



1. Introduction

On 17 October 2024 the University released an [Organisational Change Proposal for Facilities and Services Division](#) (hereafter referred to as the 'Division') to all university staff. The formal consultation period ran from 17 October until 31 October 2024. The NTEU was also given until the week of 11 November 2024 to provide feedback on the proposal. However, feedback has not been received from the NTEU on this proposal. During the consultation period, the University held a townhall with portfolio staff to provide an opportunity for staff to ask questions and seek further clarification on the proposal. A recording of the townhall was also made available and published on 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 Australian National University Enterprise Agreement 2023-2026* (Enterprise Agreement).

The University established the Renew ANU website on 3 October 2024 as a central point of information regarding the change proposals. The site includes all the change proposals, recordings of townhalls, links to employee support and an extensive list of Frequently Asked Questions (FAQs) updated regularly to reflect up to date feedback received during the consultation period. All Staff have had the opportunity to access, review and provide feedback on all the change proposals.

The University has explored and is continuing to explore other measures to reduce its recurring costs base and to ensure that involuntary redundancies do not arise except as a last resort.

The University has also taken a range of measures in 2024 to address non-salary expenditure. These measures that have resulted in temporary reductions in spending, however permanent expenditure reductions are also required. This will require improvement and standardisation of processes, operations and solutions. The University has established an Expenditure Task Force, led by the Chief Operating Officer, has been established to identify opportunities for permanent expenditure reductions and to drive whole-of-university solutions. Information about the taskforce's findings to date, and the opportunity to contribute ideas where further savings can be achieved, was shared with staff on 12 November 2024. Staff have until 10 December 2024 to make a submission.

The University will continue to share financial information with the community as it is appropriate, including on the Renew ANU microsite, townhalls, On Campus and other means. The Chief Financial Officer will also be holding a finance townhall on 12 December 2024, to provide further information on the University's finances, financial position and strategies to support financial sustainability, and be an educational session for staff to understand how the University's finances work. The financial goals and any proposed savings measures will continue to be reviewed with updates provided to the University community, taking into account feedback the University's progress in achieving savings, its revenue and the financial challenges and external factors that continue to impact upon the University.

In addition, the University has implemented several strategic measures to address its salary budgetary position. These include progressing the Enterprise Agreement variation proposal to forego the 2.5 per cent December 2024 salary increase, establishing the Recruitment Approval Committee (RAC) to ensure recruitment aligns with strategic objectives and actively managing leave liabilities. The Vice-Chancellor has taken a 10% salary reduction, and staff on Performance Based Employment Contracts are being asked to forego their December salary increase, potentially saving over \$1 million. These actions further aim to support a sustainable future for the University.

2. Background to the change proposal

The Change Proposal was issued on 17 October 2024 and proposed:

- The establishment of two (2) new continuing professional staff positions;
- The disestablishment of seven (7) continuing professional staff positions;
- The disestablishment of eight (8) vacant continuing professional staff positions;
- The realignment of six (6) continuing professional staff positions.

The impact of the Change Proposal would result in:

1. Consolidation of Revenue Generation Teams: Merging all revenue-generating teams under a new leadership role to enhance accountability, commercial focus and growth.
2. Rebranding of the Division: The Division would undergo a name change to reflect the work and breadth of the transformation undertaken by the Division, including values, mission statement, service charters, along with governance forums that are to be created to drive the change and new identity forward.
3. Integration of Asset and Space Management: Establishing a Systems Owner to improve data collection and reporting capabilities.
4. Realignment of Corporate Roles: Aligning with broader University directions for efficiency.
5. Reduced Procurement Needs: Due to lower capital spending and the shift to consolidated maintenance contracts
6. Sustainability Roles (two) to be moved from fixed term to continuing as these roles are necessary to initiate and sustain long-term engagement and behavioural change

across the ANU community to facilitate improved sustainability outcomes for the University.

7. Adjustments in Capital Projects and Sustainability teams: Reducing staff in these areas due to decreased funding and duplicated functions.
8. Enhancements in Security and Compliance: Increasing the security team with an additional senior position and, adding a HAZMAT role to support University compliance and planning.

By focusing on strategic areas and leveraging technology, the Change Proposal committed the Division to delivering long-term value and safety to its stakeholders. Success would require the support and collaboration of all team members to fully realise the program's goals.

To sum up, the proposed changes were to create efficiencies and more equitable delivery of services and support.

3. Overview of consultation process

On 16 October 2024 affected staff in the portfolio were invited to attend individual meetings with senior leaders and P&C representatives to hear about the proposed change, the proposed impact on their roles, the support available to them and the proposed timelines for consultation.

On 17 October 2024 the Vice-Chancellor and President, Provost and Senior Vice-President and other senior University leaders made an all-staff address to announce the Change Proposal. The Change Proposal was then released on the Renew ANU webpage, and a copy shared with the NTEU and all relevant unions.

The formal consultation period commenced on 17 October and closed on 31 October 2024, with all feedback to be submitted to Organisational Change (org.change@anu.edu.au) by the closing date. On 23 October 2024 a townhall was held with portfolio staff providing the opportunity to ask questions about the proposal. This was attended by the Director Facilities and Services, the Chief Operating Officer, and the Chief People Officer.

Recordings of the all-staff address and townhall 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. Staff also had the opportunity to provide feedback in respect of achieving budgetary savings.

The Change Proposal was viewed 1,323 times and there were 410 views of the townhall recording.

4. Overview of feedback received in response to the proposal

Eleven (11) submissions were received in relation to this change proposal during the consultation period. The key themes, in no particular order were:

1. the rationale and process around the change proposal, including impacted roles;
2. the rationale for consolidation of revenue raising teams;
3. the rationale for dividing the transformation into two stages.

1. Rationale and process for developing the change proposal and identifying roles declared surplus

A number of feedback items referenced consideration of and consultation around role functions, around the roles identified as surplus, and with the change plan in general, noting the following concerns:

- Impact on University operations and reduction of key functions, including the Quality Management System.
- Reduction in staff positions leading to increased workloads to be taken up by remaining staff.
- The University's commitment to Facilities and Services.

Response:

All roles identified as surplus have been reviewed with careful consideration. The core function of each role was evaluated to ensure minimal impact on the division and the University's capability to fulfil essential functions. This assessment was aimed at reducing redundancies, where possible, while preserving critical responsibilities.

As emphasised by the Vice Chancellor, Chief Operating Officer, and Director of Facilities and Services during multiple communications, and in the Facilities and Services town hall, the University must evaluate where it can achieve efficiencies without compromising the quality of its services. Redistributing core functions will be done thoughtfully, ensuring that essential duties are covered without disproportionately increasing the workloads of other team members.

Regarding the Quality Management System (QMS), the division remains dedicated to high standards of service delivery. However, it is not proposed that the division will pursue formal QMS accreditation.

Further efficiency improvements will come with the introduction of two new systems in 2025 – a new Parking System and a Facilities Management System (FMS) – both systems are aimed at reducing administrative demands and reducing the need for extensive resourcing in parking and facilities management.

2. Rationale for consolidation of revenue-generating teams

Feedback was received around the rationale for consolidating revenue-generating teams under a dedicated Revenue Manager position.

Response:

To support the University's financial goals and navigate the current financial landscape, Facilities and Services aims to enhance the performance of revenue-generating teams within the division. A dedicated Revenue Manager role will be introduced, staffed by a subject matter expert in financial management and revenue generation, to optimise financial outcomes from these teams.

3. Rationale for dividing the transformation into two stages

Some feedback contributors noted concerns around the decision to complete the Facilities and Services Division Change Plan over two separate stages.

Response:

The decision to divide the transformation into two stages is intended to allow the division to thoroughly review its internal functions in the first stage, while conducting a comprehensive assessment prior to considering any proposed changes in stage two.

Stage two will involve an in-depth evaluation of the Operations portfolio to identify opportunities for improved operational efficiency, potential reduction of redundant roles and functions, and cost savings for the University. This phased approach ensures an effective transformation that positions the division to operate with maximum efficiency and effectiveness. Stage two would be subject to a separate specific change proposal in line with the Organisational Change and Consultation process under the *ANU Enterprise Agreement (2023-2026)*.

4. Concerns about the management of work health and safety risks associated with the change proposal.

While feedback was not received from the NTEU in relation to this Change Proposal, for completeness the University notes that general concerns were raised regarding work health and safety risks associated with the change proposals.

Response:

The University has genuinely consulted with staff about the impact of the proposed changes, including any health and safety impacts. The University conducted a detailed psychosocial risk assessment in relation to risks associated with the change and, where risks were identified, confirmed control measures to be put in place. The two potential risks identified in the Change Proposal identify the broader risks in relation to this change and enable wider stakeholder input. The proposed changes were made available to all staff through the Renew ANU microsite and the opportunity for questions and answers were provided through Town Halls and feedback to Organisational Change. Health and Safety Representatives were also able to provide input via these channels. Through the consultation process, minor feedback was received in response to psychosocial risk and such feedback has been considered.

The University acknowledges and has considered any feedback through the consultation process and will continue to review any hazards, risks and controls accordingly, in compliance with its legislative obligations.

Summary of feedback

In summary, the University thanks respondents for their thoughtful and considered feedback about the Change Proposal provided during consultation. These have been taken into consideration as part of the implementation of this change. Further details of the final change to be implemented are provided below.

5. Impacts of the change to be implemented

The University will proceed with the following changes:

Professional Staff

- The establishment of two (2) new continuing professional staff positions;
- The disestablishment of seven (7) continuing professional staff positions;
- The disestablishment of eight (8) vacant continuing professional staff positions;
- The realignment of six (6) continuing professional staff positions.

Details of the positions to be disestablished are provided in **Table 1**. Details of new positions to be established are provided in **Table 2**. Position descriptions for these roles are included in appendix 2. Details of positions to be realigned and transferred are provided in **Table 3**.

Table 1: Impact on existing continuing and fixed term positions and occupants:

Position title	Level	Proposed position outcome	Occupant impact	No. of Positions
Corporate				
Administration Officer, Commercial	ANUO2/3	Position disestablished	Vacant	1
Parking Administration Officer	ANUO4	Position disestablished	Vacant	1
Governance and Compliance Manager	Senior Manager 1	Position disestablished	Vacant	1
WHS Officer	ANUO6/7	Position disestablished	Vacant	1
WHS Administration Officer	ANUO5	Position disestablished	Vacant	1

Senior Venue and Functions Manager	Senior Manager 2	Position disestablished	Vacant	1
Procurement and Contract Administration Officer	ANU05	Position disestablished	Declared surplus	1
QMS/Governance Officer	ANU06/7	Position disestablished	Declared surplus	1
Senior Manager, Commercial	Senior Manager 1	Position disestablished	Declared surplus	1
Events and Resource Officer	ANU04	Position disestablished	Declared surplus	1
Infrastructure and Planning				
Heritage Officer	ANU08	Position disestablished	Vacant	1
Project Officer	ANU08	Position disestablished	Declared surplus	1
Project Officer – Asset Replacement	ANU08	Position disestablished	Declared surplus	1
Environmental Management Officer – Engagement and Outreach	ANU06/7	Position disestablished	Declared surplus	1
Sustainability				
Carbon Removal Manager	ANU08	Position disestablished	Vacant	1
TOTAL				15

Table 2: New roles proposed for creation and filling via EOI

Position title	Level	Position type (continuing/ fixed term)	No. of positions
WHS Administration Assistant	ANU02/3	Continuing	1
Senior Revenue Manager	Senior Manager 2	Continuing	1
TOTAL			2

Table 3: Roles proposed for realignment within the Division

Position title	Level	Position type (continuing /fixed term)	Proposed new area	No. of positions
Asset Manager	Senior Manager 1	Continuing (VACANT)	Infrastructure and Planning	1
Asset Planning Officer	ANU08	Continuing (VACANT)	Infrastructure and Planning	1
WHS HAZMAT Officer	ANU06/7	Continuing	Infrastructure and Planning	1
Asset and Space Officer	ANU05	Continuing	Infrastructure and Planning	1
EMP Manager	Senior Manager 1	Continuing	Sustainability	1
Manager, Environmental Assessment and Training	ANU08	Continuing	Sustainability	1
TOTAL				6

Impact following disestablishment of the College of Health and Medicine

As part of the change implementation plan for the disestablishment of the College of Health and Medicine, one (1) position of Operations Manager, ANU Officer Grade 8 will be realigned to the Operations Portfolio, reporting to the Building Operations Manager.

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 the potential psychosocial 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.

	<ul style="list-style-type: none"> • 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 opportunity to bring a support person/union representative. • 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 a result of the implementation of this change, it has been identified that some work will no longer continue, while other work will be redistributed to different areas within the portfolio. Disestablishment of roles reflects where work will be substantively ceasing, or reduction in work volume, and the impact on existing positions is set out in Section 5 'Impact of the change to be implemented'. In support of the changed work requirements, two (2) new positions are also being created. Details of these positions are also set out in Section 5. As part of the implementation of these changes, workload allocations will be reviewed and/or redesigned to ensure they are equitable, transparent, sustainable, not substantively increased and do not present risks to health and safety of staff.

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 ANU, 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. Options for staff and to mitigate impacts upon the staff member can be raised and discussed.

Phase 2 – Recruitment and appointment – Internal Expression of Interest (EOI)

An Internal Expression of Interest process will be conducted for positions identified in Table 2. Eligible staff members will be notified of this during phase 1. Where an EOI process is required, affected staff will be invited to lodge applications for positions. Details of the application process will be provided to eligible staff. The selection process will include a formal selection panel and interviews may be held.

Phase 3 - 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. All options to minimise termination for involuntary redundancy will be identified and adopted where reasonably possible. As part of that process staff will have five working days to consider and express interest in the options contained in Clause 70.16 of the Enterprise Agreement (including permanent transfer, redeployment, voluntary conversions to part-time work, pre-retirement contract and voluntary separation). 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 4 – 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 5 – 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 6- 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 timeline 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.

The University is committed to consulting with affected staff and their union/s about this implementation plan in accordance with the organisational change provisions under Clauses 69 and 70 of the Enterprise Agreement. In consulting with affected staff, the University will provide the opportunity to affected staff and unions to comment on this implementation plan.

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
- Other relevant stakeholders as required.

The timeline for this change is set out below.

Activity	Dates and status
Meetings with directly affected staff	15 & 16 October 2024 [COMPLETED]
Portfolio Address	17 October 2024 [COMPLETED]
Release of the proposal to staff, union/s and other stakeholders	17 October 2024 [COMPLETED]
Consultation Period Commences	17 October 2024 [COMPLETED]
ANU wide Expenditure Taskforce financial information provided	22 October 2024 [COMPLETED]
Portfolio Townhall Q&A	25 October 2024 [COMPLETED]
Close of Consultation period	31 October 2024 [COMPLETED]
Collation of feedback from Consultation and preparation of Implementation Plan	From 1 November 2024 [COMPLETED]
Update on ANU wide Expenditure Taskforce seeking	12 November 2024 [COMPLETED]

feedback and information about non-salary Savings	
Release of Implementation Plan	25 November 2024
Proposed commencement of Implementation Plan	4 December 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.](#)

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

Appendix 1 – Current and future organisational structure

Appendix 2 – position descriptions for new roles

Appendix 1: Current and future organisational structure

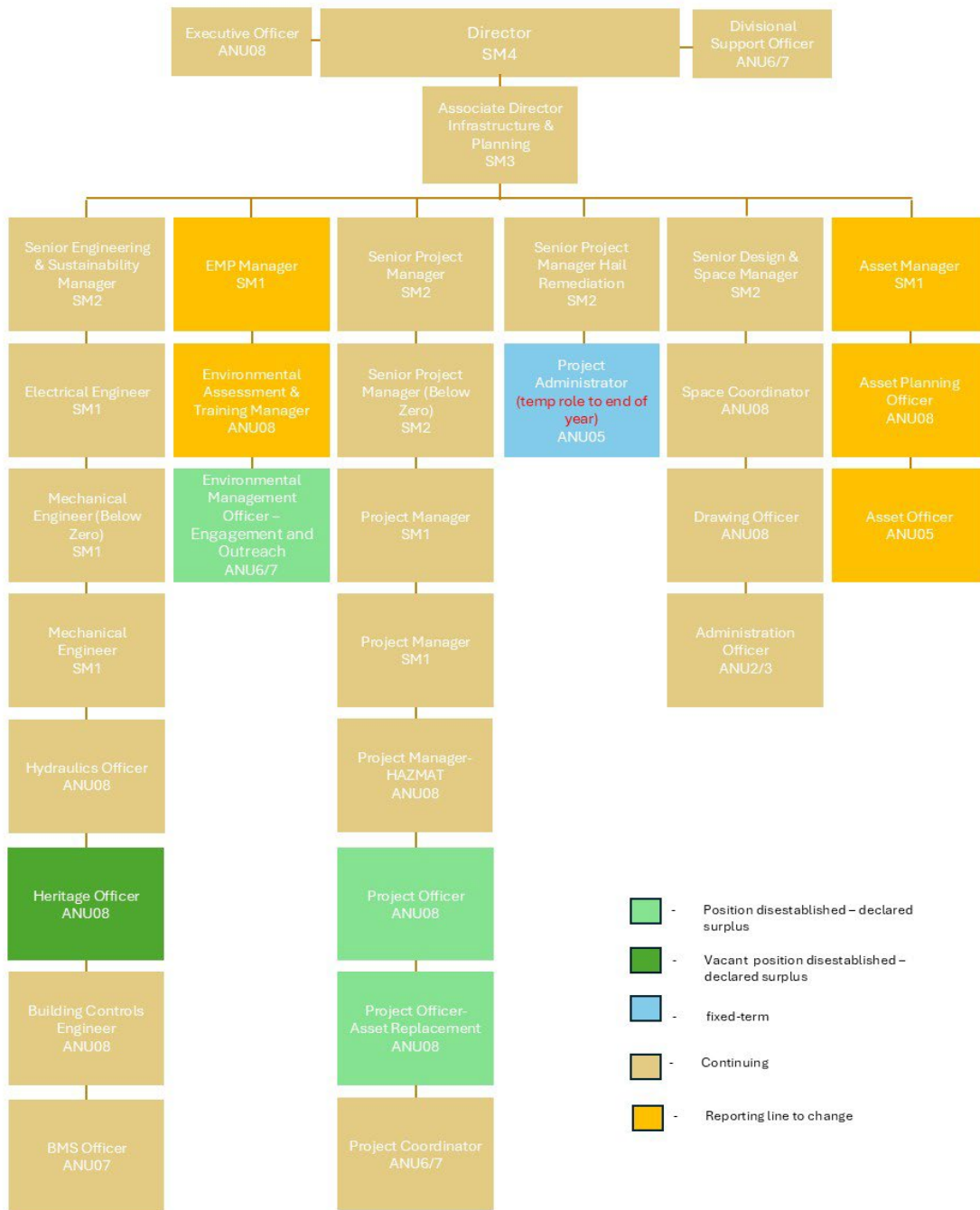
Current state - Corporate



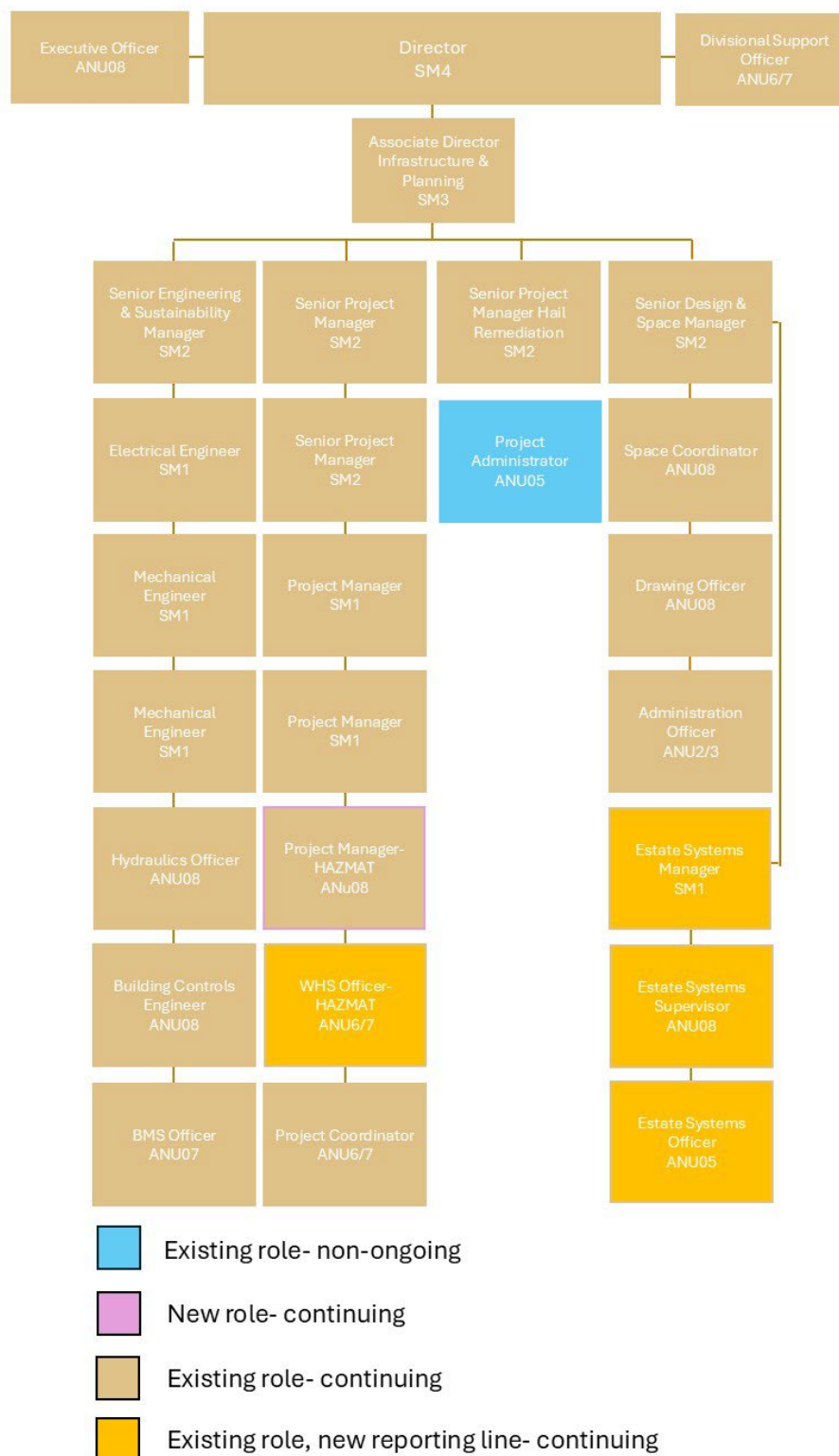
Future state – Corporate



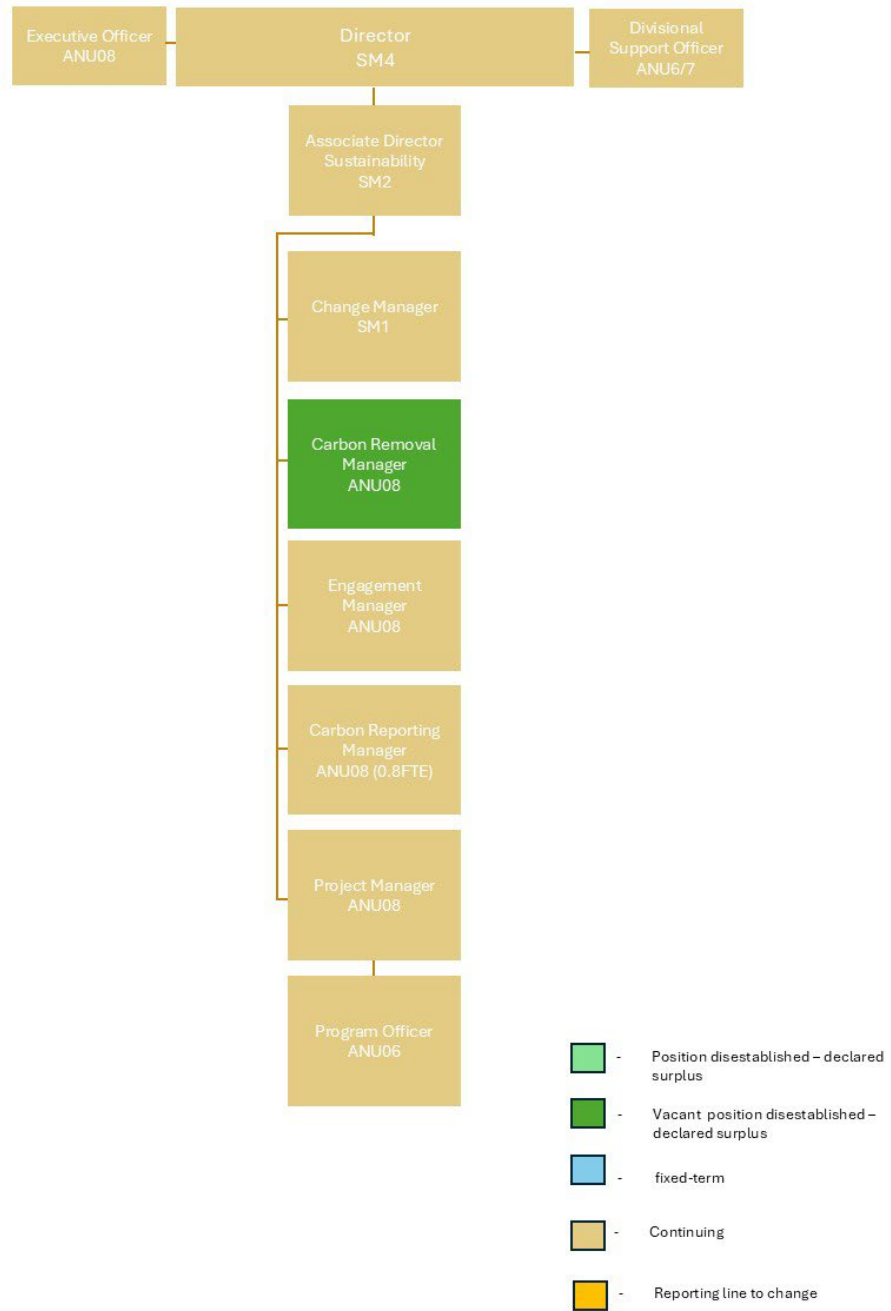
Current state – Infrastructure and Planning



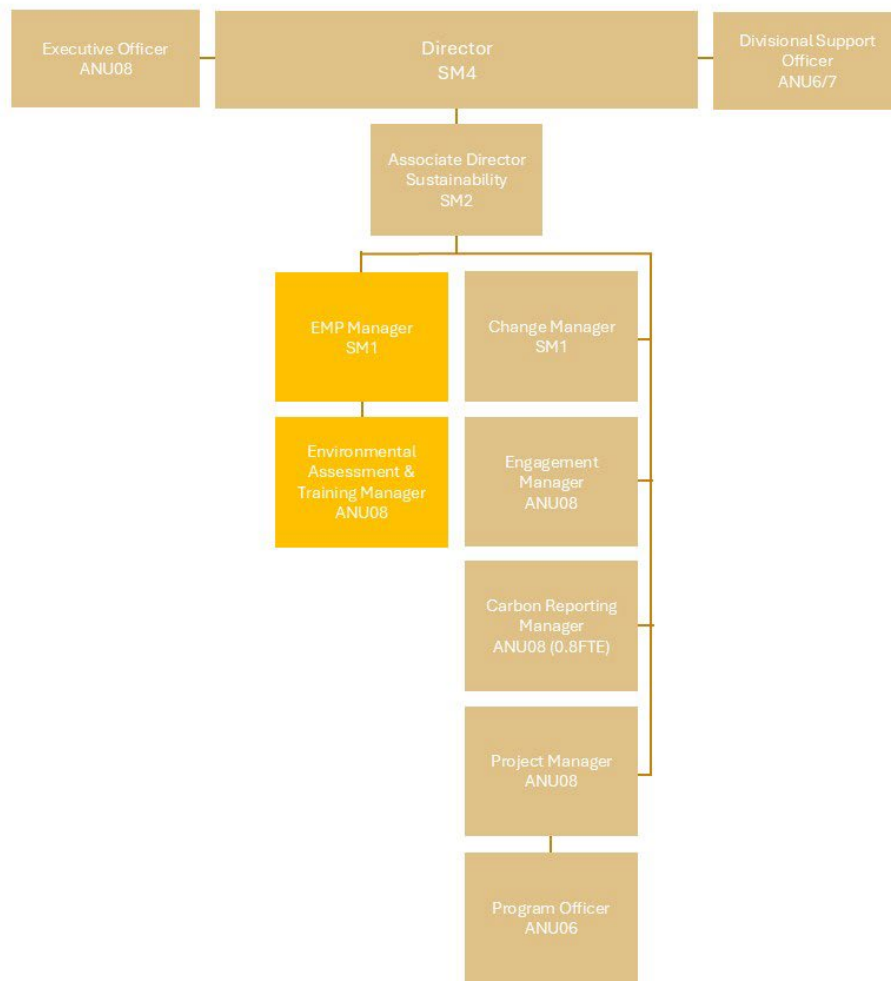
Future state – Infrastructure and Planning



Current state – Sustainability



Future state – Sustainability



- Existing role- non-ongoing
- New role- continuing
- Existing role- continuing
- Existing role, new reporting line- continuing

Appendix 2: Position descriptions for new roles



Position Description

College/Division:	Campus Environment
Faculty/School/Centre:	Corporate
Department/Unit:	Governance & Compliance
Position Title:	WHS Administration Assistant
Classification:	ANU 2/3
Position No:	
Responsible to:	WHS Manager
Number of positions that report to this role:	0
Delegation(s) Assigned:	
Special work requirements:	<i>Nil</i>

POSITION SUMMARY:

This position reports to the WHS Manager who is responsible for ensuring that the University's Work Health Safety Management System (WHSMS) is implemented with the Campus Environment Division. The WHS Administration Assistant will support the WHS Manager by providing assistance to ensure that the Chapters of the University WHSMS Handbook are implanted and monitored.

The purpose of Campus Environment is to enable world-class, safe, sustainable and inclusive campus environments through innovative operational excellence and a culture of unity that upholds the ANU founding mission of enduring significance.

We uphold our values of Unity, Integrity, Tenacity, Excellence and Customer Service in all of our activities.

Campus Environment maintains and enhances the University's physical environment, creating and maintaining sustainable state-of-the-art facilities, landscape and infrastructure in several locations across Australia. The Division's remit is wide-ranging, including the management of major construction projects and engineering services, the provision of security and cleaning services, commercial leasing, venues and accommodation, safety and compliance, and environmental sustainability.

Our portfolios- Operations, Infrastructure and Planning, Corporate, Sustainability, and University House- are integral in delivering on our commitments with a dedication to our mission and values.

Located within the Corporate Portfolio, the WHS Administration Assistant will provide administrative support to the WHS Manager to enable delivery of outcomes and objectives that meet Divisional objectives and University requirements.

KEY ACCOUNTABILITY AREAS:

Position Dimension & Relationships:

The WHS Administrative Assistant will work under general direction with a degree of autonomy, reporting to the WHS Manager and working closely with the Corporate team, leadership team and colleagues in the business units.

Capabilities, values and behaviours:

Campus Environment staff understand and acknowledge the Mission of the division and uphold the values of Unity, Integrity, Tenacity, Excellence and Customer Service, enabling a world-class, safe, sustainable and inclusive campus environment in all aspects of their work, including purposeful management of relationships with internal and external stakeholders.

A staff member within Campus Environment is required to be accountable and responsible for their work, to demonstrate dependability and to treat everyone with courtesy, respect, empathy, and kindness. They celebrate successes, are comfortable in both giving and receiving feedback and work together to share ideas and resources across [Facilities and Services] and the wider University.

Role Statement:

- Monitor and maintain the WHS mailboxes, ensuring that responses by the relevant team members are provided in a reasonable timeframe and action mail is filed accordingly.
- Assist the WHS Manager through setting up meetings, scheduling training and maintaining the WHS Training database.
- Scheduling First Aid Kit restocking and coordinating with the Provider and Teams on suitable times and location.
- Assist with the scheduling of Health Monitoring Activities as required.
- Assist with monitoring the Automatic Defibrillators (AEDs) on Campus.
- Assist with invoicing as required.
- Develop and maintain strong channels of communication with stakeholders (ANU and the broader community)
- Comply with all ANU policies and procedures, particularly those relating to work health and safety and equal opportunity.
- Perform other duties as requested, consistent with the classification of the position and in line with the principle of multi-skilling and professional development.
- Apply environmental sustainability principles in your work including energy, space and water efficiency, reducing greenhouse gas emissions and waste, recycling, enhancing biodiversity and ensuring building works incorporate sustainable design principles.

SELECTION CRITERIA:

1. Completion of Year 12 or certificate II, with significant experience; or an equivalent combination of significant experience and/or education/training
2. Understanding of WHS practice and the ability to interpret and apply policies and process across broad workplace activities.
3. Professional interest in broader WHS community and willingness to participate in committees and working groups across the university to attend further training,
4. Strong customer service skills, including the ability to liaise with a diverse range of people including colleagues, management, contractors and staff/students from other colleges.
5. Demonstrated ability to complete tasks in accordance with direction, complete follow up actions and effectively assist with the delivery of reporting requirements.
6. Well-developed computer skills, including familiarity with Microsoft Office suite of programs, particularly word, excel spreadsheets, databases, email and the Internet.
7. Good organisational skills with an ability to work autonomously, exercise initiative and work cooperatively as part of a team.
8. Demonstrated ability to promote the portfolio values of Accountability, Professionalism, Care, Passionate, Courageous and Collaboration, and a commitment to positively comply with the associated behavioral expectations.
9. A demonstrated high-level understanding of equal opportunity principles, and occupational health and safety, and a commitment to their application in a university context.

The ANU conducts background checks on potential employees, and employment in this position is conditional on satisfactory results in accordance with the [Background Checking Procedure](#) which sets out the types of checks required by each type of position.

References:

[Professional Staff Classification Descriptors](#)

[Academic Minimum Standards](#)



Position Description

College/Division:	Campus Environment
Department/Unit:	Corporate
Position Title:	Revenue Manager
Classification:	SM2 (Administration)
Responsible to:	Associate Director Corporate
Number of positions that report to this role:	4
Delegation(s) Assigned:	

POSITION SUMMARY:

The purpose of Campus Environment is to enable world-class, safe, sustainable and inclusive campus environments through innovative operational excellence and a culture of unity that upholds the ANU founding mission of enduring significance.

Campus Environment maintains and enhances the University's physical environment, creating and maintaining sustainable state-of-the-art facilities, landscape and infrastructure in several locations across Australia. The Division's remit is wide-ranging, including the management of major construction projects and engineering services, the provision of security and cleaning services, commercial leasing, venues and accommodation, safety and compliance, and environmental sustainability.

Our portfolios - Operations, Infrastructure and Planning, Corporate, Sustainability, and University House- are integral in delivering on our commitments with a dedication to our mission and values.

Located within the Corporate Portfolio, the Revenue Manager will enable delivery of outcomes and objectives that meet Divisional objectives and University requirements.

KEY ACCOUNTABILITY AREAS:

Position Dimension & Relationships:

The Revenue Manager will work under broad direction with a degree of autonomy, reporting to the Associate Director Corporate and working closely with the Corporate team, leadership team and managers and colleagues in the assigned business units. The Manager will have responsibility for strategic decision-making and optimising financial results by anticipating demand and using that information to maximise revenue generation.

The Revenue Manager will play a key strategic and operational role in the management and optimisation of diverse income streams, including commercial leasing, venues & events accommodation services, parking operations and print and mail services at the Australian National University (ANU). This role requires strong financial acumen, strategic planning skills, and commercial expertise to ensure efficient operations, sustainable revenue growth, and alignment with the University's objectives.

In relation to the assigned business units:

- **Commercial Services** - oversee lease agreements and manage relationships with tenants to maximise occupancy and rental income. Collaborate with the legal and property teams to negotiate lease renewals, contracts, and new agreements and ensure compliance with regulatory requirements and mitigate risks associated with leasing operations.
- **Accommodation** - manage revenue strategies for staff accommodation to maintain high occupancy rates, developing pricing models and managing seasonal demand for optimal occupancy.
- **Parking** - oversee the administration and pricing of parking facilities, ensuring an efficient and user-friendly system for students, staff, and visitors. Implement technologies and practices to enhance parking access and revenue collection, ensuring compliance with relevant parking regulations and manage stakeholder engagement.

- **Print & Mail** - manage the operational performance and financial outcomes of print and mail services, identifying opportunities to streamline processes, improve service delivery, and enhance revenue. Ensure cost-effective procurement of supplies and maintain vendor relationships.
- **Venues & Functions** - oversee the management of university venues and function spaces to maximise utilisation and revenue. Collaborate with relevant stakeholders to promote venue hire opportunities to internal and external clients ensuring processes for efficient booking, setup, and operational support of events meet customer expectations.

Capabilities, Values and Behaviours:

All Campus Environment staff understand and acknowledge the Mission of the Division and uphold the values of Unity, Integrity, Tenacity, Excellence and Customer Service, enabling a world-class, safe, sustainable and inclusive campus environment in all aspects of their work, including purposeful management of relationships with internal and external stakeholders.

This position, as a staff member within Campus Environment is required to be accountable and responsible for their work, to demonstrate dependability and to treat everyone with courtesy, respect, empathy, and kindness. They celebrate successes, are comfortable in both giving and receiving feedback and work together to share ideas and resources across Campus Environment and the wider University.

Role Statement:

Under the broad direction of the Associate Director Corporate, the Revenue Manager will:

- Develop, implement, and monitor revenue strategies across all assigned business units, ensuring alignment with the University's strategic goals.
- Analyse market trends, competitor offerings, and internal performance metrics to identify growth opportunities and optimise pricing models.
- Demonstrated experience in managing multiple income streams, with success in increasing revenue and lowering operational costs.
- Prepare and manage forecasts, budgets, and financial reports to achieve revenue and profitability targets.
- Produce written reports outlining anticipated financial performance and the expected outcomes from various strategic decisions. Continuous evaluation of the effectiveness of current pricing, sustainability, market competitiveness and alignment with the University's strategic direction will also be required.
- Lead, mentor and develop a team to ensure professional growth and ensure a cohesive team focussed on improving customer service and experience.
- Review, implement and maintain business processes and procedures for improved efficiencies whilst maintaining a high level of customer service for clients and stakeholders.
- Provide high-level advice and analysis on the application of relevant University policies and procedures to assist with decision-making and achieve project objectives.
- Develop and maintain strong channels of communication with stakeholders (ANU and the broader community).
- Comply with all ANU policies and procedures, and in particular those relating to work health and safety and equal opportunity.
- Perform other duties as requested, consistent with the classification level of the position and in line with the principle of multi-skilling.
- Apply environmental sustainability principles in your work including energy, space and water efficiency, reducing greenhouse gas emissions and waste, recycling, enhancing biodiversity and ensuring building works incorporate sustainable design principles.
- Understand and acknowledge the Mission of the Campus Environment division and uphold the values of Unity, Integrity, Tenacity, Excellence and Customer Service, enabling a world-class, safe, sustainable and inclusive campus environment that promotes operational excellence.

SELECTION CRITERIA:

1. Relevant qualifications and/or 3-5 years experience in revenue management or related field.
2. Demonstrated experience managing multiple income streams, preferably within a large organisation or institution.
3. Strong analytical and problem-solving skills to drive decision making.
4. Strong financial management skills, including budgeting, forecasting, and data analysis.
5. Proven ability to develop and execute strategies for growth and optimisation across diverse portfolios.
6. Demonstrated ability to manage problems, use sound judgement in decision-making, prioritise competing demands and contribute to work area planning.
7. Experience and demonstrated ability to develop, manage and motivate diverse teams in a complex and changing environment, with a focus on continuous improvement and strong customer service.
8. Excellent interpersonal skills, including the ability to consult, negotiate and liaise effectively and provide advice to a diverse range of internal and external stakeholders, with a focus on effective practices and client satisfaction
9. Excellent communications skills, both written and oral, including proficiency with the full range of the Microsoft Office Suite and revenue management software. This includes demonstrated ability to prepare and deliver a high standard of written correspondence, including management reports, briefing notes and drafting complex documentation.
10. A demonstrated high- level of understanding of equal opportunity principles and occupational health and safety and a commitment to their application in a university context.

The ANU conducts background checks on potential employees, and employment in this position is conditional on satisfactory results in accordance with the Background Checking Procedure which sets out the types of checks required by each type of position.

Supervisor/Delegate Signature:		Date:	
Printed Name:		Uni ID:	

References:

[General Staff Classification Descriptors](#)

[Academic Minimum Standards](#)

¹[Schedule 5 - General staff classification descriptors - Human Resources - ANU](#)

²[Schedule 4 - Human Resources - ANU](#)