



1. Introduction

On 3 October 2024 the University released an [Organisational Change Proposal for the ANU College of Health and Medicine](#) (hereafter referred to as 'the College') to all university staff. The formal consultation period ran from 3 October until 18 October 2024. In response to a request from the NTEU, the NTEU was granted an extension to provide feedback on this Change Proposal until 22 October 2024. During this period, the University held two virtual and one in-person townhalls with College staff which provided the opportunity for staff to ask questions and seek further clarification on the proposal. Recordings of the townhalls were also made available and published to the University's 'Renew ANU' website.

This document, the Implementation Plan, reiterates the key details of the proposal, outlines the consultation and changes arising from the consultation process, and details the implementation schedule in line with the Organisational Change and Consultation provisions of the *ANU Enterprise Agreement 2023-2026*.

As part of ensuring clear and open communications, the University established the 'Renew ANU' microsite on 3 October as a central point of information. The site includes the change proposals, recordings of townhalls, links to employee support, all-staff communications and an extensive list of regularly updated Frequently Asked Questions (FAQs) that reflect feedback received during consultation. All Staff also had the opportunity to provide feedback on and across other change proposals.

Colleagues and stakeholders are thanked for their thoughtful contributions and feedback and the extensive engagement received throughout the consultation process.

2. Background to the change proposal

The Change Proposal for the ANU College of Health and Medicine was released at the same time as a proposal on how best to position ANU to adapt and thrive in the future through realignment of the academic colleges. That proposal outlined the rationale for the proposed realignment of Academic Colleges and the nature of the changes. Please see the [Proposal to Realign ANU Academic Colleges](#).

As context to the proposed realignment of the academic structure of the University, information regarding the financial sustainability challenges and how to best position the University to adapt and thrive for the future was provided. This information was provided as part of the All Staff Address and each subsequent Townhall, as a presentation and also

published to the ANU website. Financial information is published regularly to the University's website, including through the [Annual Report](#) in *OnCampus* (fortnightly newsletter to staff and students), and presented to the University Leadership Group (ULG) and to the Strategic Leadership Group (SLG).

Targeting financial sustainability

In 2023, the ANU Council approved a budget for the 2024-28 Financial Plan, which was designed to achieve a financially stable position and climb out of several years of persistent deficits. The Financial Plan was underpinned by several key assumptions including, growth in revenue via increases in student numbers, as well as cost reductions which were designed to ensure an operating surplus by 2026. The University has not met the Financial Plan's 2024 target for growth or expenditure and the University's finances remain on an unsustainable trajectory. This renders the Financial Plan and its key operating assumptions unfeasible.

Without structural intervention, the University will not be financially sustainable.

Maturation of the University operating context

A key focus for 2024 has been understanding and addressing the financial operating environment of the University. As part of addressing the financial challenges, as also shared and discussed in in the Townhalls along with SLG and ULG, the leadership team have been working to improve and implement controls for managing expenditure and operations. This has included a number of controls, but not limited to:

- establishing a central hiring review committee for all hiring decisions across the organisation;
- realigning functions across the organisation to increase efficiencies;
- introducing new ledger controls;
- reviewing and phasing out of the Vice-Chancellor's Strategic Fund (VCSF);
- implementing closer oversight over use of consultants, with the Vice-Chancellor approving contracts greater than \$50K; and
- addressing the excess annual and long service leave liability by enacting the Enterprise Agreement clauses 34.3 to 34.6 and 36.14 to 36.15 for academic and professional staff leave balances.

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.

The [Organisational Change Proposal for the ANU College of Health and Medicine](#) (hereafter as 'the College') was issued on 3 October 2024 and proposed:

- the disestablishment of the College of Health and Medicine;
- the realignment of two (2) Schools and one (1) Centre (see Table 1); and
- the disestablishment of a limited number of professional and academic positions held at the College level structure

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 was 1 January 2025 to ensure minimal disruption to the University's educational, research and engagement activities. Establishing this new structure in 2025 would enable the University to take a deliberate and nuanced approach to achieving financial sustainability. The new structure also framed how the University realigns professional services, including educational and research support, throughout 2025.

It was 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) were proposed for realignment to the renamed ANU College of Science and Medicine. The National Centre for Epidemiology and Population Health (NCEPH) was proposed for realignment 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 ANU College of Science and Medicine 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 ANU College of Law, Governance and Policy 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 meant that the current executive leadership, education, research,

engagement and communications service functions, together with the College central administrative roles, would no longer be required.

3. Overview of consultation process

From 30 September to 3 October affected staff in the ANU College of Health and Medicine (CHM) were invited to attend individual meetings with senior leaders including the Vice Chancellor, Provost, Chief Operating Officer and People and Culture (P&C) representatives to hear about the proposed change in the College, the proposed impact on their roles, the support available to them and the proposed timelines for consultation. The NTEU and other unions were also provided a copy of this Change Proposal.

On 3 October 2024 the Vice-Chancellor and President, Provost and Senior Vice-President and other senior University leaders held a townhall with CHM staff to announce the proposed changes to the College. The above leaders held a separate staff address for all ANU staff on the same day. The Organisational Change Proposal was released on the Renew ANU webpage, and a copy shared with the NTEU and all relevant unions.

The formal consultation period commenced on 3 October 2024 and closed on 17 October 2024, with all feedback to be submitted to Organisational Change (org.change@nau.edu.au) by the closing date. On 14 October 2024 a second townhall was held with CHM staff providing the opportunity to ask questions about the proposal. This was also attended by the Vice-Chancellor, Provost, Chief Operating Officer and senior leaders. On 15 October 2024, the Acting College Dean led an additional in-person townhall with College staff.

The University acknowledges the CHM leadership team for facilitating multiple consultation channels for their internal community. This included: five (5) College and School-wide email messages, and nine (9) staff hybrid meetings, including individual meetings with all impacted staff with the College General Manager.

During the consultation period, the University held eight further [townhalls](#) with staff in the other six colleges and central portfolios where the University-wide realignment change proposal was further discussed by the Vice-Chancellor and senior university leaders.

Recordings of the virtual townhalls were made available on the Renew ANU page. In addition to the change proposal and recordings, the following support information was provided on the Renew ANU page:

- frequently asked questions; and
- wellbeing and support services.

Staff were also informed of the opportunity to raise additional questions by emailing the Organisational Change team.

There has been strong engagement with the consultation process.

As at 13 November 2024, the Renew ANU website had received more than 83,830 visits. There were 7460 townhall attendees plus a further 4,744 views of townhall recordings, 471

questions were answered live by the leadership during townhalls, and 59 FAQs have been published on the Renew ANU website. Change proposal documents had been opened 12,373 times, with 1,716 views of the Change Proposal for the College of Health and Medicine, and 526 views of the College of Health and Medicine townhall recording.

4. Overview of feedback received in response to the proposal

There were 83 submissions received during the consultation period. Almost all, approximately 95% of the submissions related to the Change Proposal. The key themes, in no particular order were:

1. the rationale for the proposal to disestablish CHM and potential reputational impacts;
2. the roles identified in the change plan for disestablishment/transfer;
3. ensuring appropriate levels of support for indigenous health and medicine research within the Yarrdhura Walani National Centre for Aboriginal and Torres Strait Islander Wellbeing Research Centre, and the National Centre for Indigenous Genomics;
4. importance of specialised knowledge within the CHM that support applications for research grants such as to NHMRC and MRFF;
5. disaggregating medicine and psychology into separate schools;
6. the proposed realignment of NCEPH to the ANU College of Law, Governance and Policy.
7. Minor inconsistencies or inaccuracies in the proposed Change Plan.

The University has given genuine consideration to all of the responses provided during this consultation. The feedback is summarised below, along with the University's response. To protect the privacy of respondents, individual items of feedback will not be disclosed.

1. Rationale for the proposal to disestablish the ANU College of Health and Medicine and reputational impacts.

While some feedback was received that was broadly supportive of the proposed disestablishment of CHM, other feedback related to potential effects on:

- student recruitment, HDR and student experience, educational quality and accreditation;
- research and talent attraction;
- commitment of the University to health and medicine;
- academic expertise in health and medicine;
- specific existing joint projects and initiatives and relationships with both government and non-government bodies.

Response:

The University is committed to ensuring continued, high-quality research and teaching in medicine and health. It considers the co-location of infrastructure intensive research activities within a single College of Science and Medicine will maximise future funding opportunities and responsible use of nationally funded resources for development and

amplify new research and education opportunities as well as administrative and service efficiencies. It will also ensure greater long-term financial sustainability.

The benefits of the proposed realignment of NCEPH to the newly renamed College of Law, Governance and Policy include ensuring continued and high-quality support for population health research and its importance for policy development, the 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.

The University reaffirms that no staff within the two schools or centre are substantively affected by this change. The University will develop a transition plan to ensure these, and other matters, relevant to this change are identified, managed and effectively communicated to staff, students and external stakeholders.

2. Roles in the change plan proposed for disestablishment/transfer

Feedback was received about some of the positions within the Change Proposal proposed for disestablishment or transfer including:

- that some positions were incorrectly identified as College support roles and are in fact aligned to the SMP or NCEPH; and
- that some positions identified for disestablishment should be retained as they have expertise and skills critical to the University.

Response:

The University's intention is to minimise disruption to the University's education programs, research activities and administration, and consolidate research infrastructure intensive activities and achieve more efficiencies. The University has carefully reviewed the feedback provided in response to the Change Proposal and has undertaken a further review of positions proposed for disestablishment or transfer. Based on feedback and further review, the University has:

- reduced the number of positions that were proposed for disestablishment in the change proposal from fifty (50) to thirteen (13) positions, of which two are vacant positions and the remaining eleven (11) are fixed term positions;
- increased the number of positions that were proposed for realignment and direct transfer in the change proposal from six (6) to forty-three (43) positions, which includes the transfer of CHM research office positions to the DVC-Research Portfolio to provide research and stakeholder management support with a focus on health and medicine.

Section 5 provides further details of positions to be disestablished and transferred. This includes roles supporting research activities within the College which are to be transferred to the Research and Innovation portfolio.

3. Ensuring appropriate levels of support for Indigenous health and medicine research within the Yardiwura Walani National Centre for Aboriginal and Torres Strait Islander Wellbeing Research Centre, and the National Centre for Indigenous Genomics.

There was feedback about consultation with indigenous groups within CHM, including the Yarrhura Walani National Centre for Aboriginal and Torres Strait Islander Wellbeing Research, and the National Centre for Indigenous Genomics.

Additional feedback was received directly from Yarrhura Walani requesting it be established as a separate Centre within the ANU College of Law, Governance and Policy to better position it to thrive and serve community.

Other feedback focussed on the potentially negative impact on the National Centre for Indigenous Genomics, part of the John Curtin School of Medical Research, with disestablishment of CHM in terms of its research and national mission.

Response:

The University reaffirms that there will no impact to the structure and operations of either Yarrhura Walani or the National Centre for Indigenous Genomics arising from the Change Proposal, and reaffirms its national mission to improve research and health outcomes for First Nations peoples. The University acknowledges the request from Yarrhura Walani to become a stand-alone Centre on the basis that this would allow for recognition, focus and further evolution of the Centre. This request will be given further consideration by the Dean, ANU College of Law, Policy and Governance in early 2025.

4. Potential loss of specialised knowledge within CHM that supports applications for medical research grants

Some feedback focused on the loss of research support staff within CHM in areas including grant applications (particularly through NHMRC and MRFF processes), research contracts and associated budgetary monitoring and reporting.

Response:

The University aims to support current capabilities and meet future education and research needs through a targeted reorganisation that supports more holistic and standardised delivery of operations, services and budgets, while also achieving efficiencies. The realignment of JCSMR, and SMP would create synergies with, and existing expertise within, the ANU College of Science to effectively support a range of activities within the two Schools including grant applications, research contracts and monitoring and reporting. It is proposed within the Research and Innovation Portfolio Change Proposal to add university-wide capability to support researchers across NHMRC and MRFF-administrated opportunities. It is proposed to establish a dedicated function to enable and strengthen partnerships, ensuring the University maximises its participation in these areas to drive growth and research income.

As outlined in this Implementation Plan, the University has also adjusted the number of positions being retained from six (6) to forty-three (43) positions, which includes the transfer of CHM research positions to the DVC-Research Portfolio to provide research and stakeholder management support expertise in health and medicine. The University considers that this will ensure appropriate expertise is retained to continue to support these activities but will need to continue to be monitored for sustainability.

5. Disaggregating medicine and psychology into separate schools

Feedback was provided about SMP, indicating that the disestablishment of the College of Health and Medicine provided an opportunity to consider separating the two areas into separate schools on the basis that the 2022 merger of the previous School of Medicine and the Research School of Psychology had not achieved the level of collaboration that was intended, and constrains the ability of psychological science to fulfil its national role.

Response:

The University confirms that SMP will be transferred to the ANU College of Science and Medicine as a single school to ensure minimal disruption to its operations during the period of transition to the new ANU Academic structure in 2025. However, the feedback is noted, and it is open to the Dean, College of Science and Medicine to give this issue further consideration in 2025, post the implementation of the new structure.

6. The proposed realignment of the National Centre for Epidemiology and Population Health to the College of Law, Governance and Policy

There was support for the realignment of the Centre to the newly proposed ANU College of Law, Governance and Policy on the basis that its alignment with other schools proposed for realignment to the ANU College of Law, Governance and Policy would create opportunities to increase policy engagement. Other feedback suggested that NCEPH should be realigned to the ANU College of Science and Medicine on the basis that it works closely with SMP, and aligning it to the ANU College of Law, Governance and Policy would further distance population health from medicine.

Some feedback related to the name of the ANU College of Law, Governance and Policy and suggested it was reflective of the inclusion of NCEPH and its role in supporting health. It was proposed that the title of the college include a reference to health (such as 'ANU College of Policy, Health and Law', or 'ANU College of Governance, Health and Law'). Some feedback related to continued funding for National Centre for Epidemiology and Population Health in the new College, given it is a research-intensive centre.

Response:

The benefits of the proposed realignment of NCEPH to the ANU College of Law, Governance and Policy 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, the development and amplification of new research and education opportunities, and greater long term financial sustainability.

While the Change Proposal is not about future funding decisions the University reaffirms its support for NCEPH continuing its work as part of the ANU College of Law, Governance and Policy. The Dean, College of Law, Governance and Policy will work with NCEPH to ensure its role in population health and epidemiology teaching and research continues to be supported.

7. Inconsistencies or inaccuracies in the proposed Change Plan

Feedback included questions and observations about errors in the Managing Change Proposal. The College thanks the many keen-eyed readers and has reviewed the information and corrected any unintended errors. They included minor corrections relating to individual circumstances, including corrections to the end-dates of fixed-term staff and current position titles.

Summary of feedback

In summary, the University thanks respondents for their thoughtful and considered feedback about the change proposal. The feedback has been taken into consideration as part of the implementation of this change and lead to modification of what was proposed. Further details of the final change to be implemented are provided below.

5. Impacts of the change to be implemented

The University confirms that it will proceed with the disestablishment of the ANU College of Health and Medicine, and the realignment of its two (2) Schools to the ANU College of Science and Medicine, and one (1) Centre to the ANU College of Law, Governance and Policy. There is no impact to the staff within the existing two (2) Schools and one (1) Centre arising from the implementation of this change.

The disestablishment of the ANU College of Health and Medicine will impact staff sitting within the College level structure as follows:

- **Academic Staff**
 - The disestablishment of one (1) College Dean position (vacant);
 - End three (3) fixed term positions;
 - The realignment and direct transfer of eleven (11) fixed term positions;
 - The realignment and direct transfer of one (1) continuing (contingent funded) position;

- **Professional Staff**
 - The disestablishment of one (1) College General Manager position;
 - End two (2) fixed term positions;
 - The disestablishment of two (2) vacant fixed term position;
 - The realignment and direct transfer of twenty (20) continuing positions;
 - The realignment and direct transfer of eleven (11) fixed term positions; and
 - The realignment and direct transfer of one (1) continuing (contingent funded) position.

In addition to the above-listed positions, for completeness, two (2) academic and four (4) professional fixed term employees will cease at the end of their current fixed term contract.

Details of the positions to be disestablished, and fixed term contracts ceasing at the end of their current term are provided in **Table 2**. Details of positions to be realigned and transferred are provided in **Table 3**.

The duties associated with these positions will be ceased or distributed elsewhere within the new Academic College structure.

Table 2: Positions confirmed to be disestablished (and fixed term contracts)

Position title	Level/position type	Confirmed Occupant impact	No. of Positions
Dean, College of Health and Medicine (VACANT)	Executive (fixed term, non-EA covered)	Disestablish vacant position	1
Director, The Eccles Institute	Academic Level E (fixed term, non-EA covered)	End fixed term contract	1
Deputy Dean Research	Academic Level E (fixed term, non-EA covered)	End fixed term contract	1
Associate Dean Engagement and Partnership	Academic Level E (fixed term, non-EA covered)	End fixed term contract	1
College General Manager	SM4 (fixed term, non-EA covered)	End fixed term contract	1
Head and Senior Fellow, Education Innovation and Development	SM3 (fixed term, non-EA covered)	End fixed term contract	1
Senior Data Specialist	SM1 (fixed term)	Completion of existing fixed term contract	1
Institute Manager (Eccles) (VACANT)	ANU 5 (fixed term)	Disestablish vacant position	1
Data Project Intern	ANU 2/3 (fixed term)	Completion of existing fixed term contracts	2
Senior Communications & Engagement Officer	ANU 6/7 (fixed term)	Completion of existing fixed term contract	1
Head of Research Business Development & Commercialisation	SM3 (fixed term, non-EA covered)	End fixed term contract	1
Deputy Research Manager (VACANT)	ANU 8 (fixed term)	Disestablish vacant position	1
TOTAL			13

Table 3: Realigned and directly transferred positions

Position title	Level/position status	Confirmed Occupant impact	No. of Positions
Professor, Military and Aerospace Medicine	Academic Level E (fixed term)	Realign to School of Medicine and Psychology	1
Professor, Space Medicine	Academic Level E (fixed term)	Realign to School of Medicine and Psychology	1
Deputy Dean Health Professions	Academic Level E (fixed term)	Realign to School of Medicine and Psychology	1
Professor Health Policy and Security	Academic Level E (fixed term)	Realign to National Centre for Epidemiology and Population Health	1
Head & Prof in Practice of Health & Human Security	Academic Level E (fixed term)	Realign to National Centre for Epidemiology and Population Health	1

Director, National Centre for Health Workforce Studies (NCHWS)	Academic Level D (fixed term)	Realign to National Centre for Epidemiology and Population Health	1
Head, Health Data Analyst Team (VACANT 01/2024 – 07/2025)	Academic Level D (fixed term)	Realign to National Centre for Epidemiology and Population Health	1
Fellow	Academic Level C (CCF)	Realign to National Centre for Epidemiology and Population Health	1
Fellow	Academic Level C (fixed term)	Realign to National Centre for Epidemiology and Population Health	1
Research Fellow (HDAT)	Academic Level B (fixed term)	Realign to National Centre for Epidemiology and Population Health	1
Postdoctoral Fellow	Academic Level A (fixed term)	Realign to School of Medicine and Psychology	1
Program Manager (TRANSFORM)	SM2 (fixed term)	Realign to DVC RI portfolio	1
Global Health Engagement Manager	SM1 (CCF)	Realign to National Centre for Epidemiology and Population Health	1
Research Development Manager	SM1 (continuing)	Realign to DVC RI portfolio	1
Research Development Manager (NECPH)	SM1 (continuing)	Realign to DVCRI portfolio	1
Manager, Research Management	SM1 (continuing)	Realign to DVCRI portfolio	1
Executive Officer	SM1 (continuing)	Realign to College of Law, Governance and Policy	1
Strategic Communications & Marketing Manager	SM1 (continuing)	Realign to College of Law, Governance and Policy	1
Deputy Manager, Digital Communications	ANU 8 (continuing)	Realign to College of Law, Governance and Policy	1
Deputy Manager Marketing & Student Recruitment	ANU 8 (continuing)	Realign to College of Law, Governance and Policy	1
Deputy Manager, RM	ANU 8 (continuing)	Realign to DVCRI portfolio	1
Executive Officer – Research	ANU 8 (fixed term)	Realign to DVCRI portfolio	1
Operations Manager	ANU 8 (continuing)	Realign to Facilities and Services	1
Clinical Trials Coordinator	ANU 7 (fixed term)	Realign to School of Medicine and Psychology	1
Research Officer (HDAT)	ANU 7 (fixed term)	Realign to National Centre for Epidemiology and Population Health	3
Executive Assistant to Dean, CHM	ANU 6/7 (continuing)	Realign to College of Law, Governance and Policy	1
Executive Education Program Coordinator	ANU 6/7 (fixed term)	Realign to College of Law, Governance and Policy	1
Executive Support Officer	ANU 6/7 (continuing)	Realign to College of Law, Governance and Policy	2
Senior Marketing & Student Recruitment Officer	ANU 6/7 (continuing)	Realign to College of Law, Governance and Policy	1
Senior Multimedia Officer	ANU 6/7 (continuing)	Realign to College of Law, Governance and Policy	1

Senior Research Management Officer	ANU 6/7 (continuing)	Realign to DVCRI portfolio	1
Senior Administration Officer	ANU 6/7 (continuing)	Realign to DVCRI portfolio	4
Executive Support Officer – Research	ANU 6/7 (fixed term)	Realign to John Curtin School of Medical Research	1
Project Officer	ANU 6/7 (fixed term)	Realign to DVC RI portfolio	1
Research Officer	ANU 5/6 (fixed term)	Realign to School of Medicine and Psychology	1
Research Support Officer	ANU 5 (fixed term)	Realign to DVCRI portfolio	1
Project Assistant	ANU 5 (continuing)	Realign to School of Medicine and Psychology	1
TOTAL			43

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 of the implementation of this change on casualisation, however there may be opportunities to reduce rates of casualisation as part of a managed growth environment for the University.

6. Management of psychosocial risk and workloads

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

In response to these potential risks, the following control measures will continue to be applied to support staff affected by the implementation process:

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. Provide individual meetings with leaders of the change to impacted staff, including the

	<p>opportunity to bring a support person/union representative.</p> <ul style="list-style-type: none"> • Provide a townhall meeting to affected staff about the change including the 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 and redeployment.
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. • Dedicated line of communication for Leaders to seek advice from P&C on issues potentially affecting their staff

Management of workloads

As part of the implementation of this change, the University has considered the impact on workload allocations to ensure they are equitable, transparent and sustainable and do not present risks to health and safety of staff.

The implementation of this change is not expected to impact on academic or professional workloads within the two (2) schools and one (1) centres being realigned as this is a 'lift and shift' exercise that does not change their existing structures or staffing levels.

Additional positions at the college level structure within the College of Health and Medicine will also be transferred to either the John Curtin School of Medical Research, the School of Medicine and Psychology, the National Centre for Epidemiology and Public Health, or the College of Law Governance and Policy, increasing the number of professional and academic staff. Further details are provided at Table 3.

7. Change principles

The objective of this document is to enable the University to implement this change in consultation with directly affected staff and unions 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.

8. Implementation of the change

The following phased approach will apply in implementing this change:

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 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 3 – Notification to fixed term staff

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

This document will be made available on the Renew ANU site for the information of:

- Directly affected staff and relevant unions
- Other University Staff
- University students
- ANUSA and PARSA
- Other relevant stakeholders as required.

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

Date	Process and status
1, 2 and 9 October	Meetings with directly affected staff. Second week to capture staff on leave [COMPLETED]
3 October 2024	Release of Organisational Change Proposal, ANU College of Health and Medicine for staff review and feedback. Commencement of Consultation Period [COMPLETED]

3 October and 14 October 2024	College Townhalls [COMPLETED]
17 October 2024	Close of Consultation Period [COMPLETED]
18 October 2024 to 8 November 2024	Collation of feedback from Consultation and preparation of Implementation Plan [COMPLETED]
14 November 2024	Publication of Implementation Plan Feedback on Implementation Plan
25 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.](#)

10. 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
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

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

Name	Position	Contact details
Tim Gray	Head, HR Business Partnering	tim.gray@anu.edu.au
James Duncan	Manager, Workforce Planning and Organisational Change.	org.change@anu.edu.au