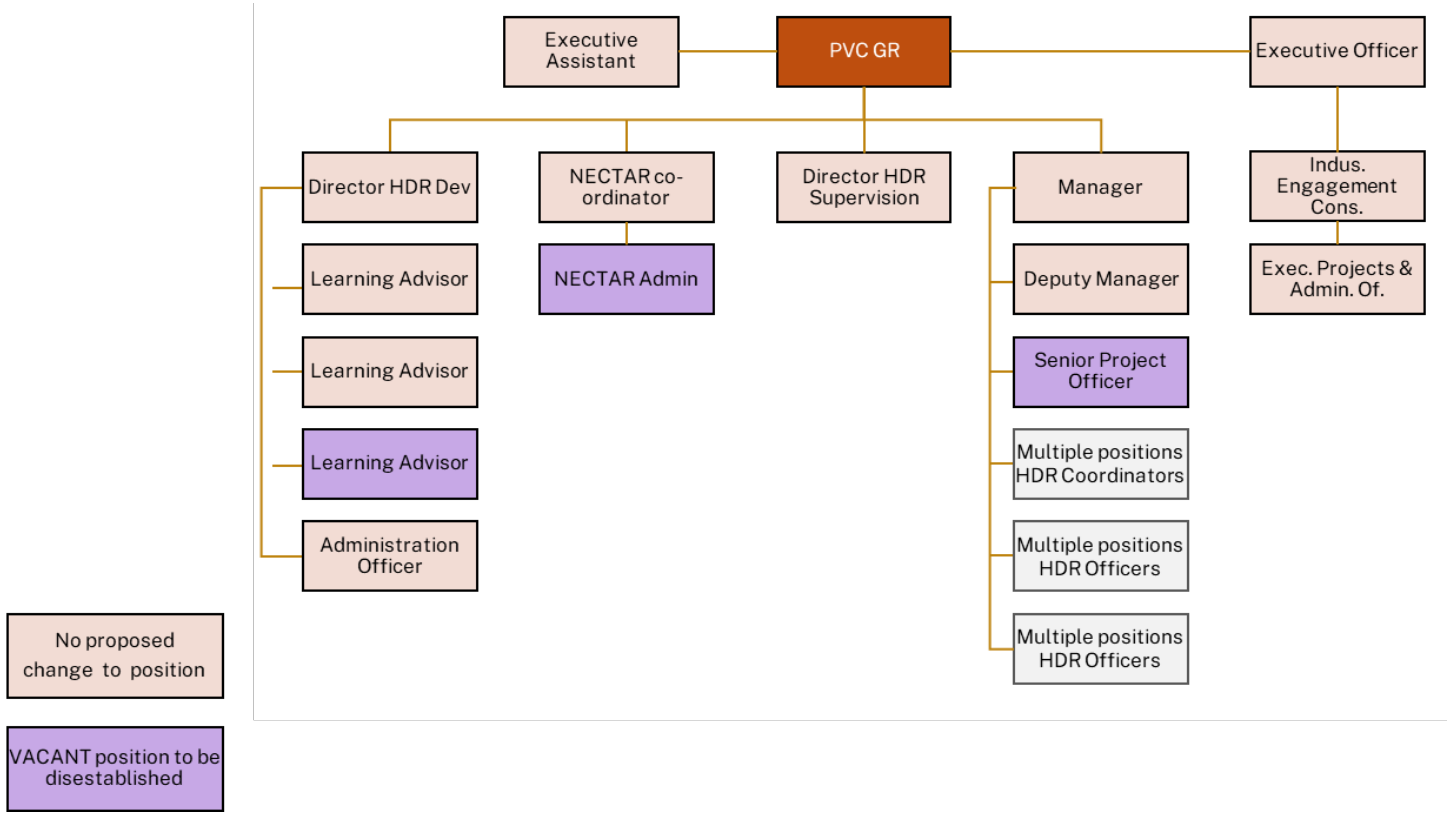
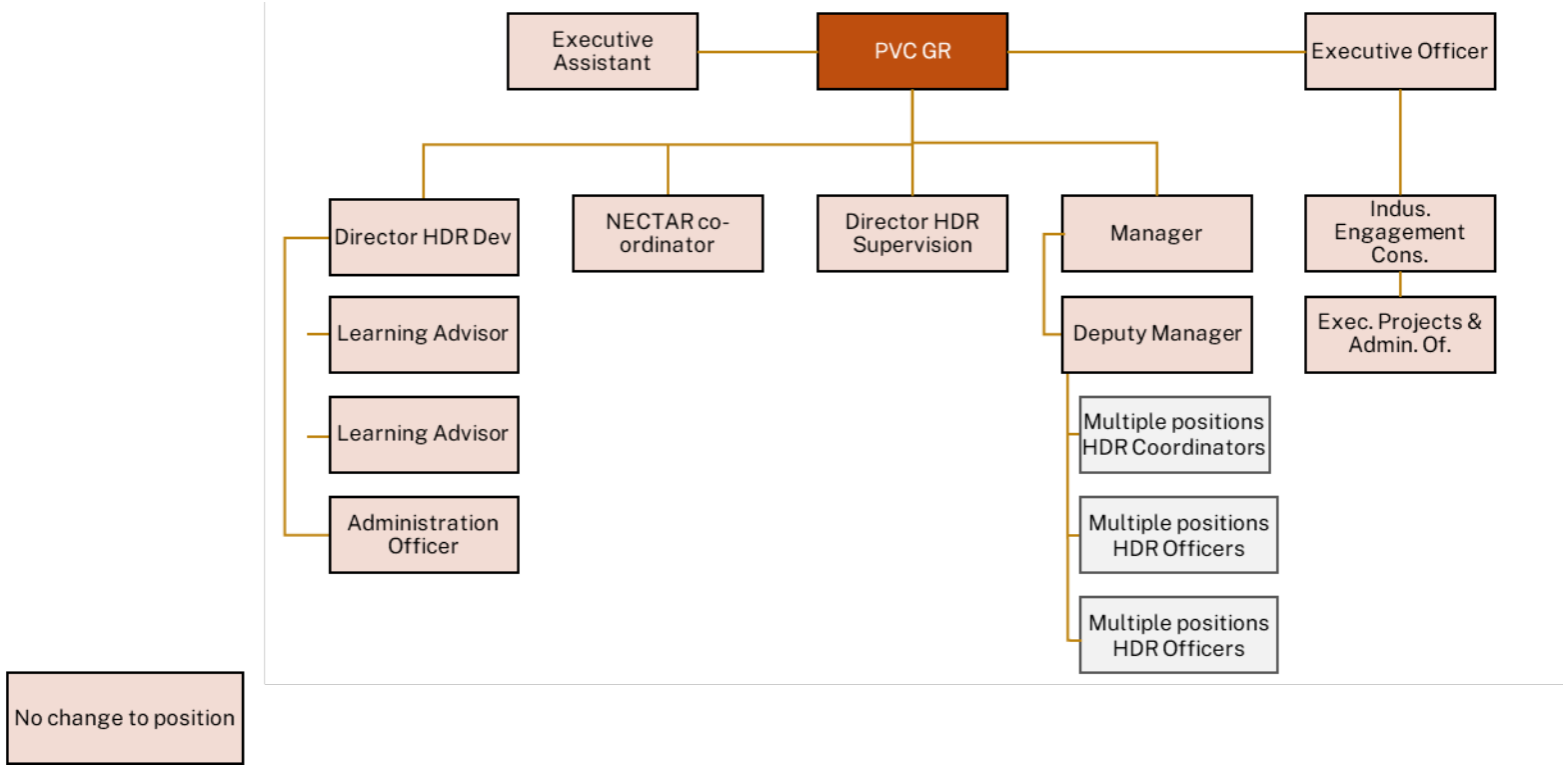


Figure 11 | Proposed future state PVC Grad Research organisational chart



Appendix 5: Current and Proposed Research & Information Services (RIS) Organisational Charts

Figure 12 | Current Research & Information Services (RIS) organisational chart

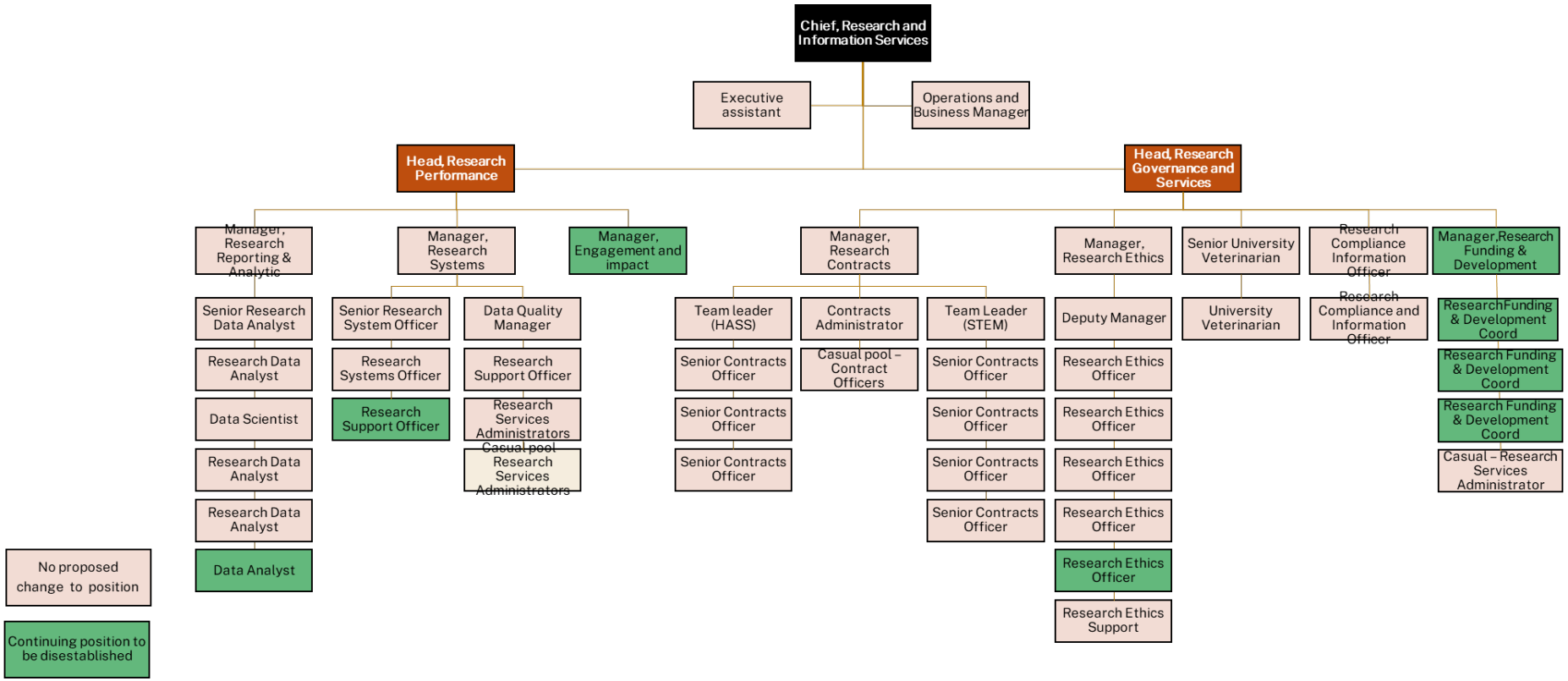
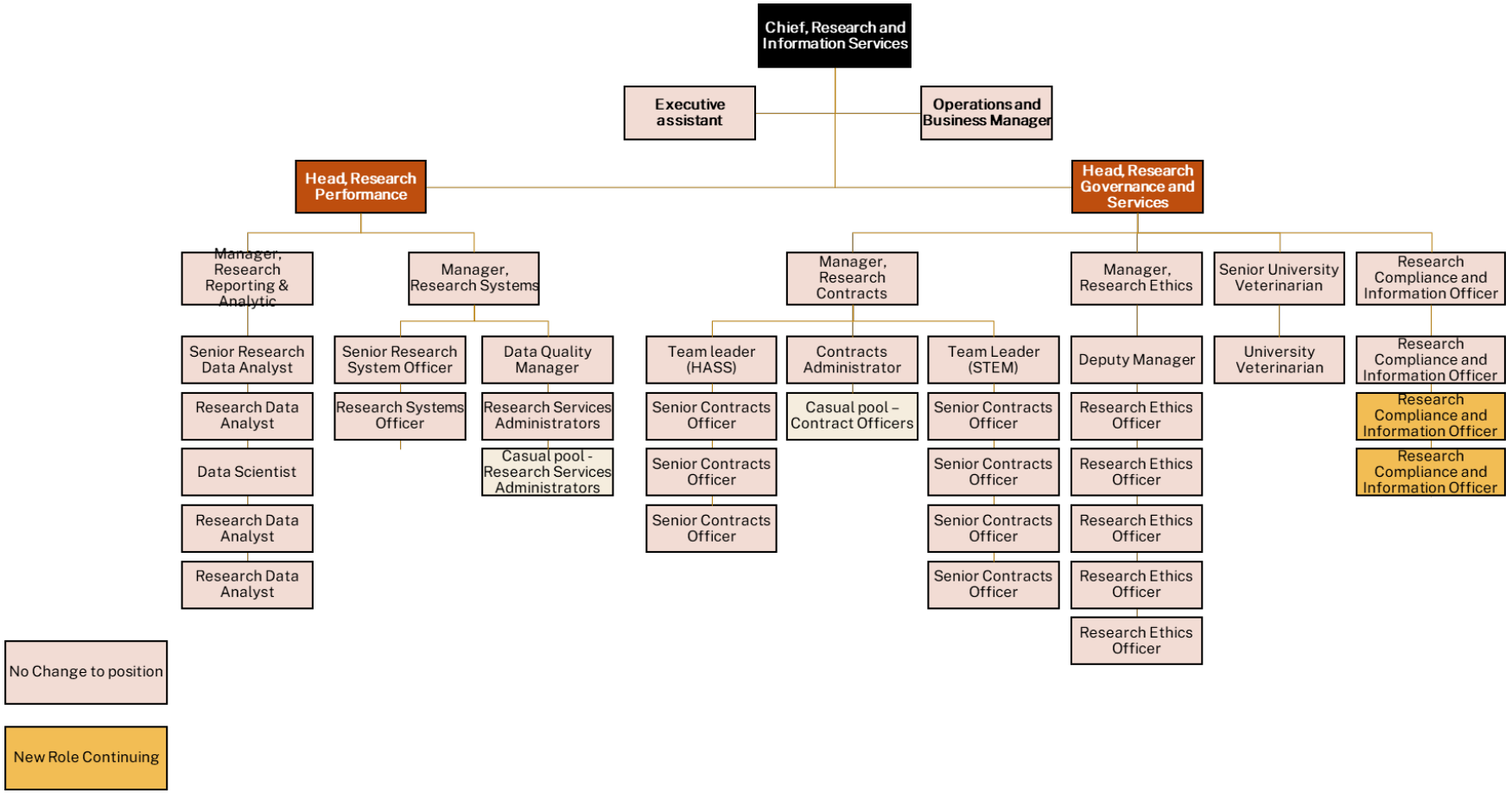



Figure 13 | Future Research & Information Services (RIS) organisational chart