



Australian
National
University

Career Transition Guide for People Leaders general guidance

The purpose of this document is to provide general guidance and support to ANU people leaders (supervisors and people managers) regarding their staff who may be transitioning to alternative employment, either within or external to ANU.

This document provides general guidance for people leaders on supporting staff who may be impacted by change, in addition to those who would remain in the team. There is a separate Career Transition Guide – general guidance, which is for staff, and provides information on a range of resources and support on wellbeing, superannuation, career transition and ANU internal job seeking. You are encouraged to review both documents so that you are aware of the general guidance and resources available to you and your staff.

Contact: If you need additional support or have questions please get in touch with your relevant HR contact

[HR Business Partner Contact List](#)

Wellbeing support

Taking care of your own wellbeing and that of your staff is paramount. It is difficult to lead and support others effectively if we are not taking care of ourselves. At all times, and especially during times of great change and uncertainty, it is critical to care for yourself and your colleagues. Please remember the free and confidential support services available to staff through the [Employee Assistance Program \(EAP\)](#).



Support is available for you and your staff via:

- ANU Adviser to Staff on 02 6125 3616 and staff.adviser@anu.edu.au
- Assure (external provider) Manager Support Program on 1800 505 015 (people leaders only).

Assure is one of the University's EAP providers who have resources available to support employees during times of change and uncertainty. [This resource](#) provides some important information on self-care during such times.

Additional support options include:

- [Staff Respect Consultant](#) on 02 6125 6763 and email staffrespect@anu.edu.au.
- [Metlife 360Health](#) virtual care services for UniSuper members on 1800 325 578.
- [Injury management team](#) on email injurymanagement@anu.edu.au if your staff member may be experiencing distress or requires [workplace adjustments](#) during their transition period.

The [Guiding Teams through Change](#) SharePoint site provides a range of wellbeing resources for supporting staff during a transition period.

This [Dealing with grief resource](#) provides some guidance on how to deal with grief in the workplace.

General guidance for communicating with directly and indirectly affected staff

Supporting employees through change, redeployment or redundancy is not easy. Your behaviour and actions play a crucial role in contributing to their morale, confidence and productivity. Here is general guidance on how you can effectively support employees during change.

1. Prepare thoroughly

Plan your conversation carefully, focusing on clarity and empathy, and have all relevant details ready, like support services and resources. Where applicable, ensure that notification is provided in writing, timelines are accurate, and the employee has been given the opportunity to bring a support person with them if they choose to. Be familiar with your responsibilities under the

[redeployment procedure](#), and familiarise yourself with the relevant information published on [Renew ANU](#). The Career Transition Guide, for staff, contains practical information to support staff. While the People and Culture Division will share this guide directly with affected staff, it will be helpful if you remind them about it.

2. Be transparent and direct

Where you are able to, offer a clear explanation for the change decisions (with reference to the information published on [Renew ANU](#)) to help the staff member understand the situation. Note that even when individuals understand the decision(s) they may still not agree, and that is ok. Your role is to help to provide greater clarity and context. If certain aspects of the change decisions are still under discussion or have not been finalised, be honest about these uncertainties. If you do not know the answers to their questions, that is ok. Tell them you do not know and try to help them obtain the information they need from the relevant areas of the University.

3. Show empathy and support

Schedule regular check-ins to discuss how the staff member is feeling and to provide emotional support. Listen actively -you can acknowledge their concerns without necessarily agreeing with their point of view. If someone becomes upset or angry, remain calm yourself, use open body language and maintain a safe, respectful distance. Identify common ground, focus on the matter at hand, not the person, and if necessary take a break and reconvene later.

4. Provide practical support

Highlight any career transition support, such as job search assistance or references (this can be found in the Career Transition Guide), and give the person time to process. Provide a supportive environment where staff can manage their schedules to accommodate job search activities (where applicable). You can offer guidance on how to highlight their transferrable skills in their CV and how to prepare for potential interviews.

5. Manage the remaining team thoughtfully

Communicate promptly with the remaining team, acknowledging the impact, communicating transparently and frequently. Be a present and approachable leader. Your availability signals that you're ready to listen and support them. Consider the risk of expanding workloads for people remaining in the team. Deliberate consideration needs to be given to what work will stop occurring or can be done in a different way. Regularly check-in with each team member to understand how they're coping, helping them feel valued and supported.



6. Be considerate and tactful

Respect the individual and their right to privacy. Keep details of any staff transition confidential between yourself and the staff member to protect everyone's privacy and dignity. Ensure you speak to the affected staff member first and agree with them on the approach for how the rest of the team should be informed.

7. Reflect and learn

Afterwards, review your approach to identify improvements for future situations. You may wish to use the [LinkedIn Learning AI Role Play Practice tool](#). More information about this tool is on page 4.



The following table details common employee concerns during change processes, and how you might address them as a people leader. This table is by no means exhaustive however, provides good general guidance on key concerns and ways to approach them.

Employee concerns	People leader response	Guidelines
<ul style="list-style-type: none">• Job security• Role clarity and workload• Organisational performance• Low trust of leadership• Opportunity to ask questions and provide feedback	<ul style="list-style-type: none">• Explain the reason for change – it is important to familiarise yourself with the ANU change and implementation proposals• Address new or changed responsibilities employees may have• Present the new direction of ANU and the leadership actions needed for the new direction	<ul style="list-style-type: none">• Conversation should be immediate and sincere• Meetings should be held in small groups and one-on-one• Employees are encouraged to ask any questions – provide regular time and space for these conversations• Seek support from your HR Business Partner as required

Table adapted from [Gartner](#) resources.

Leading through change - LinkedIn Learning



LinkedIn Learning is a repository of professional learning and development content. It is available to all employees at ANU. The following modules may be helpful for you in leading your team through change.

- [Preparing Yourself For Change](#) (28 mins)
- [Leading Your Team Through Change](#) (21 mins)
- [Managing Organisational Change for Managers](#) (1h 22mins)
- [How to have one-on-one change conversations](#) (4 mins)
- [LinkedIn Learning AI Role Play Practice tool](#) (5-10 minutes) Think of a topic of conversation you would like to practice e.g. coaching someone through a change decision that impacts them. Short demo videos are available [here](#).
Note: this tool provides a base level for practice, but does offer some benefit in helping prepare for conversations.
- [Download the LinkedIn Learning Thriving Through Change Calendar](#)
- [Download the LinkedIn Learning Guide to Generative AI Calendar](#)

Other related resources:

- [Navigate Your Team through Sudden Change](#) (1 min 43s Simon Sinek YouTube video)
- [Mental Health Resources](#)
- [Psychosocial hazards | Comcare](#)

Employees can access [LinkedIn Learning](#) using their ANU login credentials. Some LinkedIn Learning modules refer to AI tools. Note that the recommended AI tool of the University is [MS Copilot](#).



Applying for internal jobs at ANU

- Staff can explore available opportunities on the [ANU Jobs site](#), including registering to receive alerts for opportunities, such as internal opportunities.
- Further guidance information on applying for positions at ANU is available [here](#).

Thank you

Thank you for reviewing this information, and for your on-going support to ANU staff throughout these change processes. Please contact your [Human Resources Business Partner](#) (HRBP) if you would like additional support.

Please also direct affected staff who have specific questions about their entitlements to your [HRBP](#).

