

PLANNING & SERVICE PERFORMANCE DIVISION

Organisational Change Proposal

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Background and Context - Renew ANU and Principles for Change

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 have 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, along with discoveries of emergent fields and ways of thinking, it has never been more critical to refocus and reshape the ANU to address the research and educational challenges of present and future Australia.

Renew ANU

Renew ANU involves a series of transformation initiatives commenced in October 2024 that aims to reshape the University's structure and operating model to ensure long-term academic excellence, financial sustainability, and alignment with its national mission. The program takes a strategic, phased approach to organisational change, guided by clear principles and extensive consultation.

The University is facing a confluence of external and internal pressures that make significant transformation both critical and necessary. Key drivers include:

- **Persistent financial challenges:** ANU has recorded significant financial deficits since 2020. Without action, this trajectory threatens the University's ability to continue to invest in its academic mission and meet current and future obligations. We need to ensure the University is aligned in an effective and efficient manner to be sustainable and deliver our unique mission.
- **Declining international rankings:** The University's position in global rankings has steadily declined since 2017. In the latest THE rankings, ANU was ranked 73rd in the world, down from 67th in 2023, and continues a downward trend since our high point at number 47 as a THE top 50 university in 2017. Our QS rankings have also fallen from 19th to 30th in the world between 2016 and 2025. This continued decline in rankings has consequences for ANU including for student recruitment, talent attraction and retention, and overall global competitiveness.
- **An inefficient and ineffective, decentralised operating model:** ANU has a highly devolved structure, with significant duplication and variability in the delivery of services across Colleges and Portfolios. UniForum benchmarking results shows the University's services are among the most inefficient and ineffective in the Australian higher education sector. This is especially concerning in comparison to peer Group of Eight (Go8) universities, where similar services are performing at a higher level of satisfaction and more efficiently in terms of cost.
- **Increased competition and external uncertainty:** The higher education sector is rapidly evolving, with rising expectations from students, greater competition for international students, and policy changes affecting student demand and supply that have material funding implications for universities, including domestic and international caps and threats to research funding. These factors introduce volatility and require institutions to be more agile and efficient.

In response, and in consultation with staff, the University has already implemented a series of strategically aligned activities, including:

- **Academic College Changes and Realignment:** Reduced the number of Academic Colleges from seven to six, realigning Schools, Centres, and Institutes, and renaming Colleges to reflect new academic missions.

- **Changes to central Portfolios:** Changes to the Academic and Research and Innovation Portfolios, together with changes to the Facilities and Services Division in the Services Portfolio resulted in cost reduction and streamlining of these central services.
- **Change Principles and the new Operating Model:** Consulted with staff and their representatives on our proposed approach to change principles for academic and research activities, and principles for a new operating model to improve the efficiency and effectiveness of university services and support financial sustainable work areas.
- **Savings initiatives:** Pursued a range of initiatives to seek to achieve savings in recurrent expenditure, including a range of non-salary savings.
- **Provision of information on the University's position:** Intended to promote transparency with staff by providing information to support effective decision-making.

Further detailed information about Renew ANU and the University's financial update as of May 2025 is available on the [Renew ANU website](#).

Renew ANU Change Approach and Principles

Finalised in May 2025, following consultation with staff and their representatives, the Approach to Change and Change Principles underpin further Renew ANU activities and guide the development and implementation of future organisational changes. They provide a consistent foundation for decision-making, design, and implementation, ensuring coherence across Colleges, Portfolios, Service Divisions and connection to the University's strategic and national purpose.

Approach to Change

Approach to Change	Description
Remove duplication in service delivery	To identify and eliminate duplication across services by streamlining functions where overlap exists and creating greater role clarity and accountability, to ensure that services are better aligned with the University's core mission.
Identify non-salary cost savings	Continuing the Expenditure Taskforce to ensure resources are allocated efficiently, improving cost-effectiveness while maintaining the high-quality services required to support teaching and research
Develop specific proposals for change	<p>The University will adopt a phased approach to developing specific change proposals to support the improved operating model and College activities. These individual proposals will be developed and led at the local level and in close consultation with relevant stakeholders.</p> <p>Specific change proposals will give consideration to the importance of preserving ANU's research and teaching excellence and change processes will have appropriate governance and accountability to ensure the success of the new operating model.</p>

Academic and Research Principles

Principle	Description
National Mission and Academic Excellence	Academic structures are aligned with ANU's national mission, research priorities, and global standing.
Strategic Alignment and Financial Sustainability	Academic and research activities are supported by data-driven, financially sustainable planning.
Program and Delivery Review	Continuous assessment of academic programs ensures relevance, innovation, and integration of digital learning.

Operating Model Principles

Principle	Description
Mission-focused transition	Changes must minimise disruption and align with the University's national purpose.
Leadership role clarity	Academic and professional leaders have defined responsibilities, while fostering collaboration across functions.
Consistency across functions	Standardised roles and services promote equity and efficiency.
Collaboration and shared governance	Local hubs of professional expertise support shared decision-making.
Functional service ownership	Central ownership and oversight of service functions across ANU.
Data-driven resource allocation	Staffing and resources aligned with student demand, research activity, and strategic goals.
Operational efficiency and effectiveness	People, processes, and systems are streamlined and aligned.
Clear workforce development pathways	Professional staff have visible, supported career pathways.

Context and Rationale for Change

Introduction

The Planning and Service Performance (PSP) Division supports the University through the provision of data and analytics to enable evidence-based decision-making. The Division is also responsible for driving improvements in university processes and service delivery. PSP underpins the University's planning and performance functions to ensure compliance with key legislative and regulatory requirements including the *Public Governance, Performance and Accountability Act 2013 (PGPA)* and the *Higher Education Support Act 2003 (HESA)*. In addition, PSP ensures that the Provider Standards are met and utilised to drive performance and accountability throughout the institution. This includes oversight of quality assurance and performance reviews of organisational units.

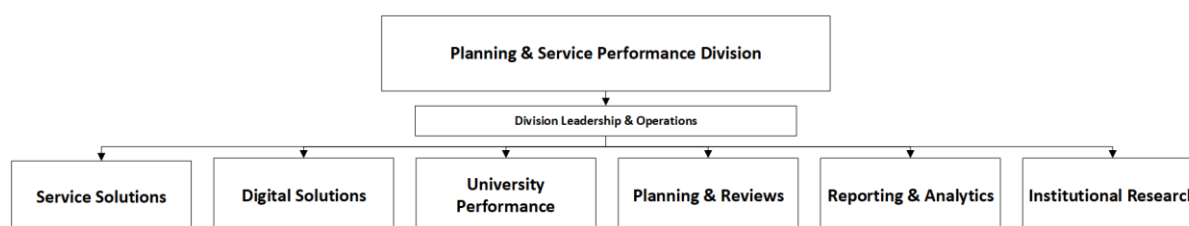


Figure 1 - Planning & Service Performance Division Current State (Summary Level)

The Division is currently made up of six teams:

- Service Solutions – Leads service re-design and improvement. Custodians of the University's Service Performance Framework, Project Management Framework and Project Management Policy.
- Digital Solutions – Focuses on digitising and automating University forms and processes not catered for by Enterprise Systems and supports a community of citizen developers who develop solutions with similar low-code tools across Colleges and Divisions.
- University Performance – Assesses University performance, including through effectiveness and efficiency benchmarking.
- Planning and Reviews – Supports the University's Planning Framework, including compliance with *PGPA Act* and *HESA* obligations, student load projections and verifications, and co-ordination of organisational unit reviews and quality assurance.
- Reporting and Analytics – Manages the provision of data including the University's data warehouse, business intelligence and modelling, forecasting tools, and associated reports.
- Institutional Research – Conducts social research aligned with the University's responsibilities under the Federal Government's Quality Indicators for Learning and Teaching (QILT) framework and uses student feedback to support quality assurance improvements under the *Provider Standards*.

This document provides the background, rationale and expected outcomes of proposed changes. It has been prepared to facilitate consultation with staff and their unions in accordance with Clause 70 of The Australian National University Enterprise Agreement 2023-2026 (the Enterprise Agreement).

Vision for Planning & Service Performance

Our vision is to empower the University to achieve its strategy and performance aspirations by delivering trusted datasets, reports, analysis, insights and intelligence that will drive the institutions performance.

The Division will deliver on the ANU Data, Information Management and Integration Strategy 2023 – 2026 by modernising our data and analytics architecture and executing the University's obligations under the ANU Data Governance Policy enhancing quality and the trust of corporate data.

We will ensure the establishment of feedback mechanisms that give our community a voice and capture their views and sentiment on our services, strategy and performance. We will ensure that this is undertaken using quality, academically sound, primary research and analysis using proven social research methods, such as survey instruments and focus groups.

We will support the University's strategic direction through robust planning frameworks, strategy development, and modelling capability and systems that underpin our capacity to understand potential futures.

Our commitment to quality assurance and continuous improvement will be supported by strong performance measurement and evaluation processes.

To realise this vision the proposed changes, aim to:

- Clarify functional leadership expectations for data and analytics - to enable successful delivery of the ANU Data, Information Management and Integration Strategy 2023 – 2026 and ensure resources are aligned to support this function.
- Streamline data and analytics architecture – to remove operational inefficiencies caused by multiple platforms and overlapping software.
- Build workforce development pathways and reduce operational risk – by connecting dispersed data and analytics positions into a virtual community of practice that fosters shared expertise and supports business continuity, governance, privacy, and cyber security.
- Embed operational efficiencies through greater visibility and use, by identifying and activating underutilised or siloed data sets held within individual teams.
- Integrate digital solutions into the University's enterprise IT framework – to eliminate duplication, align with the Digital Plan, decommission redundant platforms like SmartIQ, and ensure service improvement is governed centrally through ITS.

Consistency with Renew ANU Change Principles

The proposed changes are informed by, and have been developed with consideration of each of the *Renew ANU Change Principles*:

- **Collaboration and Shared Governance** – The proposal will directly enhance shared governance through the re-alignment of services under the functional owner and into their governance frameworks.
- **Mission-Focused Transition** – The proposed structure is linked to the University’s core mission and priorities.
- **Operational Efficiency and Effectiveness** – The proposal directly addresses existing inefficiencies and places the Division’s operations to be more effective in its remit.
- **Leadership role clarity**: The introduction of updated Position Descriptions will provide clearer expectations for leadership roles, including accountability for team outcomes, staff development, and the delivery of functions.
- **Consistency across functions**: Standardising role titles and aligning Position Descriptions with sector norms will promote consistency across teams. This will help to identify and reduce duplication, clarify responsibilities, and support equitable and coordinated service delivery.
- **Functional service ownership**: This proposal establishes clear functional service ownership of Data and Analytics and re-aligns other functions under the correct functional owners. This proposal also establishes a clear ‘hub and spoke’ service model for data and analytics.
- **Data-driven resource allocation**: This proposal re-aligns the current workforce to match workloads and to address skillset needs.
- **Clear workforce development pathways**: This proposal establishes clearer workforce development pathways for data and analytic professionals across the University and creates team structures that have standardised roles, clearer spans of control, and enhanced opportunities for career development and progression. This will support staff mobility, cross-skilling, and the growth of future leaders in the University.

Financial Overview and Context

The proposed structural change in PSP is driven by a number of complimentary needs:

- the need to realign capabilities and services with strategic priorities;
- the need to remove duplication, improve efficiency and implement a more effective operating model aligned to the ANU Operating Model principles;
- the need for a sustainable workforce profile; and
- The need to operate within a sustainable financial framework.

This section outlines the financial context for the change which includes a reduced salary budget.

The proposed new structure is designed to meet the below budget forward estimates whilst preserving essential operational capacity. It supports the ongoing needs of the University across academic, research, and professional functions. The approach balances cost reduction with the need to maintain service quality, support staff, and enable the University to achieve its strategic goals with a sustainable workforce profile.

In considering the actual budget and projected financial figures below, the following needs to be kept in mind:

- The financial drivers form part of an overall impetus for change which includes non-financial reasons outlined above.
- The projected figures represent anticipated future outcomes from the change process and may change based upon feedback.
- There are several variables such as VSS and implementation outcomes which are anticipated but not yet determinative. Fluctuations in these variables may influence the overall approximate savings identified below.
- The identified savings will be achieved through a reduction in the number of positions which includes disestablishment of vacant positions.
- PSP has been operating with a substantial vacancy rate. This assisted in managing financial pressures, resulting in reduced actual expenditure in 2024 and enabling the Division to operate within its 2025 financial allocation without the need for more immediate or significant reductions. This strategy has supported short-term financial sustainability; it has also resulted in a growing misalignment between staffing levels and ongoing service demands. This proposal re-profiles the workforce to address this issue, allowing some necessary positions to be filled and new roles created to ensure a sustainable workforce profile that delivers the outcomes the University needs.

Key Financial Figures (2024 to 2026 budget and costs information)

Year	Budgeted Operational Salary Costs	Actual Operational Salary Costs
2024	\$7.41 million (\$8.2 million in 2026 dollars)	\$6.8 million (actual)
2025	\$6.1 million (allocated)	\$5.9 million (forecast as at end of Q1)
2026	\$6.4 million (forward estimate/planning assumption)	–

A number of roles are also proposed to be transferred to ITS and a number of roles transferred in from ITS to better align to each Divisions focus. The net savings achieved, including voluntary separation scheme savings is estimated at \$1.2m.

Key Clarifications

- While some budgets have been allocated, and others forecasted, this does not predetermine that job losses will occur and the nature and extent of staffing changes. Adjustments may instead involve role redesign, realignment of responsibilities, or other structural changes that better align with funding constraints, as well as voluntary measures. Such decisions are made by local leadership reflecting the operational and strategic needs of the area and the University at the time.
- The 2026 numbers are forward estimates only. The 2026 budget is expected to be presented to Council for approval in December per the normal budget cycle processes.
- These decisions have now been made by PSP leadership and form the basis of the proposed changes in this document.
- The proposed new structure is designed to meet the below budget forward estimates whilst preserving essential operational capacity. It supports the ongoing needs of the University across academic, research and services functions, balancing cost reduction with the need to maintain service quality, support staff, and enable the University to achieve its strategy and aspirations for institutional performance with a sustainable workforce profile.

Overview of proposed changes to Planning & Service Performance

It is proposed to change the Division name to the **Institutional Insights and Analytics Division (IIA)** to better reflect its scope and responsibilities. Other proposed changes include:

- Realigning the Digital Solutions team to Information Technology Services (ITS);
- Disestablishing the Service Solutions team;
- Realigning two positions from ITS to IIA, Data Analyst & Data Architect;
- Streamlining the divisional leadership and operations structure; and
- Organising the Division into four (4) teams under two Deputy Directors (see Figure 2):
- Analytic Translation and Insights
- Planning and University Performance
- Reporting and Analytics
- Data Provisioning and Governance

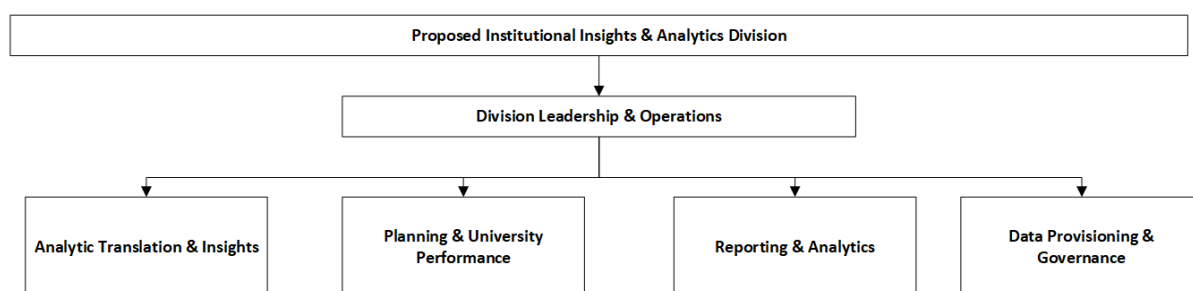


Figure 2 - Proposed Institutional Insights & Analytics Division (IIA)

The Division will continue to deliver services on behalf of executive sponsors – primarily the Vice-Chancellor, Provost and Chief Operating Officer who retain oversight of these functions. For example, the Survey of Experience of Learning & Teaching (SELT) will be delivered by IIA at the direction of the executive owners, the DVC Academic and the Provost.

The proposed changes to each team are outlined below.

Digital Solutions

It is proposed that the Digital Solutions team move to ITS, reflecting their focus on system development, and aligning with the Operating Model principle of functional service ownership.

This shift would improve alignment of development priorities, strengthen governance and architectural decision-making, and integrate the team into a broader IT community—enhancing capability, reducing resourcing risk, and supporting staff development.

Key proposed changes:

- Five (5) positions realign to ITS: Solutions Manager (SM1), Solutions Analyst (ANUO8), Technical Lead (ANUO8), Systems Support Coordinator (ANUO5/6) and Technical Developer (ANUO5/6).
- One (1) vacant position is proposed to be disestablished: Associate Director – Digital Solutions (SM2).
- It is also confirmed that two (2) previously existing positions- Solutions Developer (ANUO5/6) and Technical Developer (ANUO5/6) - are proposed to remain disestablished and are not included in the future structure. These roles are not represented in the structural comparison tables, as they have not been budgeted for during 2024 and 2025 and therefore do not reflect a change from the current operational state.

Service Solutions

As part of the overall reduction in the Digital Solutions function and its realignment to Information Technology Services (ITS), it is proposed to disestablish the Service Solutions team. This reflects the maturity of delivery models embedded within ITS, which are effectively managing business analysis and project delivery functions under the Digital Plan Governance and Delivery Framework. The work of the Service Solutions team is duplicated by these ITS functions.

Two positions—Service Design Lead (SM1) and Senior Business Analyst (ANUO8)—are proposed for realignment to ITS due to a clear functional alignment with roles independently identified in the ITS future-state operating model. A further two positions are proposed for realignment within IIA. All four are not a transfer of work, but a targeted realignment based on position equivalency.

Key proposed changes:

The proposal to disestablish the Service Solutions team will include:

- Three (3) positions to be disestablished: Project Officers (ANUO5).
- Eight (7) vacant positions to be disestablished, one due to VSS: Program Manager (SM1), Senior Business Analyst (ANUO8), two (2) Cadet roles, and Senior Project Manager (ANUO8).
- Two (2) positions realign to ITS: Service Design Lead (SM1), and Senior Business Analyst (ANUO8).
- Two (2) positions to realign within IIA: Senior Project Manager (ANUO8), Business Analyst (ANUO6/7) to Data Provisioning and Governance team.
- It is also confirmed that three previously existing positions- Functional Business Analyst (ANUO8), Business Analyst Cadet Year 1 (ANUO3) and Business Analyst Cadet Year 2 (ANUO4) - are proposed to remain disestablished and are not included in the future structure. These roles are not represented in the structural comparison tables, as they have not been budgeted for during 2024 and 2025 and therefore do not reflect a change from the current operational state.

Reporting & Analytics Team

It is proposed that the Division become the functional service owner of data and analytics. This responds to findings from the Digital Plan in 2024 which identified unclear and contested leadership across data functions, resulting in confusion and lack of progress. To support this, the Transforming Data team would move from ITS to PSP, and the current Reporting and Analytics team would be split into two: Reporting and Analytics and Data Provisioning and Governance.

The teams will provide clear accountability for Data Governance, Data Quality and Analytics, operating under existing policy in which the University has established Executive Stewards and Data Domain Stewards for all the University's data assets, including reporting artefacts. This proposal seeks no change to this policy position

and the new Division would continue to act as custodian under the policy and its governance and direction from Executive Stewards of the University's data.

The TM1-focused positions would be retitled to better align with sector norms without reducing service capacity. The Division would also lead a Hub and Spoke Service Model Design (Figure 3) for reporting and analytics thereby connecting and elevating the specialised analytics work across the University (Spokes).

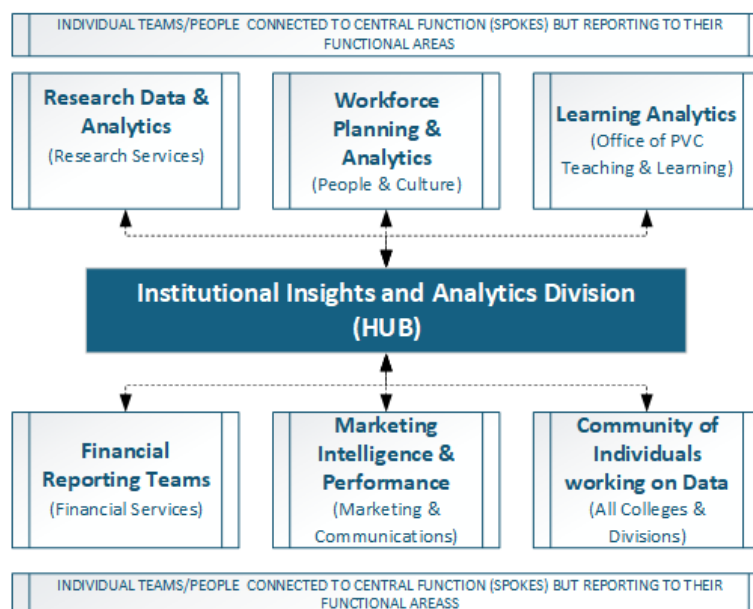


Figure 3 - Visualisation of Hub and Spoke Model identifying some of the potential spokes.

Key proposed changes:

Reporting and Analytics team

- Two (2) new positions established: Analytics Design Lead (SM1) and Scrum Master (ANUO8) with the Scrum Master role able to be filled via direct transfer of ANUO8 Senior Project Manager from within the Division.
- One (1) position disestablished following VSS: Data Acquisition Architect (ANUO8).
- Two (2) positions realigned to the Analytic Translation and Insights team with title and PDs refreshed.
- Associate Director - Reporting and Analytics (SM2) to Associate Director - Analytic Translation & Insights (SM2); and
- Business Intelligence Developer (ANUO6/7) to Analytics Analyst (ANUO6/7).

Data Provisioning and Governance team

- Two (2) positions realigned from ITS: Data Architect (SM2) and Senior Data Analyst (ANUO8).
- One (1) position realigned into new team with refreshed position description: Senior Data Warehouse Business Intelligence Architect (SM1) to Data Provisioning Architect (SM1).
- One (1) position realigned into new team: Senior Data Warehouse Analyst (ANUO8).
- One (1) new position established: Data Governance Analyst (ANUO6/7) – direct transfer in from at-level Business Analyst.

University Performance and Institutional Research Teams

To strengthen our capabilities in primary data research and complement existing system data, it is proposed to enhance support for existing researchers and statisticians through the establishment of new data science capabilities. A new analytics translation function is proposed to be established to help the University make the best use of its analytic solutions, and act on, data insights.

Key proposed changes:

- Five (5) positions transferred from the Institutional Research team into the proposed new Analytic Translation and Insights team, with a position title and position description refresh.
- One (1) position realigned from the University Performance Team: Performance Officer (ANUO6/7).
- One (1) new position established: Senior Data Scientist (SM1).
- Two (2) positions realigned from the University performance team:
 - Senior Performance Analyst (ANUO8) to the Planning and University Performance team; and
 - Analytics Developer (ANUO6/7) to the Reporting and Analytics team.
- One (1) vacant position disestablished: Manager, University Performance (SM1).

Planning and Reviews Team

It is proposed the team be renamed to Planning and University Performance, to better reflect its roles and responsibilities. The function's capacity will be enhanced by leveraging the skills of the new teams to be established – the Reporting and Analytics, and Data Provisioning and Governance teams.

Division Leadership and Operations team

Due to the proposed team realignment to ITS and an overall reduction in size of the Division the current leadership and administrative structure is no longer fit for purpose. It is proposed to reduce the Deputy Director positions from three to two. It is proposed that a new administrative support structure is established to manage the development of reports and documentation essential to the Executive committees of the University and to support the division. While the disestablishment of the role of Executive Assistance is proposed, this would not take effect until late 2025 allowing for stable transition and business continuity of the office through the proposed changes.

Key proposed changes:

- Two (2) position titles and responsibilities updated:
 - Deputy Director, Digital Enablement (SM3) (occupied) to Deputy Director, Institutional Insights,
 - Deputy Director, Institutional Research (SM3) (vacant) to Deputy Director, Data Provisioning, Analytics and Governance.
- One (1) new position established: Executive Officer (ANUO8).

- One (1) position disestablished: Executive Assistant (ANU05).
- It is also confirmed that three previously existing positions- Deputy Director Services & Operations (SM3), Manager Capability Development (ANU08) and Operations Manager (ANU08) - are proposed to remain disestablished and are not included in the future structure. These roles are not represented in the structural comparison tables, as they have not been budgeted for during 2024 and 2025 and therefore do not reflect a change from the current operational state.

Impacts of the proposed change

The new structure has been designed to be fit-for-purpose and better aligned with the University's strategic goals. The anticipated impacts of this change proposal include:

- Establishment of three (3) new continuing professional staff positions (after two internal direct transfers were identified).
- Disestablishment of four (4) continuing professional staff positions.
- Disestablishment of a further eight (8) positions comprising of six (6) vacant positions that will not be filled and a further two (2) positions following the Voluntary Separation Scheme.

In total, these proposed changes reflect a net reduction of **9** positions across the Division., not factoring the realignments across Divisions.

- In addition: Transfer of two (2) positions to the Division from ITS.
- Transfer of seven (7) positions from the Division to ITS.

Position Impact Summary		
Action	Current Positions	63
Disestablished	Less positions currently vacant to be disestablished	-6
	Less positions disestablished through VSS	-2
	Less other positions proposed to be disestablished	-4
Disestablished Subtotal		-12
New	Plus new roles proposed	3
New Subtotal		54
Realigned	Less positions moving to ITS from PSP	-7
	Plus positions moving to PSP from ITS	2
Proposed Future Positions		49

Positions directly affected by the proposed changes

The details of directly affected positions are provided in the tables below. Staff who are not specifically noted in the tables below are not impacted by this Change Proposal. Fixed term appointments with no change will be reviewed prior to the end of their contract to determine whether their employment arrangements will be renewed.

Impact on casualisation

The proposed changes are not expected to lead to an increase in casual roles within the IIA Division. We are focused on maintaining a stable workforce, with most positions being ongoing to support long-term capability and continuity.

Psychosocial risk

Change presents a risk associated with a range of psychosocial hazards. Refer to [Appendix 4](#) for information on how potential psychosocial hazards will be managed and reduced so far as is reasonably practicable.

Workload Management

In developing the proposed changes, the University has considered the potential impact on workloads within the relevant areas. The proposed future state is designed to attain efficiencies by removing duplication. The proposed re-alignments and new teams will also create synergies which are expected to have a positive impact on workloads and general operational efficiency. Collectively, these positive impacts will help mitigate any unexpected or unforeseen workload increases in the proposed future state.

Notwithstanding, the University has also taken active measures to ensure the proposed future state does not have unreasonable workload implications. For example, the University has:

- Taken care to classify newly created or significantly modified positions at the appropriate level having regard to the skills, responsibilities and tasks. This will ensure appropriately skilled, educated and experienced individuals will be able to fill these positions in the future state;
- Carefully considered the future Data, Information and Analytics needs of the University to ensure the proposed future state is equipped and able to carry out its functions with the number and level of relevant staff; and
- Designed a WH&S risk identification framework which will allow the University to adequately and effectively manage instances of unreasonable workloads should they occur (see Appendix 4).

Informed by the above, the University is confident that workloads in the proposed future state will not be unreasonable and workload allocation in the future state will be equitable, transparent and sustainable without risks to health and safety of staff.

Positions proposed to cease

The Continuing positions listed below do not have a direct equivalent or suitable alternative, without significant change, in the proposed future structure and are therefore proposed to be disestablished.

While no final decisions have been made, these positions are considered at risk of being declared surplus. If positions are confirmed as surplus, affected staff would enter a formal redeployment period, during which the University will actively work with staff on their options including to identify suitable alternative positions in accordance with clause 57 of the Enterprise Agreement.

Only where redeployment or other internal alternatives are not possible would a staff member's position be formally declared redundant.

Team	Current Position	Classification	Position No.	# Positions	Position Impact	Staff Impact
Digital Solutions	Associate Director, Digital Solutions	SM2	36275	1	[1] position proposed to be disestablished	Nil – vacant
Service Solutions	Program Manager	SM1	37313	1	[1] position proposed to be disestablished	Nil – vacant
Service Solutions	Senior Business Analyst	ANUO8	34081	1	[1] position proposed to be disestablished	Nil – vacant
Service Solutions	Senior Project Manager	ANUO8	26287	1	[1] position proposed to be disestablished	VSS
Service Solutions	Project Officer	ANUO5	38654; 38653; 38749	3	[3] positions proposed to be disestablished	At risk of being declared surplus.
Service Solutions	Business Analyst Cadet – Year 3	ANUO5	34278; 37493	2	[2] positions proposed to be disestablished	Nil - vacant
Reporting & Analytics	Data Acquisition Architect	ANUO8	9650	1	[1] position proposed to be disestablished	VSS
University Performance	Manager, University Performance	SM1	32640	1	[1] position proposed to be disestablished	Nil - vacant
Division Operations	Executive Assistant	ANUO5	29545	1	[1] position proposed to be disestablished	At risk of being declared surplus from November 2025 .

2 VSS, 6 Vacant, 4 At risk – 12 total disestablished.

Direct transfer into new structure with minor changes

These **Continuing** positions are considered **direct or near-direct equivalents** to current roles.

Changes may include minor adjustments to reporting lines, position titles, or duties that do not significantly alter the role's core purpose.

Team	Current Position	Future Position	Classification	Position No.	# Positions	Change Description & Position Impact	Staff Impact
Digital Solutions	Technical Developer	Technical Developer	ANU05/6	37694	1	Position proposed for realignment to ITS	Direct transfer
Digital Solutions	Solutions Manager	Solutions Manager	SM1	38380	1	Position proposed for realignment to ITS	Direct transfer
Digital Solutions	Technical Lead	Technical Lead	ANU08	33783	1	Position proposed for realignment to ITS	Direct transfer
Digital Solutions	Systems Support Coordinator	Systems Support Coordinator	ANU05/6	36751	1	Position proposed for realignment to ITS	Direct transfer
Digital Solutions	Solutions Analyst	Solutions Analyst	ANU06/7	38170	1	Position proposed for realignment to ITS	Nil – vacant
Service Solutions	Service Design Lead	Analysis Lead	SM1	36548	1	Position proposed for realignment to ITS	Direct transfer
Service Solutions	Senior Business Analyst	Senior Business Analyst	ANU08	37630	1	Position proposed for realignment to ITS	Direct transfer
Service Solutions	Senior Project Manager	Scrum Master	ANU08	37738	1	Aligned to new Scrum Master, ANU08 role – position to have updated title, responsibilities and reporting line.	Direct transfer
Service Solutions	Business Analyst	Data Governance Analyst	ANU06/7	35440	1	Aligned to new Data Governance Analyst – position to have updated title, responsibilities and reporting line.	Direct transfer.
Reporting & Analytics	Senior Data & Business Intelligence Analyst	Senior Analytics Developer	ANU08	40763	1	Position to have updated title, roles and responsibilities	Nil – vacant
Reporting & Analytics	Associate Director Reporting & Analytics	Associate Director Analytic Translation & Insights	SM2	12098	1	Position to be moved to the Analytic Translation & Insights Team	Direct transfer
Reporting & Analytics	Senior Data Warehouse & Business Intelligence Architect	Data Provisioning Architect	SM1	20996	1	Position to have updated title, roles and responsibilities	Direct transfer
Reporting & Analytics	Planning Systems Manager	Reporting & Analytics Architect	SM1	27466	1	Position to have updated title, roles and responsibilities	Direct transfer

Team	Current Position	Future Position	Classification	Position No.	# Positions	Change Description & Position Impact	Staff Impact
Reporting & Analytics	Planning Systems Analyst	Senior Analytics Developer	ANUO8	40366	1	Position to have updated title, roles and responsibilities	Direct transfer
Reporting & Analytics	Business Intelligence Developer	Analytics Analyst	ANUO6/7	23762	1	Position to be moved to the Analytic Translation & Insights Team	Direct transfer
Reporting & Analytics	Business Intelligence Developer (Projects)	Analytics Developer	ANUO6/7	36163	1	Position to have updated title, roles and responsibilities	Direct transfer
Reporting & Analytics	Business Intelligence Cadet – Year 1	Business Intelligence Cadet – Year 1	ANUO3	36357	1	Change of Reporting Line	Nil - vacant
Reporting & Analytics	Business Intelligence Cadet – Year 2	Business Intelligence Cadet – Year 2	ANUO4	36358	1	Change of Reporting Line	Nil - vacant
Reporting & Analytics	Business Intelligence Cadet – Year 3	Business Intelligence Cadet – Year 3	ANUO5	37155	1	Change of Reporting Line	Nil - vacant
ITS	Data Architect	Data Architect	SM2	40355	1	Position proposed for realignment from ITS	Direct transfer
ITS	Senior Data Analyst	Senior Data Analyst	ANUO8	40528	1	Position proposed for realignment from ITS	Direct transfer
University Performance	Institutional Research Analyst	Analytics Developer	ANUO6/7	40146	1	Position proposed to be transferred to the Reporting & Analytics team	Nil - vacant
University Performance	Senior Performance Analyst	Senior Performance Analyst	ANUO8	36688	1	Position proposed to be transferred to the Planning & Reviews team	Nil - vacant
University Performance	Performance Officer	Performance Officer	ANUO6/7	33604	1	Position proposed to be transferred to the Institutional Translation team	Direct transfer
Institutional Research	Student Voice Hub Manager	Analytics Translation Manager	ANUO8	38264	1	Title refresh to align with responsibilities and minor updates.	Direct transfer
Institutional Research	Institutional Research Cadet – Year 1	Institutional Research Cadet – Year 1	ANUO3	37427	1	Change of Reporting Line	Nil - vacant
Institutional Research	Institutional Research Cadet – Year 2	Institutional Research Cadet – Year 2	ANUO4	32344	1	Change of Reporting Line	Nil – vacant

Team	Current Position	Future Position	Classification	Position No.	# Positions	Change Description & Position Impact	Staff Impact
Institutional Research	Institutional Research Cadet – Year 3	Institutional Research Cadet – Year 3	ANUO5	39368	1	Change of Reporting Line	Nil - vacant
Planning & Reviews	Associate Director Planning & Reviews	Associate Director Planning & University Performance	SM2	23305	1	Position to have updated title, roles and responsibilities	Direct transfer
Planning & Reviews	Senior Planning Analyst	Senior Performance Analyst	ANUO8	36853	1	Position to have updated title, roles and responsibilities	Nil - vacant
Division Operations	Deputy Director Institutional Research	Deputy Director, Data Provisioning, Analytics & Governance	SM3	36061	1	Position to have updated title, roles and responsibilities	Nil -vacant
Division Operations	Deputy Director, Digital Enablement	Deputy Director, Institutional Insights	SM3	39360	1	Position to have updated title, roles and responsibilities	Direct transfer
Division Operations	Director, Planning Perf Measurement	Chief Planning, Data & Analytics Officer	Occupant Only	7596	1	Position to have updated title, roles and responsibilities	Direct transfer

Total: 33 Minor Changes including 7 realigned to ITS.

New positions proposed

These are newly created Continuing roles with no current equivalent, designed to support revised services, capabilities, or functions in the future structure.

Affected staff will receive priority access to demonstrate suitability for these roles throughout the process. Appointments will be made in order of merit.

Team	New Position	Classification	# Positions	Position Impact
Reporting & Analytics	Analytics Design Lead	SM1	1	Position proposed to be established
Planning & Reviews	Senior Data Scientist	SM1	1	Position proposed to be established
Division Operations	Executive Officer	ANUO8	1	Position proposed to be established

Total: 3 Established

Consultation process and timeline

The University is committed to consulting with staff and their union/s in accordance with the organisational change provisions under Clauses 70 of the ANU Enterprise Agreement and consistent with Work Health and Safety (WHS) obligations. In doing so, the University will give genuine and meaningful consideration to any views expressed by staff regarding the impact of the proposed change.

Consultation Methods

Consultation will occur through a range of channels to ensure accessibility and engagement, including:

- Town hall meeting for staff to outline the proposed change and allow for questions and discussion.
- Team meetings with local leadership to provide additional clarity and encourage discussion at a more direct level.
- Individual meetings offered to affected staff to discuss specific impacts and available support. Staff may bring a support person or union representative.
- A dedicated online feedback form provided to collect staff input in a structured and accessible way.
- Updates and publication of change processes in On Campus and the Renew ANU webpage.
- Continuation of regular discussions with NTEU.

How to Provide Feedback

The University is committed to consulting with staff and their union/s in accordance with the organisational change provisions under Clauses 70 of the ANU Enterprise Agreement. In doing so, the University will give genuine and meaningful consideration to any views expressed by staff regarding the impact of the proposed changes.

This Change Proposal will be circulated to:

- all affected staff;
- the ANU Executive;
- nominated staff representatives including the NTEU;
- Health and Safety Representatives for the impacted work groups(s);
- other relevant stakeholders as required.

Staff and their union/s are encouraged to review this document and provide feedback on the proposal during the formal consultation period via:

Online feedback form link

All feedback received will be reviewed and considered before final decisions are made. A summary of themes and the University's response to feedback will be shared with staff at the conclusion of the consultation period.

Consultation and Anticipated Implementation Timeline

The formal consultation period will run for 2 weeks from **Friday 6 June 2025** to **Monday 23 June 2025 (closing 9:00am AEST)**. All feedback received during this time will be considered before final decisions are made.

Milestone	Date
Release of change proposal & consultation opens	Friday 6 June 2025
Consultation	2 weeks
Feedback due (9:00am AEST)	Monday 23 June 2025
Collation of feedback and preparation of Implementation Plan	3 weeks
Anticipated release of implementation plan	Week commencing 14 July 2025
Anticipated commencement of implementation	Week commencing 21 July 2025

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.](#)

Following the consultation period, a summary of feedback themes and responses will be provided, along with the implementation plan paper.

This consultation process is designed to support staff participation and wellbeing, ensure compliance with enterprise and WHS obligations, and guide a thoughtful and inclusive change process.

Key contacts

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

Name	Position	Contact details
Richelle Hilton	Director Planning & Service Performance	richelle.hilton@anu.edu.au
George Guest	Human Resource Business Partner	George.Guest@anu.edu.au
Emily Fisk	Manager, Organisational Change	Org.Change@anu.edu.au

Further Information

Further information about the ANU Renew program can be found on the [ANU Renew webpage](#) which includes key information and FAQs that will be updated during the life of the program.

Measures to minimise the impacts on staff

In an effort to mitigate potential job losses, the following measures are available to staff within Planning & Service Performance during the consultation period of this organisational change process.

During the consultation period, affected staff can express interest in one or more of the following options:

1. **Voluntary separation** – Available to staff whose positions are proposed to cease or reduce in number. Voluntary separation payments will be aligned to the redundancy provisions of the Enterprise Agreement.
2. **Voluntary conversion to part-time work** – Available to all staff. May be considered to offset job losses, where reductions in fraction align with areas reducing staffing levels.
3. **Fixed term pre-retirement agreement** - Available to eligible staff considering retirement. May be used to support workforce transitions by enabling a structured reduction in hours or responsibilities over a fixed period (no later than the end of 2025), helping to offset job losses where reductions align with areas reducing staffing levels.

Staff considering any of these options can express interest by emailing org.change@anu.edu.au by the closing date for Consultation Period.

Requests will be considered on a case-by-case basis, taking into account the skills and capabilities required to deliver the university's future operating model, and ensuring that critical functions are not affected.

The University will determine the outcome of each request based on the requirements of the relevant area/s. Each staff member who expressed interest in one of these options will be advised of the University's decision.

Following consideration of feedback provided during the consultation period and decisions on the requests above, the impact on remaining positions will be reassessed and the workplace reorganisation process will be adjusted accordingly.

Process for transferring staff into the new structure

Following an agreed implementation plan, the process for transferring staff into the proposed new structure will be informed by the provisions of The Australian National University Enterprise Agreement 2023–2026 (the Agreement).

The University's priority is to maintain ongoing employment by placing affected staff into suitable roles wherever possible. The University may transfer a staff member to a position at the same level, commensurate with their skills and capability, in order to provide this continued employment.

If when transitioning to a confirmed new structure, results in new, significant change, or reduced roles, the University will implement a multi-stage placement process that reflects principles of fairness, transparency, and operational continuity. This includes a combination of direct transfer, targeted expressions of interest, and broader recruitment processes.

Key Stages in the Placement Process

1. Direct Transfer (no significant change to position)
2. Closed Expression of Interest (EOI)
3. Redeployment & Recruitment

1. Direct Transfer

Staff will be directly transferred into the new organisational structure where:

- Their position's duties and responsibilities remain substantially unchanged,
- The classification level is the same; and
- There is a one-to-one relationship between the number of staff and available roles.

This includes minor changes to duties, title, reporting line or department/area.

2. Closed Expression of Interest (EOI)

In some cases, where it is necessary to assess the suitability of existing staff for roles in a new structure — or when there is a reduced number of roles — a Closed Expression of Interest (EOI) process may be undertaken.

This process follows an approved implementation plan and typically occurs in stages, beginning with the most senior roles and proceeding through the structure.

Eligibility

Only affected staff are eligible to participate in the Closed EOI process. The primary objective is to identify and confirm suitable alternative employment for affected staff. A suitable alternative position is defined as a role that:

- Has substantially the same duties, classification level, and career standing as the staff member's current (surplus) position; and
- Can be satisfactorily performed by the staff member, either with their existing skills and experience or with reasonable training over a limited period.

Inclusion in Closed EOIs

- Where available positions are clearly similar in scope or function to existing roles, staff who previously held comparable positions will be considered first. Given the movement of positions and functions across ITS, ISO and PSP, a view across all Divisions will be taken.
- For new roles, or where the duties of a position have changed significantly, affected staff from within the broader work areas will be given first consideration.

Selection Methods

Selection processes may vary based on the nature of the role and the number of applicants, and can include:

- Written EOIs
- Resume reviews
- Interviews

Staff may be asked to express interest in, or preferences for, multiple roles.

If a staff member chooses not to participate, existing employment records may still be used to assess their suitability. Where the University cannot identify a suitable alternative position the staff member may elect to seek redeployment to other positions, including positions at a lower classification.

3. Redeployment and Recruitment

Any positions that remain unfilled after the Closed EOI process may proceed to:

1. Redeployment – in line with the University's redeployment procedures; and if necessary,
2. Open Recruitment – in accordance with standard University recruitment policies.

Considerations for Temporary Arrangements and Contract Types

Following the process outlined for filling roles in the new structure, the following principles will apply to staff currently in temporary arrangements or on fixed-term contracts. These considerations clarify how eligibility and placement will be assessed to ensure fairness and consistency.

Temporary Allowances

Staff temporarily receiving an acting, responsibility or other allowance will be considered for mapping and placement based on their substantive (permanent) classification and role, not the higher duties or temporary responsibilities they are currently performing. While experience gained in temporary duties may be considered during EOI assessments, it will not determine eligibility for direct mapping or Closed EOIs.

Temporary Transfers

If you are on temporary transfer from within the Division and your substantive role is affected, you will be consulted and considered in line with the process outlined for all continuing staff.

If you are seconded into an affected role from another Division, you are not eligible to be considered for direct transfer or Closed EOIs for permanent roles in the new structure. However, you will be consulted about the change, and early termination of the temporary transfer may be considered where appropriate.

Fixed-Term Contracts

Staff employed on fixed-term contracts are not eligible for direct role mapping, or participation in the Closed Expression of Interest (EOI) processes for ongoing positions.

Once the placement process for affected continuing staff is complete, fixed-term employees will be welcome to apply for any remaining vacancies through the University's open recruitment processes.

Fixed-term staff not transitioning to the future structure will be consulted on their contract status and end dates in accordance with the University's standard employment provisions.

Commitment to Diversity, Inclusion, and Equity in Organisational Change

Our institution is committed to fostering a diverse, inclusive, and equitable workplace. Throughout Renew ANU, we are taking **proactive steps to ensure fair and transparent processes** that minimise adverse impacts on any particular group of employees. This includes applying an **equity lens** to all decisions, ensuring that the proposed changes support workforce diversity and do not inadvertently disadvantage underrepresented groups.

In line with ANU 2025: Our Landscape '*Be an equitable and inclusive University of choice*' is one of ANU's four key strategic goals for 2025 and must be embedded in all that we do. To achieve this, our Diversity & Inclusion team are continually reviewing and recommending ways to ensure practices are considered from this lens. In relation to organisational change our commitments are:

Equity in Role Alignment and Selection

In placing employees into new or revised roles, consideration will be given to principles of diversity, equity and inclusion to mitigate any disproportionate impact on a marginalised sector of the ANU staffing community. This includes keeping in mind our commitment to the Aboriginal and Torres Strait Islander community and their employment within ANU. Where required, reasonable adjustments will be made to support employees in transitioning to new roles.

Inclusive Consultation and Communication

We recognise that change affects staff differently. To ensure an inclusive approach, consultation will be conducted in multiple formats to accommodate different needs, including one-on-one discussions, group forums, and confidential feedback channels. Staff are encouraged to share any concerns related to the restructure's impact on diversity and inclusion, and we will actively address these as part of the decision-making process.

Monitoring and Reporting on DEI Impacts

We will monitor the impact of this restructure on workforce diversity through regular reporting and data analysis, ensuring that diversity outcomes are maintained or improved. Where necessary, we will implement additional workforce planning strategies to support diverse talent retention and career progression.

Supporting our people through change

The University recognises that change can be challenging and is committed to supporting staff throughout this process. A range of services and resources are available to ensure staff have access to wellbeing support, advice, and assistance as needed.

Manager and Leadership Support

Your supervisor and leadership team are the first point of contact for support, clarification, or guidance. Managers or supervisors are briefed ahead of key change announcements to help them support their teams effectively at the local level.

People and Culture Division

- [HR Business Partners](#) are available to provide advice, discuss impacts, and support you throughout the change process.
- [Equity and Diversity Team](#) and [Staff Respect Consultant](#) offer tailored support to staff in equity groups.
- [Health, Safety and Wellbeing Team](#) can support staff experiencing mental health or safety concerns as a result of the change.

Employee Assistance Program (EAP)

Confidential wellbeing support is available through the University's Employee Assistance Program (EAP), which offers free counselling and coaching services to all staff and their immediate family members. The EAP can assist with managing stress, navigating change, and maintaining wellbeing during periods of uncertainty.

Looking after your wellbeing and seeking support early can make a meaningful difference. For more information, or to access support services, please visit [ANU's EAP webpage](#).

Staff seeking additional support or advice can contact:

Provider:	Position	Contact details
Employee Assistance Providers	Assure	1800 808 374
	Relationships Australia	(02) 6122 7100

Financial Advice

UniSuper offers free general financial advice and retirement planning support to members. Resources, appointment bookings, and webcast recordings can be accessed via unisuper.com.au.

Career Transition Support

- **Outplacement Services:** If applicable, affected employees with positions surplus to requirements will be offered external outplacement support, including career coaching, resume review, and interview preparation.
- **Online Resources:** The ANU intranet includes a range of tools for staff seeking career support.

Staff are encouraged to seek support early and regularly throughout the change process. No concern is too small to raise, and the University is committed to ensuring access to respectful, timely and informed support for all staff.

Referenced documents

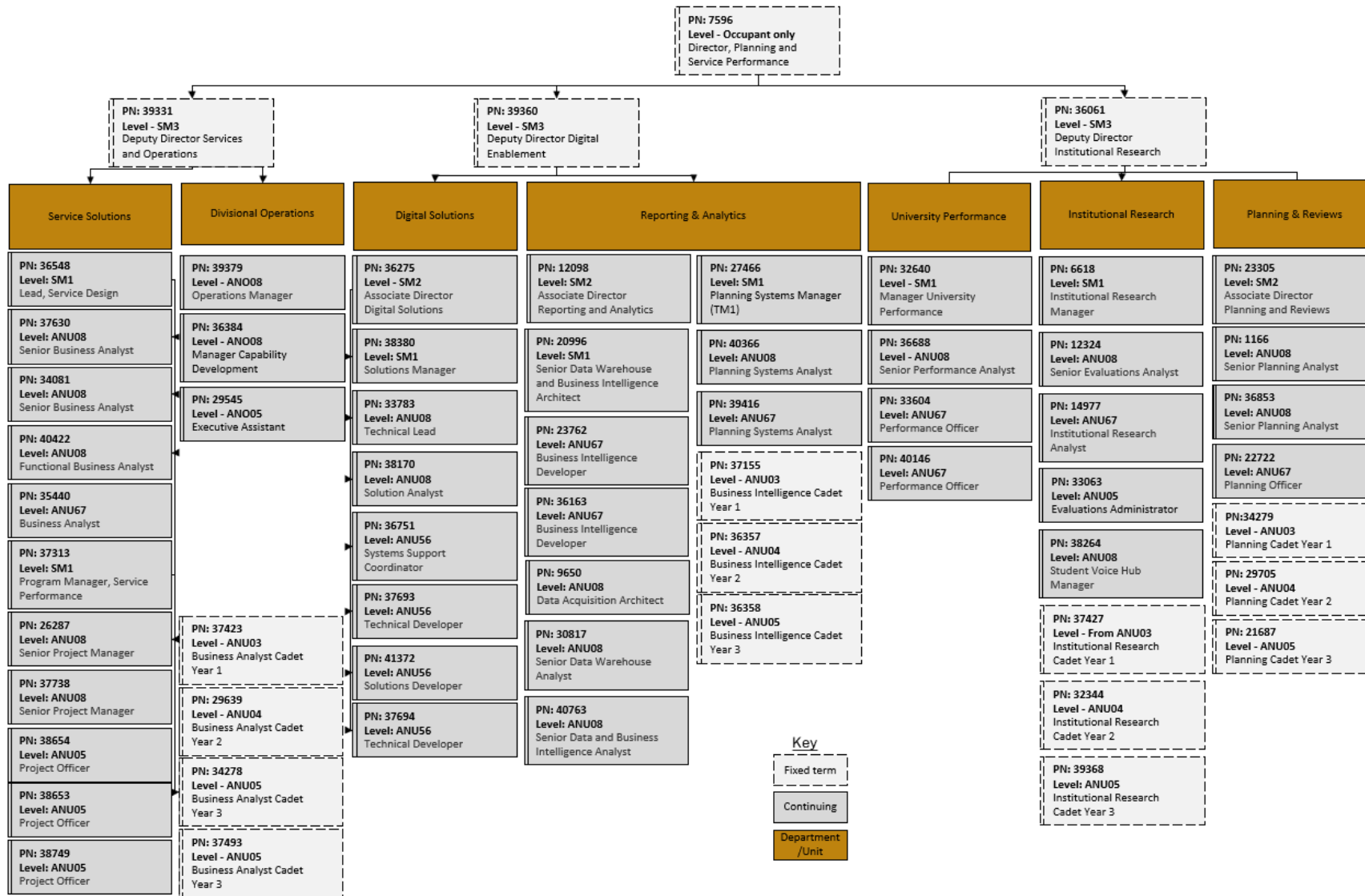
The following documents provided context, background information, or contributed to the broader understanding that has shaped the development of the proposed changes:

- [Renew ANU 2025 Change Principles: Consultation Paper including Appendix 'A' \(Support Information\) and Appendix B \(Service Performance Framework\)¹](#)
- [Renew ANU 2025 Change Principles: initial Feedback Summary including](#)
 - Appendix A – Additional Feedback
 - Appendix B – response to Open letter
 - Appendix C – Psychosocial Risk assessment – Change Principles
- ANU Renew Change Principles [Implementation Plan](#)
- [Financial Update – May 2025](#)
- [High Level UniForum Explainer Video](#)
- [Updates from the ANU leadership](#)
- [ANU digital plan](#)
- [ANU Data, Information Management and Integration Strategy 2023 – 2026](#)
- [Data Governance Policy](#)

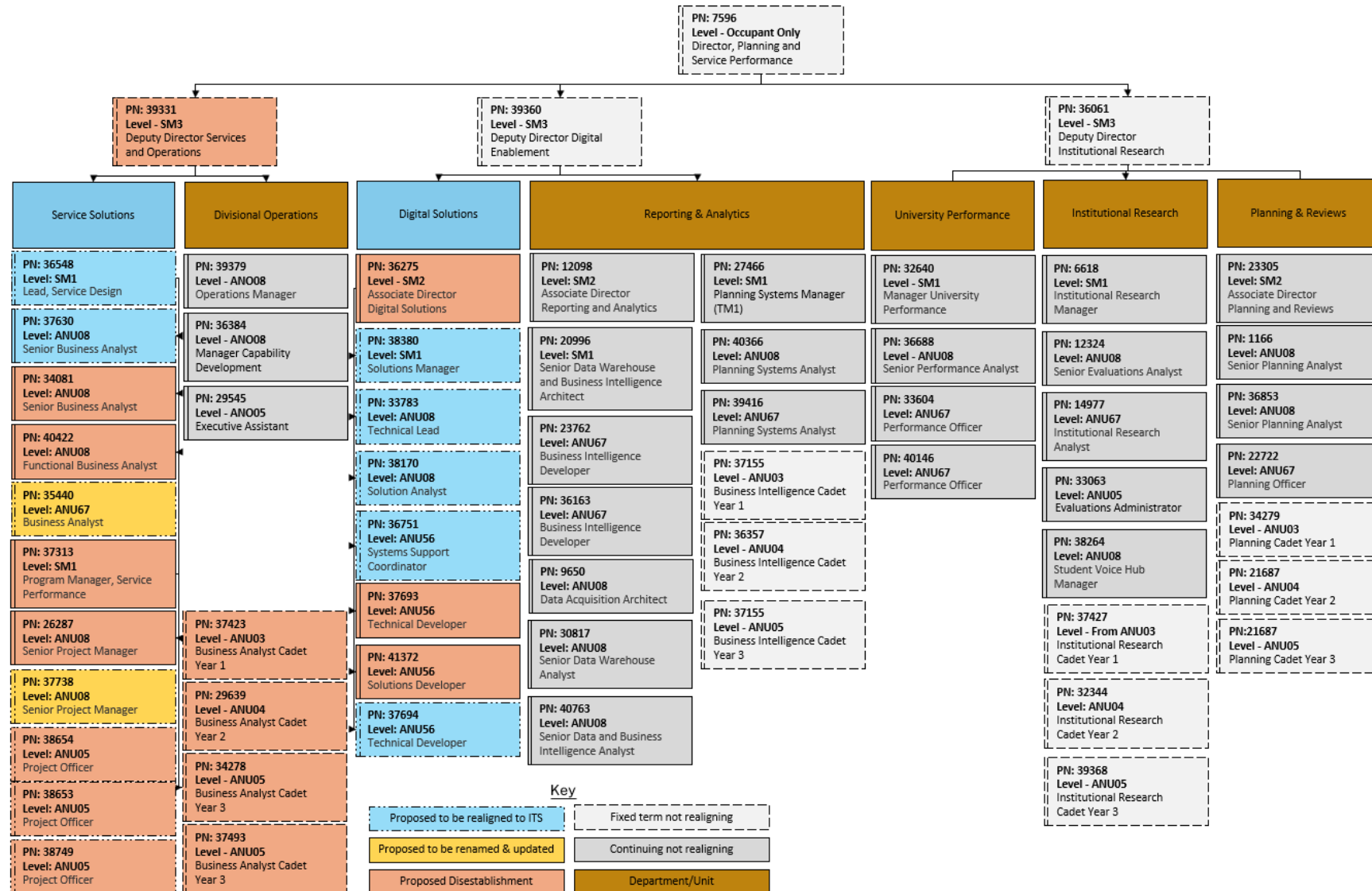
Appendices

- [Appendix 1 – Existing Org Chart](#)
- [Appendix 2 – Proposed Re-alignment Org Chart](#)
- [Appendix 3 – Proposed Future Org Chart](#)
- [Appendix 4 – Draft WHS Psychosocial Risk Assessment & Workload Approach](#)

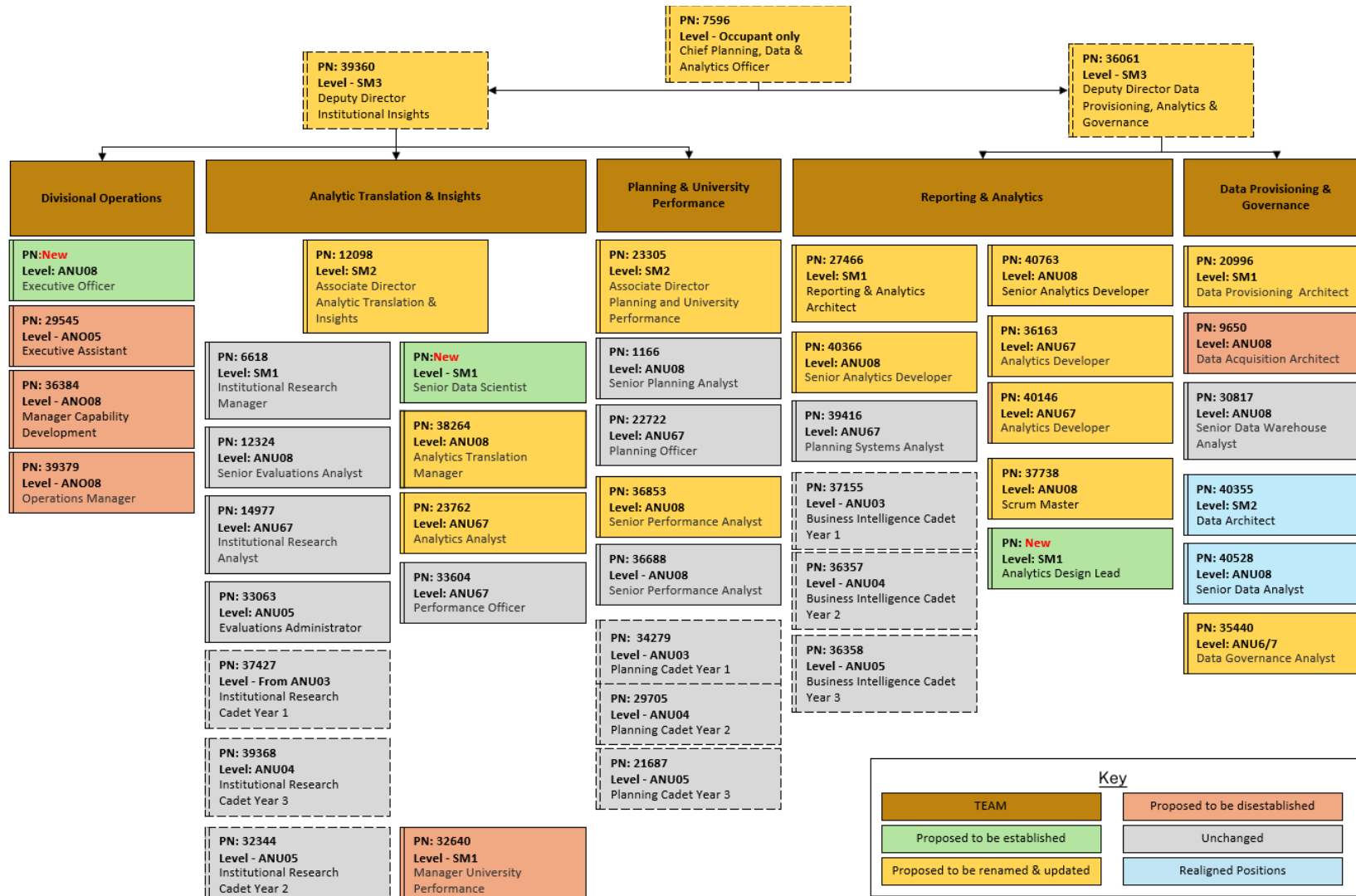
Appendix 1 – Existing Org Chart



Appendix 2 – Proposed Re-alignment Org Chart



Appendix 3 – Proposed Future Org Chart



Appendix 4 – Draft WHS Psychosocial Risk Assessment

As part of this change proposal, the University has conducted a Work Health and Safety (WHS) psychosocial risk assessment to identify and address potential impacts on staff wellbeing. This assessment identified possible risks in the areas of organisational change management and staff support.

For full details, refer to the draft document:

[Psychosocial risk assessment – PSP.](#)

To proactively manage and minimise these risks, the following hazard descriptors and control measure summary will be implemented to support staff throughout the change process:

Hazard type	Description
Job insecurity	Employment situations where a worker lacks assurance their job will remain stable across any period of change.
Job demands	Intense or sustained high mental, physical or emotional effort required to do the job.
Lack of role clarity	Role uncertainty, frequent role changes, conflicting roles or ambiguous responsibilities and expectations about a role.
Poor support	Tasks or jobs where workers have inadequate support including practical assistance and emotional support from managers and colleagues, or inadequate training, tools and resources for a task.
Poor organisational change management	Insufficient consultation and consideration of new hazards or performance impacts when planning for and implementing change
Conflict or poor workplace relationships and interactions	Poor workplace relationships or interpersonal conflict between colleagues or from other businesses, clients, or customers.

To proactively manage and minimise the risks associated with the identified hazards, the following measures summarise the controls proposed to be implemented to support staff throughout the change process. Refer to the psychosocial risk assessment for more detail on control measures.

Hazard type	Control measure summary
Job insecurity	<ul style="list-style-type: none"> - Clear detailed communication and consultation about the impacts of change and measures to eliminate or minimise the impact of psychosocial hazards. - Accurate job design.
Job demands	<ul style="list-style-type: none"> - Set and communicate realistic job expectations - Implement workload monitoring
Lack of role clarity	<ul style="list-style-type: none"> - Accurate job design. - Clear communication at team or individual work level about operational functions or roles.
Poor support	<ul style="list-style-type: none"> - Targeted EAP and Advisor to Staff support services. - Access to information, tools and resources to help manage through change. - Regular communication at Divisional and team level.
Poor organisational change management	<ul style="list-style-type: none"> - Clear detailed communication and consultation about the impacts of change and measures to eliminate or minimise the impact of psychosocial hazards.

Conflict or poor workplace relationships and interactions	<ul style="list-style-type: none"> - Regular communication at Divisional and team level. - Managerial support in leading change in the workplace. - Timely response to issues raised or observed in the workplace.
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