



APPENDIX A: Additional Feedback

The following feedback was received on issues not directly related to the proposed ANU 2025 Change Principles, which nevertheless reflect important issues for consideration by the University.

Three key themes emerged in that feedback, they relate to:

1. Financial sustainability,
2. Consultation and organisational change, and
3. How best to support our community through change.

1. Financial Sustainability

Several suggestions have been made to improve the University's financial position, including incentivising departments to identify cost-saving measures, increasing ownership of revenue generation, and investing in financial education for staff. These ideas are being considered, including as part of the broader financial strategy for the University. We will continue to engage with stakeholders to refine these initiatives and assess their feasibility, ensuring that they align with the University's long-term goals and financial sustainability.

We acknowledge the recommendations around enhancing budgetary controls, particularly in relation to external contracts, consultants, salary gaps, and overall expenditure. To address this, the University is reviewing its financial management processes to strengthen oversight and ensure better control over expenditures in these areas. Additionally, we are mindful of concerns regarding potential increases in headcount following organisational changes. Any future staffing adjustments will be carefully managed in alignment with the University's financial strategy, governed through the Recruitment Advisory Committee (RAC), to ensure headcount growth is controlled and sustainable.

Questions were raised by staff regarding financial projections, particularly in relation to deficit projections and the savings associated with centralisation. The University responded to a number of issues concerning the presentation of the University's financial position in the response to the open letter and is committed to providing further clarity on how financial savings are being realised and tracked. We will ensure that financial updates are communicated regularly and include clear explanations of the progress towards deficit reduction and the specific savings derived from centralisation initiatives. Our commitment is to provide this information on a quarterly basis.

Further additional financial Information is available at the Renew ANU 2025 website.

2. Consultation and organisational change

The feedback raised questions over transparency, engagement, and the impact of the proposed ANU 2025 Change Principles. The intention in releasing the *Consultation Paper*

was to provide an early opportunity for staff and the broader ANU community to contribute their insights to help inform the development of specific proposals were, in a holistic and considered approach. The *Consultation Paper* deliberately focuses on a proposed overall approach to University wide improvement and sets the foundations for future development by proposing a general approach for refining the structure and organisation and key principles to guide the University's organisational units and functions. This approach and high level principles will help inform any proposals that may follow through to individual change plans at the College, Portfolio, and Divisional levels.

This approach is about shaping the guiding principles for future change – not implementing immediate structural changes or specific changes to particular roles or organisational units. We recognise the desire for greater detail and note that the *Consultation Paper* includes the information available to the University at this time. While the University has been transparent about the likelihood of changes being required to address our financial position, there are no current proposals regarding staffing levels, changes to organisational units, or a fixed view on how savings may be realised. Any such proposals will be informed by the ANU 2025 Change Principles and would be subject of specific change proposals and consultation.

We also acknowledge the feedback received about the consultation experience itself. Staff expressed concerns that the consultation process itself feels rushed and lacks sufficient detail, further leading to uncertainty. There were requests for more information, lead-in times, and transparency, particularly regarding budget allocation. Stakeholders were provided with 15 days to offer feedback, suggestions, and ideas. This period was considered appropriate given the nature of the proposed change, the level of detail in the *Consultation Paper*, and the range of planned consultation activities, including town halls and written submission channels. There was input from a wide range of stakeholders, including First Nations, culturally and linguistically diverse (CALD), neurodivergent, and other staff and students.

The University will work to minimise any technical issues in town hall meetings to ensure that engagement opportunities are accessible and effective and continue to welcome feedback on channels for high inclusivity for all stakeholders.

Issues were raised about adherence to the Enterprise Agreement, particularly regarding clauses that ensure job security and content of change proposal documents. Questions have been raised about whether formal consultation was needed for the overall approach and these broad principles, or why it took place at this stage without clear definitions of how the principles relate to job security and the clarity of the future state.

The University carefully considered its obligations under the *Enterprise Agreement* in preparing the *Consultation Paper*. We are mindful of the specific obligations regarding job security (clause 69.5) and consultation (clauses 70.5 to 70.13). The University wanted to provide information about the overall proposed approach, proposed principles for a new operating model and approach to achieving financial sustainability targets. In doing so it has provided a broad opportunity across the entire University to provide feedback at this higher level to be considered and influence the overall approach and framework that the University was proposing. We are satisfied that our consultation process meets the Enterprise Agreement requirements and it was recognised and expressed in the change proposal that further consultation would be necessary. Future individual change plans developed at the College, Portfolio, and Divisional level will continue to align with our obligations under the *Enterprise Agreement*.

The next formal step will be the release of an *Implementation Paper*, which will communicate the updated Renew ANU 2025 Change Principles to ensure shared understanding and outline the next phase of the change roadmap.

3. Supporting our community through change

The consultation process reinforced that psychosocial risks will be considered, assessed and managed. This included the importance of key controls to manage risks, including clear communication, manager capability, workload monitoring, and role clarity, all of which have been built into the risk framework.

Feedback indicates that some staff are concerned about job demands, job insecurity, harmful behaviour (eg bullying) and risks of poor organisational change management and how these hazards interact. We value the feedback from our stakeholders, including Health and Safety Representatives (HSRs), for raising important health and safety matters during the consultation period, particularly around psychosocial hazards. Relevant issues will be incorporated into future assessments alongside specific change plans. A risk assessment has been reviewed and updated considering this feedback, with further feedback welcomed.

The current psychosocial risk assessment in respect of the activities arising from the current change proposal has been provided at Appendix C.

Strong emphasis has been placed on embedding inclusion, diversity, equity, and access principles into the design and change process. The impact of changes on diverse groups, including First Nations staff and students, should be carefully assessed to ensure fairness. This includes the need for diverse decision-makers, a focus on mitigating bias and broader incorporation of IDEA principles into recruitment and workforce planning. While not explicitly stated in the Consultation Paper, IDEA principles are central to our values and must underpin all aspects of the change process. We are committed to strengthening their visibility and ensuring no group is disproportionately affected by change. We will continue to assess impacts through an equity lens, diversify leadership and decision-making, and ensure all members of our community feel heard, valued, and supported.

The cumulative effect of change, including protracted change, on staff morale and the university's reputation has been noted as an area requiring careful consideration. This impact is further influenced by the need for thoughtful, transparent choices to maintain culture and protect the institution's standing. Change represents opportunity for the University to reassert its values and choices that enhance our desire to remain an important, relevant and impactful institution, serving the mission for the Australian people.