

# INFORMATION TECHNOLOGY SERVICES / INFORMATION SECURITY OFFICE

*Australian National University*

## Change Implementation Plan

Wednesday, 30 July 2025

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# Introduction

On Friday, 6 June 2025, the University released an Organisational Change Proposal for Information Technology Services and the Information Security Office (herein referred to as 'ITS/ISO'). The formal consultation period ran from 5 June 2025 to 23 June 2025.

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).

## Background

In 2024, the University launched a series of transformation initiatives under the Renew ANU program, to reshape the University's structure and operating model to ensure long-term academic excellence, financial sustainability, and alignment with its national mission. Renew ANU 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. In response, and in consultation with staff, the University has already implemented a series of strategically aligned activities. A comprehensive list of these activities is available on the Renew ANU [website](#).

In May 2025, the University finalised the [Approach to Change and Change Principles](#) to underpin further Renew ANU activities and guide the development and implementation of future organisational changes. These principles 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.

# Overview of Consultation Process

## Consultation Period for ITS and ISO

On 4 June 2025, affected staff in the Divisions Information Technology Services (ITS) and Information Security Office (ISO) were invited to attend individual meetings with senior leaders and P&C representatives to hear about the proposed changes, the proposed impact on their roles, the support available to them and the proposed timelines for consultation.

On 5 June 2025, the Chief Information Officer and the Chief Information Security Officer, accompanied by the Chief Operating Officer, held a townhall meeting for all staff in the Divisions to announce the Change Proposal. The Change Proposal was then released and published on the Renew ANU webpage. A copy was shared with the NTEU and other relevant stakeholders.

The formal consultation period commenced on 5 June 2025 and planned to close on 23 June 2025 (12.00pm AEST), this was extended until 25 June 2025 (5.00pm AEST). Feedback was submitted via an online form by the closing date. Staff were informed of the opportunity to raise additional questions through the form, or by email to People and Culture.

Further meetings were arranged for staff within the Divisions to give them an opportunity to ask questions and discuss the Change Proposal in detail. These included sessions within the Groups, Chapters, Streams as well as with specific Teams and individual members of staff. A whole of ITS online 'Q&A' session was held on 13 June 2025, which was attended by approximately 180 people. All questions submitted in this meeting were answered and responses made available to staff.

In addition, individual meetings were offered for those staff directly affected by the Change Proposal, or others where these were sought.

A recording of the Townhall was made available and published on the University's Renew ANU website. In addition to the change proposal and recordings, the support information was provided

on the Renew ANU webpage through frequently asked questions and links to wellbeing and support services.

Since release of the change plan proposal, until 22 July there had been 1,827 clicks on the documents, and 484 clicks on the townhall recording.

The consultations, ensuing discussions and feedback, and comments received have been genuinely considered and have informed the development of this Implementation Plan.

## Information Technology Services

Information Technology Services (ITS) plays a critical role in enabling ANU to deliver a student experience equal to the world's best, and research that transforms society and creates national capability. ITS are responsible for the University's digital ecosystem and lead the delivery of the [ANU Digital Plan](#)<sup>1</sup>, a 10-year strategic roadmap to advance the University's digital capability.

To deliver on the Renew ANU principles and sustain a viable operating model under the current and projected financial constraints, ITS needs to change its service delivery model to further support the University to achieve its strategy and performance aspirations.

The changes to the service delivery model aim to:

- Align business-facing IT functions with the University's core portfolios (Academic, Research and Services) to increase connection with those portfolios and support the University's strategic priorities, rationalising the number of ITS organisation units thus creating a more efficient structure.
- Increase collaboration and shared governance by further reducing silos and fostering transparency, collaboration, and a delivery mindset by creating more cross-functional teams with clear responsibilities and direct alignment to the University's core business.
- Clarify functional leadership expectations for information technology across the University.
- Allow for data driven resource allocation by clarifying the ITS resource profile and improving alignment of roles will support more informed planning and allocation of resources.
- Increase operational efficiency and effectiveness by improving scalability and adaptability by optimising resources, refining processes, and adopting flexible service models.

## Overview of Feedback in Response to the Proposal

During the consultation period, 183 submissions were received in response to the Change Proposal, 169 related to ITS. All feedback was given serious and detailed consideration. Key themes of the feedback received during the consultation period included:

- Organisational structure and role clarity
- Collaboration between ITS, ISO, and PSP
- Impact on teaching and learning
- Workload and resourcing
- Career development and staff wellbeing
- Governance, risk and strategic alignment
- Digital learning and LMS transition
- Delivery model and agile practices

The University has genuinely considered the feedback provided during this consultation. The feedback is summarised below, along with the University's response. To protect the privacy of respondents, individual items of feedback will not be disclosed, but have been reflected in the feedback summaries below.

The feedback has been presented aligned to the most relevant group/area or the relevant Renew ANU Change Principle.

Summarised Feedback	Response and/or Change in Implementation Plan
<b>Digital Student Services Stream</b>	
<ul style="list-style-type: none"> <li>Concerns over degraded ongoing service level within Learning Ecosystem support, particularly with release of new Learning Management System. and career path within team</li> </ul>	<ul style="list-style-type: none"> <li>The Learning Management System (LMS) Support Officers were proposed to be reduced from 10 to 5 in the future state. This considered a more streamlined support environment and automation being introduced through the LMS upgrade.</li> <li>On review, it was determined that the ANU07 level was disproportionately impacted, and the addition of one more role in the future state will allow for development of junior resources and increased service levels to the academic community.</li> <li>Change made in Implementation Plan: <b>add 1 x ANU07 additional role</b></li> </ul>
<ul style="list-style-type: none"> <li>Questions on how additional workload will be managed during the transition from Wattle to Canvas in 2025 and how the proposed support team will manage workload once the transition is complete in 2026.</li> </ul>	<ul style="list-style-type: none"> <li>The implementation plan makes a provision in 2025 to maintain all existing Learning and Teaching resources until the end of the year to help mitigate the addition workload stemming from maintaining both Wattle and the new Learning Management System (LMS), Canvas. Additional support is available from Digital Plan funded resources hired on a fixed term basis through 2026 to implement and embed the new LMS.</li> <li>The retirement of Wattle at the end of 2025 is planned to occur in parallel with the implementation of changes described in this implementation. Throughout 2026, the LMS Delivery will continue utilising both the permanent staff remaining in the Learning and Teaching support team and those fixed term staff engaged to complete the implementation of Canvas funded through the Digital Plan. Beyond 2026, the core Learning and Teaching team will manage the Learning Ecosystem augmented by additional resourcing based on work prioritisation, planning, and additional available funding provided by the University.</li> </ul>
<ul style="list-style-type: none"> <li>Questions over merging Student Experience and Learning and Teaching</li> </ul>	<ul style="list-style-type: none"> <li>Bringing the two Streams together was deliberate to align with the University Academic portfolio as solutions are commonly closely linked, with natural dependencies required for delivery.</li> <li>With the merging of the Learning &amp; Teaching and Student Experience streams, the governance of the streams will also be merged creating efficiencies around managing and making decisions related to priorities, issues, risks, and dependencies. There will still be two teams with the necessary subject matter expertise to address specific issues and effectively work with stakeholders. However, these teams will plan collectively and report to the same governance structure helping to ensure that no silos are created.</li> </ul>
<b>Digital University Services Stream</b>	

Summarised Feedback	Response and/or Change in Implementation Plan
<ul style="list-style-type: none"> <li>Concern over the disestablishment of the Learning Space Technology (LST) and Teaching Space Support Team (TSST) having an impact on in classroom Audio Visual (AV) support in teaching spaces.</li> </ul>	<ul style="list-style-type: none"> <li>AV support arrangements will remain unchanged, the Teaching Space Support Team (TSST) and Learning Space Technology (LST) do not provide in classroom AV support, that is delivered via the Service Desk which includes both rapid remote support and in person support.</li> </ul>
<ul style="list-style-type: none"> <li>Changes to Precinct Team structure including ability to provide career progression with reduced number of team leads.</li> </ul>	<ul style="list-style-type: none"> <li>While there are fewer Team Leader roles in Precincts there remains 2 x ANU07 Precinct roles for career progression along with new roles across the University Services Stream including a new Team Leader role.</li> </ul>
<b>Digital Infrastructure Stream</b>	
<ul style="list-style-type: none"> <li>Consideration of introduction of junior role aligned to workloads, resourcing levels and career progression opportunities in Data Centre Operations team.</li> </ul>	<ul style="list-style-type: none"> <li>Manager review of this area has reassessed the current work requirements, and a change in level for a currently vacant position from ANU08 to ANU07 will be made as part of this Implementation Plan.</li> </ul>
<ul style="list-style-type: none"> <li>Concern over lack of clarity of roles, responsibilities and reporting between the Digital Infrastructure and Cloud Enablement (DICE) Program and Streams including continuing challenges with prioritisation of work for resources within Streams by the program.</li> <li>Questions over operation of one program outside the standard approach to Stream structures and governance.</li> </ul>	<ul style="list-style-type: none"> <li>DICE was setup at a time when the accepted approach to deliver large scale transformation was via a separate program. This served well for the initial phase of delivering uplift in enabling infrastructure. The feedback indicates that this model is no longer the most efficient or appropriate.</li> <li>At present there is still a benefit to maintain a 'program' capability to initiate major items of work that are significant and crosscutting in nature (e.g. Network Modernisation Project, Identity Project) and require dedicated attention of a senior resource, however this should be within the relevant Stream. To support this, DICE will be represented as a delivery area within the Digital Infrastructure Stream and maintain projects aligned to that Stream; DICE governance will transition to the governance for this Stream.</li> <li>Specific projects will be identified to transition to the University Services stream and appropriate positions to support these projects will also transition to this Stream. This is consistent with other project aligned resources.</li> <li>Security related projects/program will maintain their own Governance, with the Chief Information Security Officer (CISO) as Sponsor and will be delivered by the DICE Program Director.</li> </ul>
<ul style="list-style-type: none"> <li>Concern in reduction in infrastructure aligned roles being used to increase roles in other areas.</li> </ul>	<ul style="list-style-type: none"> <li>While there are fewer positions in the infrastructure capabilities, future efforts and efficiency will require more skills in "Cloud" and automation and this is reflected in the creation of new Cloud roles and more DevOps roles. It should be noted that these provide potential opportunities for current staff to move into different roles aligned to their interests and skills.</li> </ul>
<b>Digital Delivery Capability Group</b>	

Summarised Feedback	Response and/or Change in Implementation Plan
<ul style="list-style-type: none"> <li>• Risk of specialist system knowledge being lost</li> <li>• Concerns over adequate coverage for current workloads and allowance for transition in a reasonable timeframe to future state</li> <li>• Questions on junior roles and career paths for System Administrators</li> </ul>	<p>System Administrators</p> <ul style="list-style-type: none"> <li>• Consideration was given of staff being able to cross skill to the required level due to the current specialisations, and time for adequate upskilling and knowledge sharing.</li> <li>• Capacity will be increased from the original proposal to help transition from current to future state.</li> <li>• The Chapter structure being established will allow for direction on standard approaches and tools used to generate required documentation; Stream Leads acknowledge the requirement to allocate capacity for remediation of current information gaps. This structure will also support career and personal development for the members.</li> <li>• Changes included in the Implementation Plan: <ul style="list-style-type: none"> <li>○ <b>Add 1 x ANU07 role</b> in Enabling Solutions team</li> <li>○ <b>Add 3 x ANU05/6 roles</b> to bring this to four in total – 1 x Enabling Solutions, 1 x Digital Research Services stream, 2 x Digital University Services stream, this maintains all current roles at this level.</li> </ul> </li> </ul> <p>PeopleSoft System Administrators</p> <ul style="list-style-type: none"> <li>• <b>Change one new ANU08 position to an ANU07 position;</b> allows for career path and possible entry level for existing staff.</li> </ul> <p>Other changes</p> <ul style="list-style-type: none"> <li>• <b>Remove proposed new ANU08 Database Administrator position;</b> all current ANU08 Database Administrators (4) retain their positions with appropriate prioritisation of activities across Business as Usual and project to work within this capacity.</li> <li>• To offset budget implications, it is planned to not immediately fill a currently vacant position in Digital Solution Team; this decision can be reviewed for any impacts and realignment of staff within ITS if required.</li> <li>• Prioritisation of work within Streams will support capacity allocation to development of automation and removal of manual activities to further support system and database administration work.</li> </ul>
<ul style="list-style-type: none"> <li>• Suggestion that Lean and Agile Centre of Excellence (LACE) grouping appears to be unnecessary in the future state model.</li> </ul>	<ul style="list-style-type: none"> <li>• With the consolidation of LACE and Capability &amp; Practice under one executive and the intention for all Chapters to support excellence in operations, it is agreed unnecessary to distinguish these separately and the LACE grouping will be removed from the organisation chart.</li> </ul>
<ul style="list-style-type: none"> <li>• Suggestions for placement of Lean Portfolio Office (LPO) and Strategic Procurement within Architecture &amp; Design group to help support holistic prioritisation alongside enterprise and digital architecture</li> </ul>	<ul style="list-style-type: none"> <li>• It was agreed that, ideally, a separate strategy group that brings together these items would be appropriate. Given the levels of resources in this group, this would require an additional SM3 member of the Executive. While value could be seen, the current financial modelling does not allow for this role to be added.</li> </ul>

Summarised Feedback	Response and/or Change in Implementation Plan
<ul style="list-style-type: none"> <li>Concerns over lack of scale of proposed separate Agile Coaching and Scrum and Product Chapters and the ability of these to influence and support effective practices.</li> </ul>	<ul style="list-style-type: none"> <li>For now, these areas will be virtually grouped on the organisation chart indicating strong connections required to achieve goals of architecture and strategy.</li> <li>Under the current model, these capabilities are unlikely to increase in number, leading to these Chapters remaining small. Considering the feedback, it is agreed that more scale could be achieved by bringing these together into one Chapter that would support ways of working across all facets of agile practices and delivery with appropriate frameworks, tools, guidelines and Communities of Excellence established.</li> <li>Change included in the Implementation Plan is to merge Scrum &amp; Product and Agile Coaching Chapters into an Agile Practices Chapter.</li> <li>It is recognised that the calibre of the current staff in the SM2 roles is high and essential to continue to help ITS achieve required levels of operation.</li> <li>Both current SM2 roles will be retained, one as Chapter Lead and one as Senior Agile Coach; this will be discussed further with these staff.</li> <li>Relevant Communities of Practice (e.g. Product, Delivery) to support ways of working will be run from this Chapter, and shared responsibility for success will be included in appropriate delivery and management Position Descriptions. Time allowance will be required for stream-based resources to participate in cross-Division activities and uplift.</li> </ul>
<ul style="list-style-type: none"> <li>Review of workloads, resourcing level and career progression opportunities for resources supporting PeopleSoft ERP platform.</li> </ul>	<ul style="list-style-type: none"> <li>In line with considerations in the System Administration area, one each of the other new roles (Developer and Functional Analyst) supporting the PeopleSoft platform will be changed from ANUO8 to ANUO7 level. This allows for a more entry level roles into this speciality and alignment of work to relevant levels of experience.</li> <li>Updated: 2 x new PeopleSoft roles from ANUO8 to ANUO7</li> <li>Update all ANUO8 position titles to include 'senior'; this is consistent with other roles at this level.</li> </ul>
<ul style="list-style-type: none"> <li>Feedback was received on the lack of clarity on roles and responsibilities for administrative activities within Streams, particularly relating to procurement, contracts and invoice processing. These activities were previously done by positions within the Project Management Office (PMO), which was disbanded without these duties being adequately incorporated into the duties of other roles.</li> </ul>	<ul style="list-style-type: none"> <li>It is acknowledged that, over time, the duties and responsibilities of ITS delivery roles have evolved — particularly in response to the redistribution and streamlining of workloads — but that these changes have not always been formally reflected in Position Descriptions (PDs).</li> <li>Throughout the implementation of the changes outlined, PDs across the Division are being reviewed and will continue to be updated, where required, to ensure they accurately capture the full scope of each role. This includes clearer articulation of administrative and financial responsibilities, such as procurement, contracts, and invoice processing activities.</li> </ul>



Summarised Feedback	Response and/or Change in Implementation Plan
<b>Digital Architecture and Strategy Group</b>	
<ul style="list-style-type: none"> <li>Concern over move of data architecture and analysis resources out of ITS and the loss of this capability to support delivery of initiatives.</li> <li>More generally, how architectural integrity will be maintained across ITS, ISO and PSP.</li> </ul>	<ul style="list-style-type: none"> <li>The importance of data skills and the value that has been delivered by these resources to ITS initiatives is acknowledged.</li> <li>Realignment of the 'Transforming Data' component of the Digital Plan places this with the appropriate functional owner.</li> <li>ITS, PSP (new Division) and ISO must review architecture, delivery and operational activities to ensure that value can be maintained for initiatives through alignment to agreed architecture standards, principles and decisions, and that the areas work together to contribute to building a data aware and aligned digital environment. Digital architecture will continue to be holistically governed, through the architecture board that oversees University architecture across organisational boundaries.</li> </ul>
<b>General</b>	
<ul style="list-style-type: none"> <li>General concern for areas with proposed reduced resourcing levels and ability to be able to sustain reasonable workload expectations.</li> </ul>	<ul style="list-style-type: none"> <li>It is acknowledged that reduced work output may occur where there is a reduction in resource levels, and this will be managed using the prioritisation processes already in place within ITS. Some items relating to this include: <ul style="list-style-type: none"> <li>Stream based squads support services "from cradle to grave" and are responsible for prioritising and delivering Business as Usual (BAU) and initiative work within capacity.</li> <li>At Horizon Planning events, ITS and stakeholders come together to agree upon goals and objectives for each Stream for the next Horizon (usually about four months). Work priorities are aligned to available resourcing and identified constraints including challenges, roadblocks, risks, issues and dependencies. Approaches are developed to create a solid, agreed plan for the next Horizon for the stream.</li> <li>Sprint planning occurs each fortnight and empowers Squads within the Streams to prioritise their backlogs (work lists) to deliver to the agreed Horizon objectives and respond to BAU imperatives.</li> <li>Establishment of backlogs for squads through Transition will include reassessment and reassignment of existing work items (as recorded in the work management systems ServiceNow and JIRA). There is no suggestion that this is a simple task and there is acknowledgement of the effort required.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>Considerable feedback related to the need to increase understanding about ITS Ways of Working both inside and outside ITS and questions on whether investment in required skills would continue. These were seen by</li> </ul>	<ul style="list-style-type: none"> <li>It is recognised that there is a continuation of the transformation within ITS, including updating the Evolve model to align with future state, at the same time as a formal Organisation Change process.</li> </ul>

Summarised Feedback	Response and/or Change in Implementation Plan
respondents as important to ensure that the future model is setup for success.	<ul style="list-style-type: none"> <li>An overarching schedule is being prepared beyond the formal process. This will include activities for ITS ways of working, the streams and chapters and activities around culture.</li> <li>ITS places a high priority on providing personal development and both formal and informal skill development for people and even under time of budget stress have chosen to maintain support for this.</li> </ul>
<ul style="list-style-type: none"> <li>Naming for Streams and Teams; considerable feedback was received on naming conventions with suggestions that were intended to increase understanding of a stream or team name provided.</li> </ul>	<ul style="list-style-type: none"> <li>We will work with staff and stakeholders post implementation of the formal change to determine if a name change for a group, stream or team would help better represent for the community.</li> </ul>
<ul style="list-style-type: none"> <li>Standardisation of Position titles and position descriptions; considerable feedback was received on taking this opportunity to standardise position titles and position descriptions.</li> </ul>	<ul style="list-style-type: none"> <li>The University is committed to improving role clarity as part of an ongoing process of supporting staff and strengthening operational effectiveness.</li> <li>Agreed that this is an important aspect of embedding the new structure, and that a component of work would be included in the ITS transition activities. With support from P&amp;C, all position titles and descriptions will be reviewed and aligned to University guidelines and classifications and the ITS future state model.</li> <li>While refinements are being made to improve clarity and alignment, the updated PDs will remain substantially similar in terms of classification and core responsibilities. These updates form part of a broader commitment to ensuring role clarity, consistency, and effective service delivery across all Streams.</li> </ul>
<b>Renew ANU Principle 5: University wide services will have a central functional owner</b>	
<ul style="list-style-type: none"> <li>Considerable feedback about opportunities of further implementation of <b>Renew ANU Principle 5</b> "University-wide services will have a central functional owner. Each service will have a functional owner accountable for an end-to-end, ANU-wide service model, encompassing all aspects of service delivery and performance."</li> <li>Areas most often named as candidates for alignment to the functional owner (ITS) include some activities within the Information Security Officer (ISO) and the Business Support Groups in other central divisions (Finance &amp; Business Services, People &amp; Culture, Student Administration).</li> </ul>	<ul style="list-style-type: none"> <li>The future ITS model is scalable to be able to consider and respond to realignment opportunities after the completion of the formal change process.</li> <li>It is agreed that further alignment of digital capabilities from across the University would be able to delivery efficiencies in process and greater alignment on delivery of prioritised initiatives.</li> </ul>
<b>Corrections required</b>	
<ul style="list-style-type: none"> <li>Concerns over inaccurate or inconsistent information provided and specific examples provided for update.</li> </ul>	<ul style="list-style-type: none"> <li>Corrections to clerical errors have been made where identified.</li> </ul>

## Summary of the Changes for Implementation

Based on the feedback received, the following adjustments are included in this Implementation Plan:

- One (1) additional ANU07 System Administrator (cross platform) role to be added into future-state within the Systems Administration Chapter, filled via Closed EOI process
- Three (3) ANU05/6 System Administrator (cross platform) roles to be added into future-state within the Systems Administration Chapter, bringing the total number of these roles to four (4). This changes the status of four (4) existing roles from being reduced in number to being direct transfers into the new structure with minor changes. Position numbers changing impact are:
  - 940; 6875; 17852; 25319
- One (1) additional ANU07 Learning System Support Officer role to be added into future-state within the Student Services stream and reporting to the Manager, Digital Learning & Teaching, filled via Closed EOI process
- Change in classification of the following new roles:
  - ANU08 Senior PeopleSoft System Administrator to an ANU07 PeopleSoft System Administrator
  - ANU08 PeopleSoft Senior Functional Analyst to ANU07 PeopleSoft Functional Analyst
  - ANU08 PeopleSoft Senior Developer to ANU07 PeopleSoft Developer
- Removal of the following new role:
  - ANU08 Database Administrator
- Disestablishment of the following vacant role:
  - Position #41328 ANU08 Senior Data Centre Engineer
- Creation of the following new role:
  - ANU07 Data Centre Engineer

Full details of these changes are included in the following sections.

## Information and Technology Services New Structure

The following changes in structure will be implemented:

Current Operational Unit	Stream or Group in future state	Stream or Group	Information about Future state Stream or Group
Learning & Teaching Stream	Digital Student Services Stream	Stream	A consolidation of the Learning & Teaching and Student Experience streams, focused on supporting students, student support staff and teaching staff.
Student Experience Stream			
Research Stream	Digital Research Stream	Stream	Focused on supporting Research and Innovation functions and School research operations.
Service Delivery	Digital University Services Stream	Stream	A consolidation of Service Delivery and University Services, focused on supporting the Professional Services functions and University-wide services.
University Services Stream			
Infrastructure	Digital Infrastructure	Stream	Focused on platform infrastructure governance, ensuring service quality and standards
Capability and Practice	Digital Delivery Capability Group	Group	A consolidation of the LACE and Capability & Practice groups to drive consistent, expert-led digital delivery across ITS.
Lean Agile Centre of Excellence (LACE)			
	Digital Architecture and Strategy Group	Group	Providing strategic digital design and planning support across ITS and the broader University.
Office of the CIO	Office of the CIO	Group	Divisional administration and governance.

### Digital Student Services Stream

To enhance the student digital experience and improve operational efficiency, the Learning & Teaching and Student Experience streams will merge into a new Digital Student Services stream. This approach ensures closer alignment with stakeholders, better end-to-end service delivery, and supports development of a modernised, connected student journey.

Within this new stream, the Learning Systems Support and Learning Teaching Technology teams will be combined to form a Digital Learning & Teaching team. The future state of this team has taken into consideration the transition to a new Learning Management System (LMS) and the structure required to support it. As a result, a smaller team with a product-management focus is anticipated. While some roles may change or cease, these changes are not proposed to take effect until late 2025, allowing for a transition period.

*Key changes:*

Creation of the Digital Learning & Teaching team:

- Three vacant positions across the existing teams to be disestablished.

- All remaining positions are expected to remain in their current state until November 2025 to ensure continuity during the LMS transition.
- From November 2025, five (previously six) positions within the team be disestablished, as support requirements will reduce with the implementation of the new LMS.
- A single Manager, Digital Learning & Teaching role will be created.
- All position descriptions will be updated to reflect the merged team structure and its product-management focus.

Web team updates:

- The Web team will be realigned to the Digital University Services Stream to better align with its university wide focus. Minor changes include the formalisation of reporting lines from the team to the Scrum Master, SE Web Squad, who will take on the title Manager, Web Services.

New leadership roles:

- Two new Manager roles will be created, focusing on Digital Learning Initiatives and Digital Student Services, respectively.

## Digital Research Services Stream

The Digital Research Stream will continue to support the IT requirements of research across the University through the integration of digital tools and innovation in research-support technologies. The changes in this stream aim to enhance alignment with the evolving needs of ANU Researchers, Higher Degree Candidates, and Research Support staff, contributing to services that are agile, sustainable, and fit for purpose.

*Key changes:*

Establishment of a Research IT Support Team:

- A dedicated Research IT Support Team will be established, consolidating reporting lines currently within Service Delivery to ensure consistent and prioritised IT support for Research Schools. In response to feedback this team has been renamed to Research IT Support Team.
- A new Manager, Digital Research IT Support role will be created to lead this team, providing leadership in both prioritisation and service delivery.
- The team will be sized to reflect current support needs. As part of aligning the team's structure and classification levels one ANUO8 position will be disestablished as a consequence of recruiting a SM1 Manager, however, one ongoing ANUO7 position will be created to meet future requirements.

New leadership role for Research Applications:

- A new Manager, Digital Research Applications role will be created to oversee the delivery and prioritisation of centrally supported research applications and services.

## Digital University Services Stream

The University Services stream and the Service Delivery group will be merged to form a new Digital University Services stream. These areas already collaborate closely, and this formal integration will help reduce duplication, streamline leadership, and improve operational efficiency, while continuing to provide strong support for the University's core operations and business systems.

*Key changes:*

Learning Space Technology and Teaching Space Support Teams

- Following review of current organisational priorities and operating models, these functions are no longer considered sustainable for continued dedicated investment or aligned with broader strategic directions.
- Investments made in remote monitoring capabilities and stabilising support requirements allow a shift in delivery model.

- A small Teaching Space Transformation function will be created, comprising three ongoing positions. Two additional positions impacted by disestablishment will be realigned into the Deployments team to meet future-state needs.

#### Corporate Systems

- System administrator roles currently in Corporate Systems are to realign to the System Administration Chapter, along with other system administrators across ITS. This change will result in fewer positions required in the future state, with the reduction supported by prioritisation of work.
- This realignment will involve updated position descriptions and is expected to deliver improved efficiency as outlined in the Digital Capability Delivery Group section.

#### SOE Team

- The current Standard Operating Environment (SOE) team will be disbanded.
- The SOE Manager position will be disestablished, with remaining roles realigned to the new Digital Workspaces squad.

#### Introduction of Digital Workspaces Squad

- A new Digital Workspaces squad will deliver enhanced managed operating environments, major productivity platforms (e.g., Microsoft 365), Telephony, Information Commons software, and low-code/no-code platforms (e.g., Power Apps, Power Automate).
- A new Manager, Digital Workspaces position will be established to lead this function.
- The squad will include realigned positions from the SOE team and PSP roles transferring into ITS from the Digital Solutions team.

#### Service Management Office

- Given the increasing complexity of work in the Service Management Office the current ANU05/6 position be disestablished and a new ANU07 position established. This will focus on dedicated oversight of an ITSM (IT Service Management) function.

#### Precincts and Service Desk Teams

- These teams will be more closely aligned under a revised leadership model, with the Precincts team to be renamed Desktop Support.
- Both functions will report to the Manager, Service Delivery.
- While the way work is distributed and prioritised will shift for some roles and position descriptions will be refreshed, only three vacant positions or roles identified through VSS will be disestablished. Remaining roles will be realigned within the restructured Stream.

#### Digital Campus and Digital Finance & People Systems

- Two focused positions will introduce a product-management service model to support specific client groups.
- A new Manager, Digital Campus role will be created with Technical Consolidation Project positions (currently in Precincts) to report to this role.
- A Manager, Digital Finance and People Services position will be created to lead product management for HR and Finance systems.

#### New Service Delivery Operations Function

- Five new positions will form a Service Delivery Operations function.
- This team will focus on work scheduling, vendor management and reporting — supporting consistent and scalable service delivery across the stream.

## Digital Infrastructure Stream

Changes will be made to how digital infrastructure is managed with business-focused infrastructure activity realigned to Streams and the core capabilities supporting this brought together into a new System Administration Chapter (detailed further in the Digital Delivery Capability Group section below).

The renamed Digital Infrastructure Stream will continue to own and govern platform infrastructure, ensuring service quality and standards. It is anticipated that the changes in this plan will create efficiencies across infrastructure support, with some roles changing or ceasing. However, it is also likely to create new opportunities in cloud platforms, automation, and service reliability and position the infrastructure group for more future-focused delivery. Continuing to evolve the infrastructure management approach will also be supported by resources from the DevOps Chapter.

#### *Key changes:*

##### Network operations

- Network and Communications will be renamed Network Operations, with some position title and description updates to ensure consistency. Two positions will be disestablished, with new roles created that focus on Network Administration. This reflects a further focus on the operational and administrative side of network management, prioritising reliability, monitoring, and support.

##### Unix, IRP, Windows, Database Administration

- The IRP team will be disbanded:
  - Research-aligned activity will move to the Digital Research Services Stream, with roles reporting to the new System Administration Chapter (see further below).
  - Positions currently focused on infrastructure platforms will transition to the newly created Enabling Platforms team.
- System administration capabilities from IRP, Windows, and Unix will be consolidated into the System Administration Chapter within the new Digital Delivery Capability Group. Resources from this Chapter will be allocated to support Streams. This change will result in fewer positions required, supported by prioritisation of work. Position descriptions will be updated to reflect a cross-functional focus.
- The three Manager positions across Windows, Unix and Infrastructure Research Platforms will be disestablished.
- The Database Administration team will also be realigned to the System Administration Chapter, with reporting lines within the Chapter; the Manager, Database Administration will be disestablished.

##### New functions – Enabling Platforms & Enabling Solutions

- A new Enabling Platforms team will be created, responsible for cloud, storage, compute, and backup. This will include:
  - One new Manager position
  - Two new Senior Cloud Engineer roles
  - Joined by four positions transitioning from IRP as Platform Engineers
- A new Enabling Solutions Manager role will support service reliability for core infrastructure, working with allocated system administrators and DevOps staff with a product management focus.

##### Associate Director

- In place of the current Associate Director role, a new Associate Director, Digital Infrastructure position will be created. This new leadership role is designed to lead the Stream in its redefined form, with a focus on integrating architecture, platforms, and operations into a more cohesive and future-oriented function. The role will provide strategic direction for the redesigned infrastructure area, embed the stream-aligned operating model, and ensure the function evolves to support cloud-first delivery, service reliability, and continuous innovation in alignment with the University's needs.

##### Digital Infrastructure and Cloud Enablement (DICE) Program

- All current project activities within DICE will transition to the appropriate Stream and become subject to that Stream's governance and prioritisation activities.
- Appropriate positions to support these projects will also transition to the Streams. This is consistent with other project aligned resources.



- DICE will be represented as a delivery area within the Digital Infrastructure stream and maintain projects aligned to that stream; DICE governance will transition into the governance for this Stream. Given the size and scale of the activities within Digital Infrastructure, the DICE and Information Security programs will continue to be led by a Program Director and will deliver major digital infrastructure upgrades and strengthen the University's security posture.

## Digital Delivery Capability Group

ITS has had significant success with the introduction of a chapter model and building on this success the chapter structure will continue to be embedded. This evolution is designed to improve the scalability and impact of ITS delivery through clearer job design, ongoing personal and skills development, and flexible resource management.

The Capability & Practice group and the Lean Agile Centre of Excellence (LACE) will be brought together into a unified Digital Delivery Capability group. This change aims to strengthen the approach to digital delivery with all chapters working together to create cohesive practices for teams to leverage and provide expertise to support the full lifecycle of delivery, from ideation to optimisation.

Selected Infrastructure and Service Delivery staff will be brought together to establish the new System Administration Chapter, allowing for deeper specialisation in system administration and alignment to streams, while maintaining flexibility to support a range of ITS initiatives.

Within each Chapter, lead roles will work within streams and have the reporting line responsibilities for those stream staff. This structure ensures appropriate spans of control are established and supports career pathways and staff care and development.

These changes reflect the continuous adaptation of the chapter model, ensuring that teams can meet the dynamic challenges ahead. While the day-to-day work for many staff will remain largely unchanged, there will be an emphasis on cross-skilling that fosters broader expertise and more efficient service delivery. The changes will generate efficiencies across the Group, with some roles changing or ceasing as detailed in the impact tables below.

### *Key changes:*

#### System Administration Chapter

- A System Administration Chapter will be established to bring together system administration capabilities from across ITS, consolidating specialised technical functions to strengthen cross-skilling, integration across teams and alignment to business.
- Expertise from Infrastructure and Research Platforms (IRP), Unix, Windows, Database Administration, PeopleSoft Administration, and Application Support Services will be unified under this Chapter.
- System Administrators working across IRP, Unix, Windows, and Application Support will gradually transition toward a more generalist model, with support provided to develop broader system administration capabilities over time. This realignment will result in a reduction of positions across this cohort, supported by prioritisation of work.
- Database Administrators and PeopleSoft System Administrators will retain a specialised focus to ensure the delivery of key services in their areas.

#### DevOps Chapter

- The DevOps Chapter was established to integrate development and operations into ITS and has matured into a critical function that supports automation and modern development practices across teams.
- To strengthen delivery capability, four new Solution Lead roles will be created. These roles will increase hands-on capacity to build and support automation solutions and align with future needs, overseeing development within each stream. These changes will further support the move away from a previously outsourced development model.
- In line with this shift, the DevOps and Automation Tech Lead (SM2) role will be disestablished. While this role was key in establishing the Chapter, the function has now matured, and a stronger focus on delivery at the technical level is required.



## Analysis Chapter

- All analysis roles, including business, functional, technical, and testing, will join the Analysis Chapter.
- To ensure appropriate span of control and support for staff development and growth, four new Analysis Lead roles will provide the leadership of analysts within each stream, as well as undertake the more complex activities required of this capability.
- One staff member from PSP will be directly mapped into an existing ANUO8 role in this Chapter.

## Delivery Chapter and Agile Coaching Chapter

- These Chapters will be brought together to form an Agile Practices Chapter, which will support all aspects of the ITS ways of working. This will provide consistent frameworks, tools, and practices for agile delivery, product management and Scrum delivery across ITS. It will support alignment in how work is prioritised, planned, and delivered across all Streams and all types of delivery.
- This Chapter will guide teams in all aspects of agile practice and provide resources for areas where scale and complexity may benefit from specialised Scrum Master roles.
- The Chapter will play a key role in helping mature the ITS ways of working and ensure high-value delivery across all areas.

## Contracts & Procurement

- The Contracts & Procurement team and IT Purchasing team will be brought together under the leadership of the IT Procurement, Commercial and Sourcing Lead to streamline procurement functions and improve overall oversight.
- The strategic contribution of this group will assist in creation of a commercial architecture that aligns with the digital architecture and as such will work closely with the Digital Architecture & Strategy Group.

# Digital Architecture & Strategy Group

A new Digital Architecture & Strategy team will provide strategic design and planning support across ITS and the broader University, and bring together Architecture, Human-Centred Design (HCD), and Digital Accessibility capability. This team's elevated role reflects the University's commitment to digital design and plays a critical role in governance and planning, ensuring alignment across systems, platforms, and future initiatives. These changes support a more cohesive, user-centred, and strategically aligned approach to digital design and delivery.

### Key changes:

#### Creation of a new team

- The Digital Architecture & Strategy Group, led by the Head Architect, will report directly to the Chief Information Officer (CIO), reinforcing the University's commitment to integrated and future-focused digital design.

#### Realignment of roles to support the future state:

- The Senior Data Architect, Senior Data Analyst and the Senior Linux Administrator role that was dedicated to the functioning of the data platforms will be realigned to the Performance, Data and Analytics Division, improving integration with the University's overall data strategy.
- All remaining architecture roles will move into the new group, with some roles renamed to reflect responsibilities and scope.
- Digital Accessibility positions will move into this group to ensure accessibility is embedded into digital design from the outset.
- Human-Centred Design (HCD) capability will also be moved into this group, supporting closer collaboration between design, accessibility, and architecture functions.

## The Office of the CIO

The Office of the CIO will continue to provide strategic and operational support to the ITS executive and the broader ITS division. The changes outlined below aim to streamline support functions, clarify reporting lines, and align responsibilities with current and future needs.

*Key changes:*

- The current Manager, Services & Operations position will be realigned into the Office of the CIO, with an updated title of Executive Officer to reflect its focus on supporting ITS divisional operations and administration. This role will report directly to the Chief Information Officer (CIO).
- The Governance Officer and Executive Assistant position will report to the Executive Officer position and the Executive Assistant position will provide support to both the CIO and Chief Information Security Officer (CISO).
- The vacant WHS Officer position will be realigned to People & Culture.

## Consistency with Renew ANU Change Principles

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

- **Collaboration and Shared Governance** – The change will further reduce silos and foster transparency, collaboration, and a delivery mindset by creating more cross-functional teams with direct alignment to the University's core business, enhancing communication channels, and establishing clear responsibilities across teams.
- **Mission-Focused Transition** – The change will enhance business alignment by providing for all IT services to be directly linked to the University's core mission and priorities, aligning resources with the strategic objectives of teaching, research and service functions.
- **Operational Efficiency and Effectiveness** – The change improves scalability and adaptability by optimising resources, refining processes, and adopting flexible service models. Efficiencies will be achieved through cross-training, role-sharing, and automation to support financial sustainability and cost-effective service delivery.
- **Leadership role clarity** – The consolidation of areas and introduction of updated Position Descriptions will provide clearer expectations for leadership roles, including accountability for team outcomes, staff development, and delivery. This will support consistent and effective leadership across ITS.
- **Consistency across functions** – Standardising role titles and aligning Position Descriptions with sector norms will promote consistency across teams. This is an important foundation for coordinated service delivery and also provides an opportunity to strengthen and better align digital capability across functions to meet current and emerging needs.
- **Functional service ownership** – Aligning Streams to major University portfolios will strengthen accountability for the services that support each core function. This end-to-end ownership will provide for better alignment with the University's strategic priorities.
- **Data-driven resource allocation** – Clarifying the ITS resource profile and improving alignment of roles will support more informed planning and allocation of resources. This will help enable greater transparency in decision-making and that capability is matched to areas of highest value.
- **Clear workforce development pathways** – The expansion of the Chapter model, combined with standardised roles and optimal spans of control, will enhance opportunities for career development and progression. This will support staff mobility, cross-skilling, and the growth of future leaders within ITS. Given the considerable feedback associated with the disproportionate impact on more junior level roles a total of four have been added into the future model, three in the System Administration Chapter and one in the Student Services stream, to provide for more junior opportunities and to support development career pathways. In addition, four of the new roles, three supporting the PeopleSoft ERP systems and one in the Data Centre Operations team, have been reviewed and reclassified to allow more entry level opportunities into specialist areas for existing staff.

## Impacts of the change to be implemented

Following genuine consideration of the matters raised above and subject to clause 70.13 of the Enterprise Agreement, the University will proceed with the following changes:

- 31 positions will be disestablished.
- 41 new positions will be established, reflecting roles required to support future service delivery, and ensuring long-term sustainability in ongoing ITS operations and funding.
- Further savings will be achieved by not filling vacant positions (19 FTE) and the Voluntary Separation Scheme (13 FTE) – 32 total positions.
- 5 positions will transfer into ITS from PSP, while 3 positions will transfer out to PSP (new Performance, Data and Analytics Division).
- 1 position will transfer into People and Culture Division.

The comparison below shows the difference in ITS Position Count Impact Summary between the Change Proposal and this Implementation Plan:

ITS Position Count Impact Summary			
Action		Change Proposal	Implementation Plan
	<b>Current Position Count*</b>	<b>319</b>	<b>321</b>
Disestablished	Less positions currently vacant to be disestablished	-19	-19
	Less positions disestablished through VSS	-13	-13
	Less other positions disestablished	-35	-31
	Less Disestablished total	-67	-63
New	Plus new roles	40	41
	<b>Subtotal</b>	<b>292</b>	<b>299</b>
Realigned	Less position moving to P&C from ITS	-1	-1
	Less positions moving to PSP from ITS	-2	-3
	Plus positions moving to ITS from PSP**	7	5
	<b>Future Position Count</b>	<b>296</b>	<b>300</b>

\* The 'Current Position Count' has increased from the time of release of the Change Proposal due to the commencement of fixed term staff.

\*\* Of the seven positions previously identified as moving to ITS from PSP, it has been determined that one staff will direct map to a role already in the future state, so has not been included in this number. In addition, one staff member who was to be directly mapped has resigned from the University, therefore this transfer will not proceed.

## Positions directly affected by the 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 Implementation Plan.

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 changes are not expected to lead to an increase in casual roles within the Division. ITS are focused on maintaining a stable workforce and where possible positions will be ongoing to support long-term capability and continuity.

## Psychosocial risk

Change presents a risk associated with a range of psychosocial hazards. The Psychosocial Risk Assessment (refer [Appendix 1](#)) contains information on how potential psychosocial hazards will be managed and reduced so far as is reasonably practicable.

## Workload Management

In developing the changes, the University has considered the potential impact on workloads within the relevant areas. The future state is designed to attain efficiencies by removing duplication. The 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 future state.

Notwithstanding, the University has also taken active measures to ensure the 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.
- Continuing to employ current planning and prioritisation processes to ensure appropriate workload management.
- 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 the [Psychosocial Risk Assessment](#)).

Informed by the above, the University is confident that workloads in the 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.

## Position Impacts of the Change

### Positions to cease

The **continuing** positions listed below do not have a direct equivalent or suitable alternative, without significant change, in the future structure. and will be **disestablished**. The University will actively work with staff on their options in accordance with clause 57 and 70 of the Enterprise Agreement. This includes staff being eligible for Expressions of Interest (EOI) for vacant roles in the impacted business area, to fill the available positions prior to being declared surplus.

Team	Current Position	Classification	Position No.	# Position	Position Outcome	Occupant Impact
<b>Capability &amp; Practice</b>						
Analysis Chapter	Senior Test Analyst	ANU08	5396	1	Position to be disestablished.	Nil - VSS
Contracts & Procurement	Man, ICT Strat Procure & Contracts	SM1	22051	1	Position to be disestablished.	Nil - VSS
Capability & Practice	Business Operations Manager	ANU08	37864	1	Position to be disestablished.	Subject to EOI processes, where position is unable to be placed in future structure, role will be declared surplus
Project Management	Project Support Officer	ANU05/6	34508	1	Position to be disestablished.	Subject to EOI processes, where position is unable to be placed in future structure, role will be declared surplus
<b>Infrastructure</b>						
Windows	System Administrator	ANU06/7	714	1	Position to be disestablished.	Nil - VSS
Network and Comms	Senior Infrastructure Manager	ANU08	985	1	Position to be disestablished.	Nil - VSS
Unix team	Manager, UNIX	SM1	7925	1	Position to be disestablished.	Nil - VSS
Database Administration team	Manager, Database Administration	SM1	35963	1	Position to be disestablished.	Subject to EOI processes, where position is unable to be placed in future structure, role will be declared surplus
Infrastructure Platforms Team	Manager, Research Infrastructure	SM1	33280	1	Position to be disestablished.	Subject to EOI processes, where position is unable to be placed in

Team	Current Position	Classification	Position No.	# Position	Position Outcome	Occupant Impact
						future structure, role will be declared surplus
Infrastructure Platforms Team	Infrastructure Platforms Lead	SM1	30369	1	Position to be disestablished	Nil - Vacant
Infrastructure Services	Associate Director, Infrastructure	SM3	23272	1	Position to be disestablished.	Subject to EOI processes, where position is unable to be placed in future structure, role will be declared surplus
Windows team	Manager, Windows	SM1	33975	1	Position to be disestablished	Subject to EOI processes, where position is unable to be placed in future structure, role will be declared surplus
Network and Comms	Senior Network Engineer	SM1	40587	1	Position to be disestablished.	Nil - Vacant
Network and Comms	Network Support Engineer	ANU07	7329	1	Position to be disestablished.	Nil - VSS
Data Centre Operations	Senior Data Centre Engineer	ANU08	41328	1	Position to be disestablished.	Nil - Vacant
<b>LACE</b>						
DevOps	DevOps & Automation Tech Lead	SM2	40358	1	Position to be disestablished.	Subject to EOI processes, where position is unable to be placed in future structure, role will be declared surplus
<b>Learning &amp; Teaching Stream</b>						
Learning Systems Support Group	Learning Management System Technologist	ANU05/6	15503	1	Position to be disestablished from end of 2025	Nil - VSS
Learning Systems Support Group	Learning Management System Support Officer	ANU05/6	23603 31227	2	Positions to be disestablished – from November 2025.	(1) subject to EOI processes, where position is unable to be placed in future structure, role will be declared surplus from November 2025 (1) Nil - Vacant

Team	Current Position	Classification	Position No.	# Position	Position Outcome	Occupant Impact
Learning and Teaching Technology Team	System Technologist	ANU05/6	42075	1	Position to be disestablished – from November 2025.	Nil - Vacant
<b>Service Delivery</b>						
Precincts Team	East Precinct Team Lead	ANU08	29268	1	Position to be disestablished	Nil - VSS
Precincts Team	Senior Precincts Officer	ANU07	2149	1	Position to be disestablished	Nil - Vacant
Precincts Team	Precincts Officer	ANU05/6	3022	1	Position to be disestablished	Nil - VSS
Research IT Team	IT Officer	ANU05/6	38921	1	Position to be disestablished	Nil - VSS
Research IT Team	IT Officer	ANU07	3591	1	Position to be disestablished	Nil - VSS
Learning Space Technology	Audio Visual Architect	ANU08	33382 35879	2	Positions to be disestablished	Subject to EOI processes, where position is unable to be placed in future structure, role will be declared surplus
Learning Space Technology	Lecture Support Coordinator	ANU06/7	38245	1	Position to be disestablished	Subject to EOI processes, where position is unable to be placed in future structure, role will be declared surplus
Learning Space Technology	Manager Audio Visual	SM1	3085	1	Position to be disestablished	Subject to EOI processes, where position is unable to be placed in future structure, role will be declared surplus
Service Management Office	IT Service Management Support Officer	ANU05/6	25276	1	Position to be disestablished	Subject to EOI processes, where position is unable to be placed in future structure, role will be declared surplus
Service Desk	Senior IT Support Officer	ANU07	40096	1	Position to be disestablished	Nil - Vacant
SOE	Standard Operating Environment Manager	SM1	337	1	Position to be disestablished	Subject to EOI processes, where position is unable to be placed in future structure, role will be declared surplus

Team	Current Position	Classification	Position No.	# Position	Position Outcome	Occupant Impact
Teaching Space Support	Manager Campus Services (TSST)	ANU08	32953	1	Position to be disestablished	Subject to EOI processes, where position is unable to be placed in future structure, role will be declared surplus
Teaching Space Support	Deployment Officer Campus Services	ANU04	21643	1	Position to be disestablished	Nil - vacant
Teaching Space Support	Manager Campus Svc -Purch & Deploy	ANU08	14389	1	Position to be disestablished.	Nil - VSS
Teaching Space Support	AD, Infra & Campus, DSS	SM2	37236	1	Position to be disestablished	Nil - VSS
<b>Student Experience</b>						
Web Team	Web Developer / Administrator	ANU07	27461 37487	2	Positions to be disestablished	Nil, vacant



## Positions to be reduced in number

The **Continuing** positions listed below have been assessed as **substantially similar** to positions in the future structure, but there are **more current staff than available positions**.

To manage this, a **closed assessment process (closed EOI)** will be conducted, limited to relevant affected staff. Direct appointments will be made in order of **merit**. Staff not successful through this process will be supported to seek other internal opportunities. See the “Process for transferring staff into the new structure” section for more details.

Team	Current Position	Future Position	Classification	Position No.	# Current Positions	# Future Positions	Position Outcome	Occupant Impact
<b>Infrastructure and University Services</b>								
Windows;  Unix;	Senior Windows Systems Administrator; Senior System Administrator; IT Officer; Senior Systems Support Specialist	Senior Systems Administrator	ANU08	589 983 5187 9625 11242 36580 37347 38223 38357 40574	10	7	(3) to be disestablished. (7) reporting line change into System Administration Chapter, title & PD refresh, shifting toward cross-functional work with support.	Closed EOI (3) staff subject to EOI processes, where position is unable to be placed in future structure, role will be declared surplus
Infra & Research Platforms;  University Services Corporate Systems	Unix System Administrator; System Administrator; Infrastructure Officer; Systems Support Officer	Systems Administrator	ANU07	5332 6306 13402 32976 32980 33977 23195	7	3	(4) to be disestablished. (3) reporting line change into System Administration Chapter, title & PD refresh, shifting toward cross-functional work with support.	Closed EOI (4) staff subject to EOI processes, where position is unable to be placed in future structure, role will be declared surplus

Team	Current Position	Future Position	Classification	Position No.	# Current Positions	# Future Positions	Position Outcome	Occupant Impact
<b>Learning &amp; Teaching Stream</b>								
Learning and Teaching Technology	Learning Systems Support Manager; Technical Lead, ANU Online	Manager, Digital Learning and Teaching	SM1	1195 27998	2	1	(1) to be disestablished – from <b>November 2025</b> . (1) team realignment to the Digital Student Services Stream & PD refresh	Closed EOI (1) staff subject to EOI processes, where position is unable to be placed in future structure, role will be declared surplus
Learning and Teaching Technology	Senior Systems Support Specialist	Senior Learning Technology Systems Support Specialist	ANU08	27999 38834 39397	3	2	(1) to be disestablished – from <b>November 2025</b> . (2) team realignment to the Digital Student Services Stream & PD refresh	Closed EOI (1) staff subject to EOI processes, where position is unable to be placed in future structure, role will be declared surplus
Learning Systems Support Group & Learning and Teaching Technology	Systems Support Specialist; Systems Support Professional; Technology Specialist	System Support Specialist	ANU07	20793 23604 30259 35053 35609	5	3	(2) to be disestablished – from <b>November 2025</b> . (3) team realignment to the Digital Student Services Stream & PD refresh	Closed EOI (2) staff subject to EOI processes, where position is unable to be placed in future structure, role will be declared surplus
<b>Research</b>								

Team	Current Position	Future Position	Classification	Position No.	# Current Positions	# Future Positions	Position Outcome	Occupant Impact
Research	IT & Digital Media Manager; IT & Operations Manager; IT Manager	Senior Research IT Specialists	ANU08	1847 2519 15911 23633	4	3	(1) to be disestablished on Closed EOI for Manager, Research IT Support (3) title & PD refresh.	Closed EOI (1) position at risk of being declared surplus after recruitment of Manager, Research IT Support with <u>no occupant impact</u>
Service Delivery								
Learning Space Technology	Project Manager	Project Manager Teaching Space Transformation	SM1	35859 39485	2	1	(1) to be disestablished. (1) title refresh.	Closed EOI (1) staff subject to EOI processes, where position is unable to be placed in future structure, role will be declared surplus
University Services								
University Services	(Snr) Systems Support Specialist	See above with Infrastructure	ANU08	9625 36580	(3) positions are represented with infrastructure above, closed EOI across cohort due to reduction in number. Otherwise team, realignment to System Administration Chapter with reporting line in Chapter and PD refresh.			
	Systems Support Specialist		ANU07	23195				

## Direct transfer into new structure with minor changes

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

Changes 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	Position Outcome	Occupant Impact
<b>Capability &amp; Practice</b>							
Analysis Chapter	Business Analyst	Business Analyst	ANU07	37364	1	Reporting line change – Analysis Lead	Direct transfer
Analysis Chapter	Chapter Lead, Analysis	Chapter Lead, Analysis	SM2	40025	1	Reporting line change – AD, Digital Delivery Capability	Direct transfer
Analysis Chapter	Senior Business Analyst	Senior Business Analyst	ANU08	922; 27444; 37277; 37279 37730	5	Reporting line change – Analysis Lead	Direct transfer
Analysis Chapter	Test Analyst	Test Analyst	ANU07	25423; 28161	2	Reporting line change – Analysis Lead	Direct transfer
Architecture	Senior Data Architect	Senior Data Architect	SM2	40355	1	Realignment to institutional Insights & Data Division (previously PSP) and reporting line change.	Direct transfer
Architecture	Senior Business Analyst	Senior Architecture Analyst	ANU08	25497	1	Title & PD refresh	Direct transfer
Capability & Practice	Manager, Services & Operations	Executive Officer	SM1	36652	1	Reporting line change to Chief Information Officer, title, & PD refresh	Direct transfer
Integration Analysis	Data Integration Analyst	Business Analyst	ANU07	37435	1	Title & PD refresh – cross-skilling focus	Direct transfer
Integration Analysis	Senior Integration Analyst	Senior Business Analyst	ANU08	35054	1	Title & PD refresh – cross-skilling focus	Direct transfer

PeopleSoft	Senior Functional Analyst	PeopleSoft Senior Functional Analyst	ANU08	39247; 39273	2	Reporting line change – Analysis Lead	Direct transfer
PeopleSoft	Senior Systems Developer; PeopleSoft Senior Developer	PeopleSoft Senior Developer	ANU08	916; 6137; 13644; 28376; 39227	5	Reporting line change – Solution Lead, PeopleSoft	Direct transfer
PeopleSoft	Technical Lead, PeopleSoft Dev	Solution Lead, ERP Systems	SM1	32603	1	Reporting line change to Chapter Lead, DevOps, Position Description & title refresh	Direct transfer
<b>Infrastructure</b>							
Database Administration team	Database Administrator	Database Administrator	ANU08	925; 7860; 31255; 31153	4	Reporting line change to new System Administration Chapter Lead	Direct transfer
Data Centre Operations	Data Centre and Comms Room Engineer	Data Centre Engineer	ANU07	41397	1	Title refresh.	Direct transfer
Infra and Research Platforms	Senior System Admin (infrastructure), Senior Infrastructure Engineer	Senior Platform Engineer	ANU08	5451; 20969	2	Change to Enabling Platforms team, title & PD refresh,	Direct transfer
Network and comms	Communications Support Officer	Network Support Officer	ANU06	17613	1	Title refresh	Direct transfer
Network and comms	Network Support Engineer	Network Administrator	ANU07	21617; 39860	2	Title refresh	Direct transfer
Network and comms	Senior Network Engineer	Senior Network Admin	ANU08	27857; 40588	2	Title refresh	Direct transfer
Network and comms	Senior Network Engineer	Senior Network Engineer	SM1	40791	1	Title refresh	Direct transfer
Windows Team Unix Team	Windows Systems Administrator;	Systems Administrator	ANU05/6	940; 6875; 25319	3	Reporting line change to new Systems Lead roles in System Administration	Direct transfer

	Systems Support Specialist					Chapter; title change; Position Description refresh	
<b>LACE</b>							
Scrum Master Chapter	Scrum Master (Advanced)	Senior Project Manager	SM1	30425	1	Reporting to Program Director (DICE), title & PD refresh	Direct transfer
Lean Portfolio Office	Senior Project Coordinator	Senior Portfolio Officer	ANU08	34815	1	Title & PD refresh	Direct transfer
<b>Office of the CIO</b>							
Office of the CIO	Executive Assistant	Executive Assistant	ANU06/7	33857	1	Reporting line change to Executive Officer	Direct transfer
Office of the CIO	Governance Officer	Governance Officer	ANU06/7	21063	1	Reporting line change to Executive Officer	Direct transfer
Office of the CIO	WHS Officer	WHS Officer	ANU05	29511	1	Position realigned to People and Culture Division	Nil, vacant
<b>Service Delivery</b>							
College IT	IT Client Services Officer	Desktop Support Officer	ANU05/6	38923	1	Title & Reporting Line Change to Team Leader, Desktop Support	Direct transfer
DSS Deployments	Deployment Officer Campus Services	Deployment Officer	ANU04	35646; 35676	2	Title & Reporting Line Change to Team Leader, Deployments	Direct transfer
Service Delivery	Manager Service Precincts	Manager, Digital Campus	SM1	33282	1	New Position Description aligned to current responsibilities; minor change	Direct transfer
Service Delivery	Precincts Officer; Research IT Support Officer	Research IT Support Officer	ANU05/6	11194; 39956	2	Title refresh & realignment to Research IT Support Team	Direct transfer
Service Delivery	IT Client Services Officer	Research IT Support Officer	ANU04	24334	1	Title refresh & realignment to Research IT Support Team	Direct transfer

Service Delivery	IT Administrator	Research IT Support Specialist	ANU07	4047	1	Title refresh & realignment to Research IT Support Team	Direct transfer
Service Delivery	Precincts Officer	Research IT Support Officer	ANU05/6	17448	1	Title refresh & realignment to Research IT Support Team	Direct transfer
Service Delivery	West Precinct Team Lead	Senior Business Analyst	ANU08	3944	1	New Position Description aligned to current expertise and future-need; minor change & reporting line change to Analysis Lead.	Direct transfer
DSS Deployments	Team Leader IT Deployment	Team Leader Deployments	ANU07	31134	1	Title & Reporting Line Change to Manager, Service Delivery	Direct transfer
IT Purchasing Group	Senior Purchasing Officer	Senior Purchasing Officer	ANU07	10837	1	Reporting Line Change - Realign to Digital Capability Group	Direct transfer
Precincts	Precincts Officer; IT TechCon Project Officer	Desktop Support Officer	ANU05/6	2055; 17938; 17983; 20400; 23225; 24228; 31237; 31364; 33087; 33285; 39148; 7977	12	Title & Reporting Line Change to Team Leader, Desktop Support	Direct transfer
Precincts	Senior Precincts Officer	Senior Desktop Support Officer	ANU07	23689; 40576	2	Title & Reporting Line Change to Team Leader, Desktop Support	Direct transfer
Precincts	South Precinct Team Lead; North Precincts Team Lead;	Team Leader Desktop Support; Team Leader Desktop Projects;	ANU08	3414; 14427	2	Duties broadened slightly; minor change	Direct transfer

Service Desk	Service Desk Manager	Manager, Service Delivery	SM1	20492	1	Title change & Duties broadened slightly; minor change	Direct transfer
SOE	SOE Systems Administrator; Systems Administrator	Client Computing Officer	ANU05/6	5059; 37340	2	Title & Reporting Line Change to Manager, Digital Workspaces	Direct transfer
SOE	Windows SOE Systems Admin; Systems Admin; System Admin SOE Windows	Senior Client Computing Officer	ANU07	35578; 37995; 38435	3	Title & Reporting Line Change to Manager, Digital Workspaces	Direct transfer
Teaching Space Support	Campus Services Team Leader	Senior Support Officer	ANU05/6	40116	1	Title & Reporting Line Change to Project Manager, Teaching Space Transformation, Duties broadened slightly; minor change	Direct transfer
Teaching Space Support	IT Officer	Support Officer	ANU04	38628	1	Title & Reporting Line Change to Project Manager, Teaching Space Transformation. Duties broadened slightly; minor change	Direct transfer
Teaching Space Support	IT Officer	Deployments Officer	ANU04	35855; 36507	2	Title & Reporting Line Change to Team Leader, Deployments. Duties broadened slightly; minor change	Direct transfer
SOE	Senior Systems Administrator; Application Packaging Lead	Specialist Client Computing Officer	ANU08	40220; 40222	2	Title & Reporting Line Change to Manager, Digital Workspaces	Direct transfer
<b>University Services</b>							
Corporate Systems	System Support Officer	System Administrator	ANU05/6	17852	1	Reporting line change to new Systems Lead roles in System Administration	Direct transfer



						Chapter; title change; Position Description refresh	
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## New positions

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

Roles will either be continuing or fixed term based on assessed need. The term of the role will be made clear as jobs are advertised. 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 Outcome
<b>Digital Capability Delivery Group</b>				
Analysis Chapter	Analysis Lead	SM1	4	Positions established
Analysis Chapter	Test Analyst	ANU07	1	Position established
System Admin Chapter	Functional Analyst	ANU07	1	Position established
DevOps Chapter	PeopleSoft Developer	ANU07	1	Position established
DevOps Chapter	Solution Developer	ANU07	2	Positions established
DevOps Chapter	Solution Lead	SM1	4	Positions established
Digital Delivery Capability	Manager, IT Procurement Commercial and Sourcing	SM1	1	Position established
System Admin Chapter	Chapter Lead, System Administration	SM2	1	Position established
System Admin Chapter	Senior System Admin (PeopleSoft)	ANU08	1	Position established
System Admin Chapter	System Admin (PeopleSoft)	ANU07	1	Position established
System Admin Chapter	Systems Lead	SM1	2	Position established
<b>Digital Infrastructure Stream</b>				
Digital Infrastructure	Associate Director, Digital Infrastructure	SM3	1	Position established
Enabling Platforms	Manager, Enabling Platforms	SM1	1	Position established
Enabling Solutions	Manager, Enabling Solutions	SM1	1	Position established
Enabling Platforms	Senior Cloud Engineer	ANU08	2	Positions established
Network Operations	Network Administrator	ANU07	1	Position established
Network Operations	Senior Network Administrator	ANU08	1	Position established
Data Centre Operations	Data Centre Engineer	ANU07	1	Position established
<b>Digital Research Services</b>				

Team	New Position	Classification	# Positions	Position Outcome
Research Applications	Manager Digital Research Applications	SM1	1	Position established
Research IT support	Manager Research IT Support	SM1	1	Position established
Research IT support	Research IT Specialist	ANU07	1	Position established
Research IT support	Research IT Specialist	ANU05/6	1	Position established
<b>Digital Student Experience</b>				
Student Services	Manager, Digital Student Services	SM1	1	Position established
<b>Digital University Services</b>				
Digital University Services	Manager Digital Finance and People Services	SM1	1	Position established
Digital University Services	Manager Digital Workspaces	SM1	1	Position established
Service Delivery	Senior Service Delivery Operations Officer	ANU07	1	Position established
Service Delivery	Service Delivery Operations Officer	ANU05/6	3	Positions established
Service Delivery	Team Leader Service Delivery Operations	ANU08	1	Position established
Service Desk Team	Service Desk Officer	ANU04	1	Position established
Service Management Office	ITSM Specialist	ANU07	1	Position established

## Fixed term position impacts

The following changes are for **fixed term positions**. Changes may include minor adjustments to reporting lines, position titles, duties that do not significantly alter the role's core purpose, or early cessation of fixed term employment.

ITS Group/Team	Position title	Position No.	# Positions	Position Outcome
ITS Leadership				
Capability and Practice	Head of Capability & Practice	21500	1	LACE and Capability & Practice Groups have merged – new leadership role ‘Associate Director, Digital Delivery Capability’ to be Closed EOI between current occupants. Following this process, 1 fixed term contract will be ceased.
LACE	Head, Agile/DevOps Capability	37949	1	
Capability and Practice				
Capability and Practice	Project Coordinator	38647	1	Vacant budgeted position, not being recruited.
Capability and Practise	Project Coordinator	39291	1	Vacant budgeted position, not being recruited.
Capability and Practice	Business Change Manager - DICE	39423	1	Vacant budgeted position, not being recruited.
Capability and Practice	Change and Communication Lead	38493	1	Vacant budgeted position, not being recruited.
Capability and Practice	Human Cantered Design Practise Lead	37296	1	Vacant budgeted position, not being recruited.
Capability and Practice	Digital Accessibility Service Team Lead	37611	1	New reporting line – Head Architect
Capability and Practice	Business Analyst	40563	1	New reporting line – Analysis Lead
Capability and Practice	Business Analyst	20314	1	New reporting line – Analysis Lead
Capability and Practice	Business Change Manager - DICE	39768	1	New Position Title - Change and Communications Lead
Capability and Practice	Change Chapter Lead	40298	1	New reporting line – AD, Digital Delivery Capability
Capability and Practice	Digital Access Service PL	37611	1	New reporting line – Head Architect
Capability and Practice	ITS Contract & Procurement Off	33461	1	New reporting line – IT Procurement, Commercial and Sourcing Manager
Capability and Practice	Lead Human Centred Designer	38942; 38885	2	New reporting line – Head Architect

ITS Group/Team	Position title	Position No.	# Positions	Position Outcome
Capability and Practice	Procurement Support Officer	40104	1	New reporting line – IT Procurement, Commercial and Sourcing Manager
Capability and Practice	Project Coordinator	38825	1	New reporting line – Program Director, DICE
Capability and Practice	Project Coordinator	38638	1	New reporting line – Program Director, DICE
Capability and Practice	Senior Business Analyst	39361; 38699; 40792; 39461; 39341; 34464; 38976; 41259; 42161	9	New reporting line – Analysis Lead
Capability and Practice	Senior Data Analyst	40528	1	Realignment to Institutional Insights and Data Division (previously PSP) and reporting line change.
Capability and Practice	Senior Solutions Architect	29215	1	New reporting line - CIO, new title 'Head Architect'
Capability and Practice	Strategic Procurement Manager	37586	1	New reporting line – AD, Digital Delivery Capability; new title IT Procurement, Commercial and Sourcing Lead + updated Position Description
Capability and Practice	Test Analyst	38698	1	New reporting line – Analysis Lead
Capability and Practice	PeopleSoft System Administrator	40543	1	Realigned to DevOps Chapter; new title 'Senior PeopleSoft System Administrator'
<b>Infrastructure</b>				
Infrastructure	Senior Windows System Admin	40664	1	Vacant budgeted position, not being recruited
Infrastructure	Snr Linux Systems Admin	40304	1	Currently vacant; realignment to Institutional Insights and Data Division (previously PSP) and reporting line change; title change to Planning & Reporting Platform Engineer and Position Description update
Infrastructure	Linux System Administrator, Cyber Resilience	41369	1	Vacant budgeted position, not being recruited
Infrastructure	Linux System Administrator, Lifecycle Squad	41368	1	Vacant budgeted position, not being recruited
Infrastructure	Casual Senior Network Admin	36739	1	New reporting line – Manager, Network Operations- Title Senior Network Administrator

ITS Group/Team	Position title	Position No.	# Positions	Position Outcome
Infrastructure	Manager, Data Network	00986	1	New reporting line, new position title 'Manager, Network Operations' update to PD
Infrastructure	Senior Network Engineer	37259	1	New reporting line, – Manager, Network Operations update to PD
Infrastructure	Senior Systems Administrator	05185	1	New reporting line– Manager, Enabling Platforms update to PD and title 'Senior Platform Engineer'
Infrastructure	Snr Systems Admin: Stor & Comp	38497	1	New reporting line– Manager, Enabling Platforms update to PD and title 'Senior Platform Engineer'
Infrastructure	Systems Admin - SOE Windows	38434	1	New reporting line to Manager, Digital Workspaces, New Position Title 'Senior Client Computing Officer'
Infrastructure	Windows SOE System Admin	39407	1	New reporting line, Manager, Digital Workspaces New Position Title 'Senior Client Computing Officer'
Infrastructure	Windows System Administrator	40573	1	New reporting line – System Lead, New Position Title 'Senior Systems Administrator'
<b>Lean &amp; Agile Centre of Excellence</b>				
LACE	Delivery Lead	40585	1	New reporting line – AD, Digital Student Experience
LACE	Delivery Lead	40892	1	New reporting line – AD, Digital University Services
LACE	DevOps Chapter Lead	40368	1	New reporting line – AD, Digital Delivery Capability
LACE	Lean Portfolio Manager	40596	1	New reporting line – AD, Digital Delivery Capability
LACE	Project Manager	41767	1	New reporting line – Program Director - DICE
LACE	Project Support Officer	38986	1	New reporting line – Project Manager
LACE	Scrum Master (Advanced)	39390	1	New reporting line – AD, Digital Student Experience, new Position Title 'Senior Project Manager'
LACE	Scrum Master (Advanced)	39391	1	New reporting line – AD, Digital Research Services New Position Title 'Senior Project Manager'
LACE	Scrum Master (Advanced)	39430	1	New reporting line – AD, Digital Student Experience, new Position Title 'Senior Project Manager'
LACE	Scrum Master, SE Web Squad	41148	1	New reporting line update to PD – AD, University Services, New position title 'Manager, Web Services'

ITS Group/Team	Position title	Position No.	# Positions	Position Outcome
LACE	Scrum Master Chapter Lead	40286	1	New reporting line to Digital Delivery Group;
LACE	Senior Agile Coach	39334	1	New title 'Chapter Lead, Agile Practice' and 'Senior Agile Coach' – to be determined after review with these staff
LACE	Senior Project Coordinator	41854	1	New reporting line – Program Director - DICE
LACE	Senior Project Coordinator	41855	1	New reporting line within University Services
<b>Learning &amp; Teaching</b>				
Learning & Teaching	AD, Learning Ecosystem	40303	1	New reporting line – AD, Digital Student Experience; new title 'Learning Ecosystem Lead'
<b>Office of the CIO</b>				
Office of the CIO	Infrastructure Platform Lead DICE	41400	1	New reporting line – AD, Digital infrastructure, new title 'Infrastructure Platforms Lead'
<b>Research</b>				
Research	Value Stream Lead - Research	39712	1	New Position Title – AD, Digital Research Services
<b>Service Delivery</b>				
Service Delivery	IT TechCon Project Officer	41127	1	Vacant budgeted position, not being recruited
Service Delivery	Associate Director Service Delivery	00951	1	New Position Title 'AD Digital University Services'
Service Delivery	IT TechCon Project Officer	39669; 09286; 41125, 41126; 02340	5	New reporting line - Team Leader Tech Consolidation & new title 'Desktop Support Officer'
<b>Student Experience</b>				
Student Experience	ITS Value Stream Lead	39442	1	New position title 'AD, Digital Student Experience'
Student Experience	WebDev/Admin (Drupal)	37361	1	New reporting line - Web Manager, New title 'Web Developer'
<b>University Services</b>				
University Services	System Support Specialist	42002	1	New reporting line – Chapter Lead, System Administration & new title - System Administrator

# Information Security Office

The Information Security Office (ISO) supports the University's national mission by enabling secure and trusted research and education. The ISO ensures the protection of the University's information assets, facilitates compliance with legislative and contractual obligations, and contributes to institutional resilience. The changes respond to evolving threats, an increased compliance burden, and the need for alignment with university priorities under Renew ANU.

To meet the University's strategic and financial sustainability needs, the ISO must evolve. The changes will ensure ANU is equipped to meet security demands and deliver long-term value. As part of a broader shift to cohesive service delivery, this change will build a more capable, specialised, and resilient ISO aligned to the University's obligations and the increasingly complex threat landscape.

The changes to ISO aim to:

- reduce fragmentation and strengthen engagement across key University functions. Shared ownership of key risk domains will support timely and proportionate advice and embed cyber security early in decision-making.
- realign ISO capabilities to be more directly supportive of:
  - **Teaching:** Securing digital learning platforms, protecting student data, and supporting safe academic systems.
  - **Research:** Providing secure collaboration, data sovereignty, and compliance with obligations such as foreign interference and defence trade controls.
  - **Services:** Supporting resilient core systems and meeting compliance with privacy, critical infrastructure, and information security obligations.
- Redesign services to support reducing duplication, automate repeatable tasks, and embed consistent practices across ISO teams. This includes the use of standard operating procedures, coordinated stakeholder engagement, and central reporting to better drive transparency and accountability.
- define responsibility for strategic and operational security outcomes, staff development, and risk ownership. This will ensure leaders are empowered and accountable for delivery.
- standardise role titles and align position descriptions and structure to improve portability, coordination with ITS and other portfolios, and align with sector benchmarks. This consistency will help enable clearer interfaces between functions.
- provide key ISO functions (e.g. incident management, security architecture, governance and outreach) with defined service leads accountable for delivery and performance. This will support end-to-end ownership and improve responsiveness.
- allow staffing and investment decisions to be informed by threat trends, compliance requirements, system volumes, and strategic engagement demand. This will help capability to be matched with actual risk.
- clarify opportunities for specialisation and progression across technical, advisory, and leadership pathways. Cross-skilling and mentoring will also support succession planning and capability uplift.



## Summary of the Changes for Implementation

- The establishment of 2 new continuing professional staff positions.
- The disestablishment of 1 continuing professional staff position.
- The disestablishment of 3 vacant positions and 1 continuing professional position through the Voluntary Separation Scheme.
- Job title and/or PDs review of all ISO existing continuing professional staff positions

The impact of the Implementation Plan would result in:

1. The disestablishment of the Head of Governance and Assurance role with the SM1 Senior Information Security Analyst to be renamed as Governance, Assurance and Awareness Manager and move from the CIC to lead a refreshed Governance, Assurance and Awareness team. The Governance & Outreach teams are to both report into the refreshed and realigned SM1 Manager, Governance and Assurance Manager position.
2. To support the refreshed Governance, Assurance and Awareness team, an ANU05-6 Project Officer to be renamed to appropriately reflect current role and realigned as ANU05-06 Information Security Advice and Assessment Analyst. Additional ANU07 Business Analyst to be renamed to appropriately reflect current role and realigned as ANU07 Information Security Advice and Assessment Analyst.
3. A SM2 Security Architect to be established to build in-house capacity and develop long term expertise and deliver robust, tailored security architectures aligned with the University's evolving and complex security architecture needs.
4. A Deputy Chief Information Security Officer position to be established to provide strategic and operational leaderships across ISO, acting as a key liaison with other parts of the University and external stakeholders, and enhance resilient, continuing and capacity across the security function.
5. The disestablishment of the ISO program delivery team, following a review of ISO operational needs post transition of all ISO projects delivery to ITS, including budgetary allocation. The ANU5 Project Officer role was identified as surplus and a vacant SM1 Project Manager role to be disestablished.

## Overview of Feedback in Response to the Proposal

During the consultation period, 183 submissions were received in response to the Change Proposal of which 14 referenced ISO. All feedback was given serious and detailed consideration. Key themes of the feedback received during the consultation period, in no particular order, included:

1. Workload and resourcing levels – concern that reduced headcount within ISO and ITS and tight budgets could stall security uplift, ISO service delivery, creating workload spikes during transition.
2. Communication clarity – requests for plainer role titles, simpler language and more consistent terminology in change materials.
3. Operating model and reporting lines – questions about where the ISO Engineering team should sit, the need to safeguard ISO information security know-how and how ISO's independence will be protected within the wider CIO portfolio structure.

The University has given careful consideration to the responses provided during this consultation. The feedback is summarised below, along with the University's response. To protect the privacy of respondents, individual items of feedback will not be disclosed, but have been reflected in the feedback summaries below.

Summarised Feedback	Response and/or Change in Implementation Plan
<b>Information Security Office</b>	
<ul style="list-style-type: none"><li>• Workload and resourcing levels – concern that reduced headcount</li></ul>	<ul style="list-style-type: none"><li>• To address the concerns around reduced headcount within ISO and ITS, ISO will</li></ul>

Summarised Feedback	Response and/or Change in Implementation Plan
<p>within ISO and ITS and tight budgets could stall security uplift, ISO service delivery, creating workload spikes during transition.</p> <ul style="list-style-type: none"> <li>Concerns around tight budgets and fewer staff could spike workloads during the transition and slow security improvements.</li> </ul>	<p>consider the distribution of work aligned with key priorities to ensure that essential duties are covered without disproportionately increasing the workload of staff.</p> <ul style="list-style-type: none"> <li>As a Commonwealth entity and a Defence Industry Security Program member, and as highlighted by the University leadership, the University is committed to upholding the highest security standards that supports our international reputation, fosters trust with government, sector and industry partners, and protects the University's standing in global rankings. All ISO core functions were evaluated and reviewed to ensure minimal impact on the University's capability to maintain robust security posture. This review aimed at reducing redundancies while still preserving critical functions.</li> <li>Cyber Security remains a key strategic priority for the University; essential to safeguarding the safety and wellbeing of our community, protecting critical research and digital assets, and ensuring operational resilience.</li> <li>The feedback affirmed the need to continue to embed security into project planning, design and development phases. Building security from the very beginning avoids rework while balancing risk, usability, cost and compliance.</li> <li>The implementation plan keeps ISO separate and we continue to require a security-by-design approach in all major new initiatives, ensuring strong results without slowing delivery.</li> <li>ISO will work more closely and intentionally with ITS to enhance the way we operate together, with a greater focus on purposeful and coordinated operations and integrated planning.</li> </ul>
<ul style="list-style-type: none"> <li>Communication clarity – requests for plainer role titles, simpler language and more consistent terminology in change materials.</li> </ul>	<ul style="list-style-type: none"> <li>As a response to the feedback, ISO has updated the organisation chart and position descriptions, renaming roles to match their responsibilities.</li> <li>ISO will also outline each team's remit at a high level and align every position description with our career framework so staff and stakeholders can navigate the structure with ease.</li> <li>ISO will align with industry workforce standards to ensure relevance, promotes career growth, and enhances overall performance. For individuals, it means staying competitive in the job market and having opportunities for advancement. For</li> </ul>

Summarised Feedback	Response and/or Change in Implementation Plan
	<p>ANU, it translates to increased efficiency, improved quality of work, and a stronger competitive edge.</p>
<ul style="list-style-type: none"> <li>Feedback asked how the ISO Engineering team will be positioned in the new structure, and how ISO's independence, along with its specialist security knowledge, would be safeguarded if any functions were realigned with ITS.</li> <li>Concerns around the separation of ISO from ITS. The feedback indicated both support as well as against the separation of functions – specifically the ISO Engineering team and DevOps sub-team</li> </ul>	<ul style="list-style-type: none"> <li>Following an intensive review of the current structures, we determined that realignment of the team to ITS would: <ul style="list-style-type: none"> <li>blur accountability for risk oversight and potentially compromise ISO's independence</li> <li>dilute specialist career pathways that underpin ANU's security capability</li> <li>introduce complexity in meeting segregation-of-duties and independent-assurance obligations under PSPF, ISM and other frameworks</li> <li>slow incident response by inserting an extra organisational layer between engineers and CISO</li> </ul> </li> <li>Conversely, keeping the team within ISO: <ul style="list-style-type: none"> <li>maintains a clear “first-line delivery / second-line assurance” separation from ITS, aligning with good governance practice</li> <li>protects critical corporate knowledge developed through past incidents and threat-hunting activities</li> <li>allows CISO to direct ISO engineering priorities in real time, improving response readiness and tactical agility</li> <li>still enables tight day-to-day collaboration with ITS via established Horizon Planning and joint plan-build-run ceremonies</li> </ul> </li> <li>The change in the implementation plan will therefore retain ISO Engineering team inside ISO division. To strengthen collaboration with ITS we will: <ol style="list-style-type: none"> <li>continue to participate in Horizon Planning</li> <li>provide a single “front door” for ISO</li> </ol> </li> <li>This approach preserves ISO independence and expertise while strengthening the operational partnership with ITS, addressing stakeholder concerns.</li> </ul>

## Overview of changes to Information Security Office

The changes to each team are outlined below.

### Cyber Integration Centre (CIC)

*Key changes:*

- The SM1 Senior Information Security Analyst will move from the CIC to the Governance and Assurance team, reflecting its current governance-focused responsibilities and will be retitled to 'Governance and Assurance Manager'.
- Additional job title changes will be made to the following roles:
  - CIC Manager to Manager, CIC
  - Threat Hunt to Threat Hunt Lead
  - Cyber Security Analyst to Senior SIEM Specialist

### Governance & Outreach

The **Governance & Outreach teams** will both report into the refreshed and realigned SM1 Manager, Governance and Assurance Manager position.

The **Outreach and Engagement team** are responsible for communicating cyber security and counter foreign interference messaging, managing training content for cyber security awareness, assisting with communications related to cyber security changes and events, and assisting with incident after care.

The **Governance team** aligns governance, risk management, and compliance efforts to protect the University from security threats while ensuring adherence to legislative regulations and requirements. The changes and realignment aim to increase capacity and better align functional roles to this team.

*Key changes:*

The Governance team realign under the Governance & Assurance Manager.

- SM1 Manager, Governance, Assurance & Awareness will realign from the CIC to Governance and Assurance.
- ANUO7 and ANUO5-6 Information Security Advice and Assessment Analysts will realign from the Programme Support team to Governance and Assurance.
- Position Descriptions for the following positions will be refreshed:
  - ANUO8 Senior Governance Officer
  - SM1 Information Security Governance Manager
- Additional job title changes will be made to the following roles:
  - Senior Manager, DISP to DISP Lead
  - Outreach Manager to Information Security Outreach and Engagement Lead
  - Comms Manager to Senior Information Security Outreach and Engagement Officer

### Security Architecture

*Key changes:*

- SM2 Security Architect will be established to provide additional capacity, capability and ensure continuity of complex security architecture support.

### Security Engineering

*Key changes:*

- Two vacant ANUO8 Senior Information Security Engineer positions will be disestablished. This change is possible due to a strategic prioritisation of core activities and a reduction

in non-essential work, enabling the team to operate effectively with fewer roles. Security Engineer Manager to Manager, Security Systems and Engineering;

- Additional job title changes will be made to the following roles:
  - Infrastructure Lead to Security System Technical Lead;
  - Information Security DevOps to Senior SOAR Specialists

## CISO and ISO Programme Support

The Programme Support team maintains administrative and procurement functions for ISO.

*Key changes:*

- ANUO6-7 Executive Assistant will be disestablished following VSS.
- SM1 Executive Officer be renamed to a Senior Advisor to better reflect the role and duties.
- SM3 Head of Governance & Analysis will be disestablished.
- SM3 Deputy Chief Information Security Officer to be established.
- SM1 Project Manager will be disestablished.
- ANUO5 Project Officer will be disestablished.
- The below roles will be realigned:
  - ANUO5-6 Project Officer will be renamed to Information Security Advice and Assessment Analyst to better reflect the role and realigned to Governance and Assurance.
  - ANUO7 Business Analyst will be renamed to reflect role and realigned to Governance and Assurance as Information Security Advice and Assessment Analyst.

## Consistency with Renew ANU Change Principles

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

- **Collaboration and Shared Governance**  
ISO will reduce fragmentation and strengthen engagement across key University functions. Shared ownership of key risk domains will support timely and proportionate advice and embed cyber security early in decision-making.
- **Mission-Focused Transition**  
The change will realign ISO capabilities to be more directly supportive of:
  - **Teaching:** Securing digital learning platforms, protecting student data, and supporting safe academic systems.
  - **Research:** Providing secure collaboration, data sovereignty, and compliance with obligations such as foreign interference and defence trade controls.
  - **Services:** Supporting resilient core systems and meeting compliance with privacy, critical infrastructure, and information security obligations.
- **Operational Efficiency and Effectiveness**  
Services will be redesigned to support reducing duplication, automate repeatable tasks, and embed consistent practices across ISO teams. This includes the use of standard operating procedures, coordinated stakeholder engagement, and central reporting to better drive transparency and accountability.
- **Leadership Role Clarity**  
The introduction of updated Position Descriptions will define responsibility for strategic and operational security outcomes, staff development, and risk ownership. This will ensure leaders are empowered and accountable for delivery.
- **Consistency Across Functions**  
Standardising role titles and aligning position descriptions and structure will improve

portability, coordination with ITS and other portfolios, and alignment with sector benchmarks. This consistency will help enable clearer interfaces between functions.

- **Functional Service Ownership**  
Key ISO functions (e.g. incident management, security architecture, governance and outreach) will have defined service leads accountable for delivery and performance. This will support end-to-end ownership and improve responsiveness.
- **Data-Driven Resource Allocation**  
Staffing and investment decisions will be informed by threat trends, compliance requirements, system volumes, and strategic engagement demand. This will help capability to be matched with actual risk.
- **Clear Workforce Development Pathways**  
The new model clarifies opportunities for specialisation and progression across technical, advisory, and leadership pathways. Cross-skilling and mentoring will also support succession planning and capability uplift.

## Impacts of the change to be implemented

The University will proceed with the following changes:

Position Count Impact Summary		
Action	Current Position Count	35
Disestablished	Less positions currently vacant to be disestablished	-3
	Less positions disestablished through VSS	-1
	Less other positions to be disestablished	-1
Less Total		-5
New	Plus new roles	2
Future Position Count		32

## Positions directly affected by the 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. Fixed term appointments with no change will be reviewed prior to the end of the contract term.

## Impact on casualisation

The changes are not expected to lead to an increase in casual roles within ISO. 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 the updated Psychosocial Risk Assessment (see [Appendix 1](#)) for information on how potential psychosocial hazards will be managed and reduced so far as reasonably practicable.

## Workload Management

In developing the changes, the University has considered the potential impact on workloads within the relevant areas. The future state is designed to attain efficiencies by removing duplication. The new structure will 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 future state.

Notwithstanding, the University has also taken active measures to ensure the 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 fill these positions in the future state
- carefully considered the future ITS needs of the University to ensure the 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 1).

Informed by the above, the University is confident that workloads in the 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.

## Position impacts of the change

### Positions to cease

The **continuing** positions listed below do not have a direct equivalent or suitable alternative, without significant change, in the future structure, and will be **disestablished**. The University will actively work with staff on their options in accordance with clause 57 and 70 of the Enterprise Agreement. This includes staff being eligible for Expressions of Interest (EOI) for vacant roles in the impacted business area, to fill the available positions prior to being declared surplus.

Team	Current Position	Classification	Position No.	# Positions	Position Outcome	Occupant Impact
<b>Programme Support</b>						
Programme Support	Executive Assistant	ANU06/7	33844	1	Position to be disestablished.	Nil - VSS
Programme Support	Head, Governance & Analysis	SM3	36711	1	Position to be disestablished.	Nil - Vacant
Programme Support	Project Manager	SM1	36508	1	Position to be disestablished.	Nil - Vacant
Programme Support	Project Officer	ANU05	39287	1	Position to be disestablished.	Subject to EOI processes, where position is unable to be placed in future structure, role will be declared surplus
<b>Security Engineering</b>						
Security Engineering	Security Engineer Cyber Sidekick	ANU02/3	41755	1	Position to be disestablished.	Nil - Vacant



## 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	Position Outcome	Occupant Impact
<b>Cyber Integration Centre</b>							
CIC	Senior Information Security Analyst	Manager, Governance, Assurance & Awareness	SM1	37299	1	Update position title, realign to Governance team and PD refresh	Direct Transfer
CIC	CIC Manager	Manager, Cyber Integration Centre	SM2	35439	1	Update position title	Direct Transfer
CIC	Threat Hunt	Threat Hunt Lead	SM1	37298	1	Update position title	Direct Transfer
CIC	Cyber Security Officer	Senior SIEM Specialist	ANU08	35381	1	Update position title and PD refresh	Direct Transfer
<b>Information Security Office</b>							
Programme Support	Business Analyst	Information Security Advice & Assessment Analyst	ANU06/7	38765	1	Title and PD refreshed in line with existing responsibilities and future needs.	Direct Transfer
Programme Support	Executive Officer	Senior Advisor	SM1	39054	1	Title and PD refreshed in line with existing responsibilities and future needs.	Direct Transfer
Programme Support	Project Officer	Information Security Advice & Assessment Analyst	ANU05/6	39286	1	Title and PD refreshed in line with existing responsibilities and future needs.	Direct Transfer
<b>Security Systems and Engineering</b>							
Security Systems and Engineering	Security Engineering Manager	Manager, Security Systems and Engineering	SM1	37421	1	Update position title	Direct Transfer
Security Systems and Engineering	Infrastructure Lead	Security Systems Technical Lead	SM1	36341	1	Update position title	Direct Transfer

Security Systems and Engineering	Information Security DevOps	Senior SOAR Specialists	ANU08	36661 36780	2	Update position title	Direct Transfer
<b>Outreach &amp; Engagement</b>							
Outreach & Engagement	Outreach Manager	Information Security Outreach and Engagement Lead	SM1	36410	1	Update position title	Direct Transfer
Outreach & Engagement	Comms Manager	Senior Information Security Outreach and Engagement Officer	ANU08	39774	1	Title and PD refreshed in line with existing responsibilities and future needs.	Direct Transfer
<b>Governance</b>							
Governance	Information Security Governance Manager	Information Security Governance Lead	SM1	36939	1	PD refresh in line with changes to the established Governance and Assurance team	Direct Transfer
Governance	Senior Governance Officer	Senior Governance Officer	ANU08	38401	1	PD refresh in line with changes to the established Governance and Assurance team	Direct Transfer
Governance	Senior Manager, DISP	DISP Lead	SM1	41551	1	Update position tile	Direct Transfer

## New positions

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

Roles will either be continuing or fixed term based on assessed need. The term of the role will be made clear as jobs are advertised. 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	Position Ref.	# Positions	Position Outcome
<b>Programme Support</b>					
Programme Support	Deputy Chief Information Security Officer	SM3	New 1	1	(1) position established
<b>Security Architecture</b>					
Security Architecture	Senior Security Architect	SM2	New 2	1	(2) positions established

# Timeline for Implementation

## Timelines

The timeline for change is set out below.

Milestone	Date
Meetings with directly affected staff	4 & 5 June 2025 [completed]
Release of change proposal & consultation opens	6 June 2025 [completed]
Close Consultation Period (5:00pm AEST)	25 June 2025 [completed]
Collation of feedback and preparation of Implementation Plan	From 26 June 2025 [completed]
Release of implementation plan	30 July 2025
Anticipated commencement of implementation	6 August 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.](#)

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.

This document will be made available on the Renew ANU website for the information of directly affected staff and relevant unions.

## Implementation processes

### 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 Enterprise 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 and Recruitment

#### 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
- 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.

### **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 PSP, ITS and CIO 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.

### **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 the ANU 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 diversity, inclusion, and equity 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.

## ITS Transition Program

While the Implementation Plan is a formal structural and procedural change, the Transition Program encompasses a cultural shift focused on:

- providing support through the Implementation Plan phases
- strengthening cohesion and collaboration across ITS
- building a sense of shared values and purpose in ITS.

The Transition Program goals are to:

- improve and embed the Evolve 'ways of working' within the new structure
- align teams on core processes and culture
- provide opportunities to connect, gain and share knowledge.

Further information for ITS staff can be found at [ITS Transition Program - Confluence](#)

## Key contacts

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

Name	Position	Contact details
Julian Doak	Chief Information Security Officer	<a href="mailto:ciso@anu.edu.au">ciso@anu.edu.au</a>
Paul Hargreaves Zoran Sugarevski	Interim Chief Information Officer Chief Information Officer	<a href="mailto:cio@anu.edu.au">cio@anu.edu.au</a>
Paul Kiley	Manager, HR Business Partnering	<a href="mailto:hrbp.renew@anu.edu.au">hrbp.renew@anu.edu.au</a>
Emily Fisk	Manager, Organisational Change	<a href="mailto:Org.Change@anu.edu.au">Org.Change@anu.edu.au</a>

## 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.

## 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 Relationships Australia	1800 808 374 (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](http://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 changes:

- [Renew ANU 2025 Change Principles](#): Consultation Paper including Appendix 'A' (Support Information) and Appendix B (Service Performance Framework)<sup>2</sup>
- [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 – WHS Psychosocial Risk Assessment](#)

[Appendix 2 - ITS Current Organisational Chart](#)

[Appendix 3 - ITS Future State Organisational Chart](#)

[Appendix 4 – ISO Current Organisational Chart](#)

[Appendix 5 – ISO Future State Organisational Chart](#)

[Appendix 6 – Position Descriptions for New Roles](#)

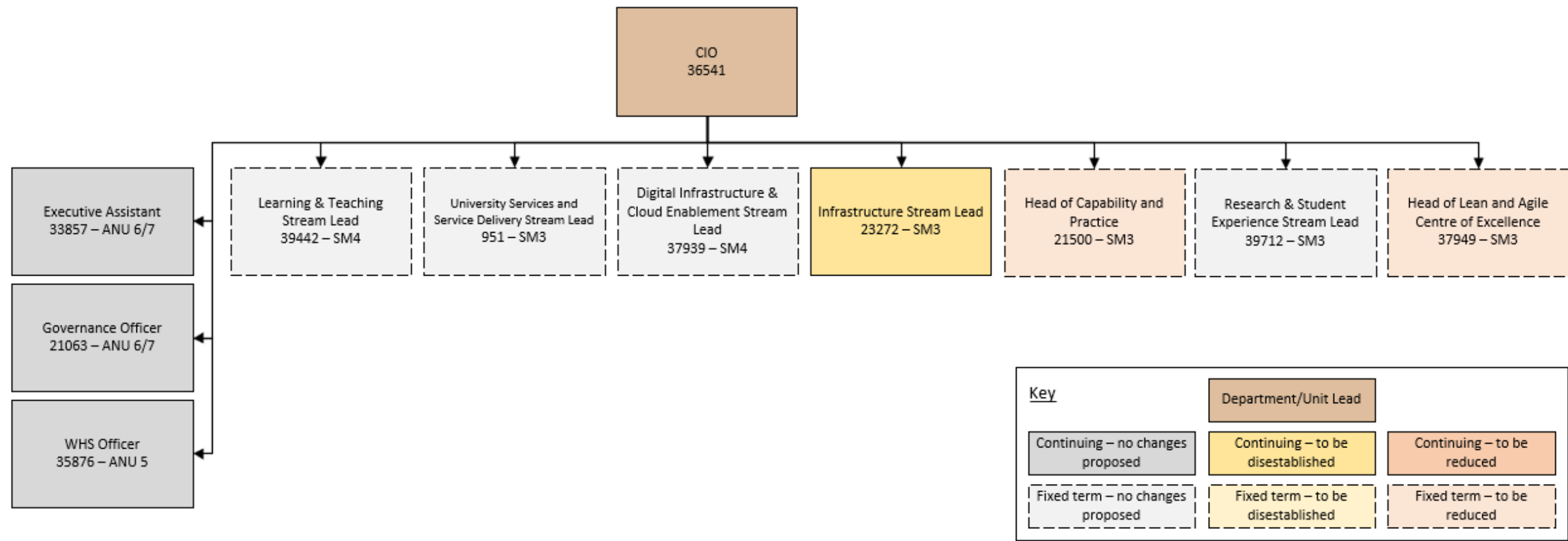
[Appendix 7 – ITS/ISO Organisational Change Proposal \[6 June 2025\]](#)

## Appendix 1 - WHS Psychosocial Risk Assessment

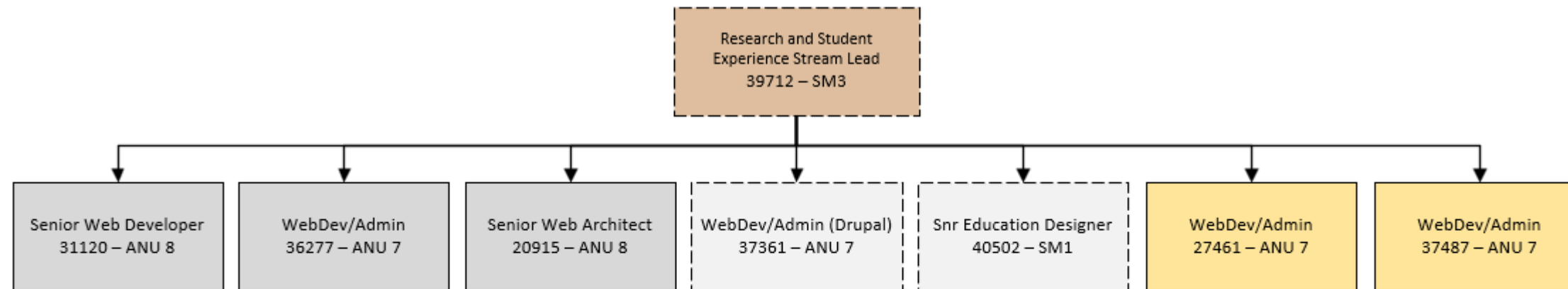
(Click this [link](#))

Appendix 2 – ITS Current State Organisational Charts

2.1 ITS – CIO direct reports

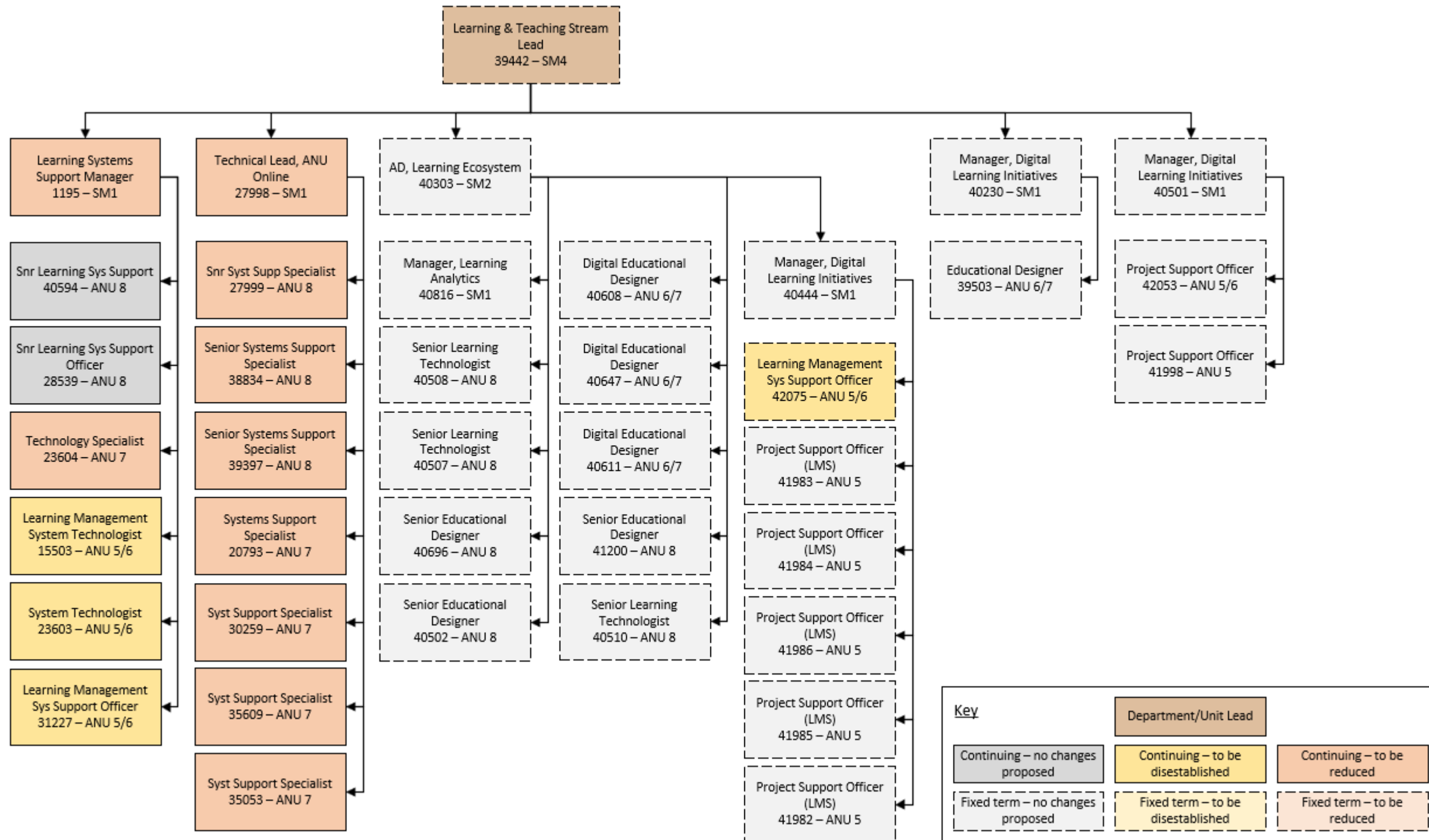


## 2.2 ITS – Research and Student Experience

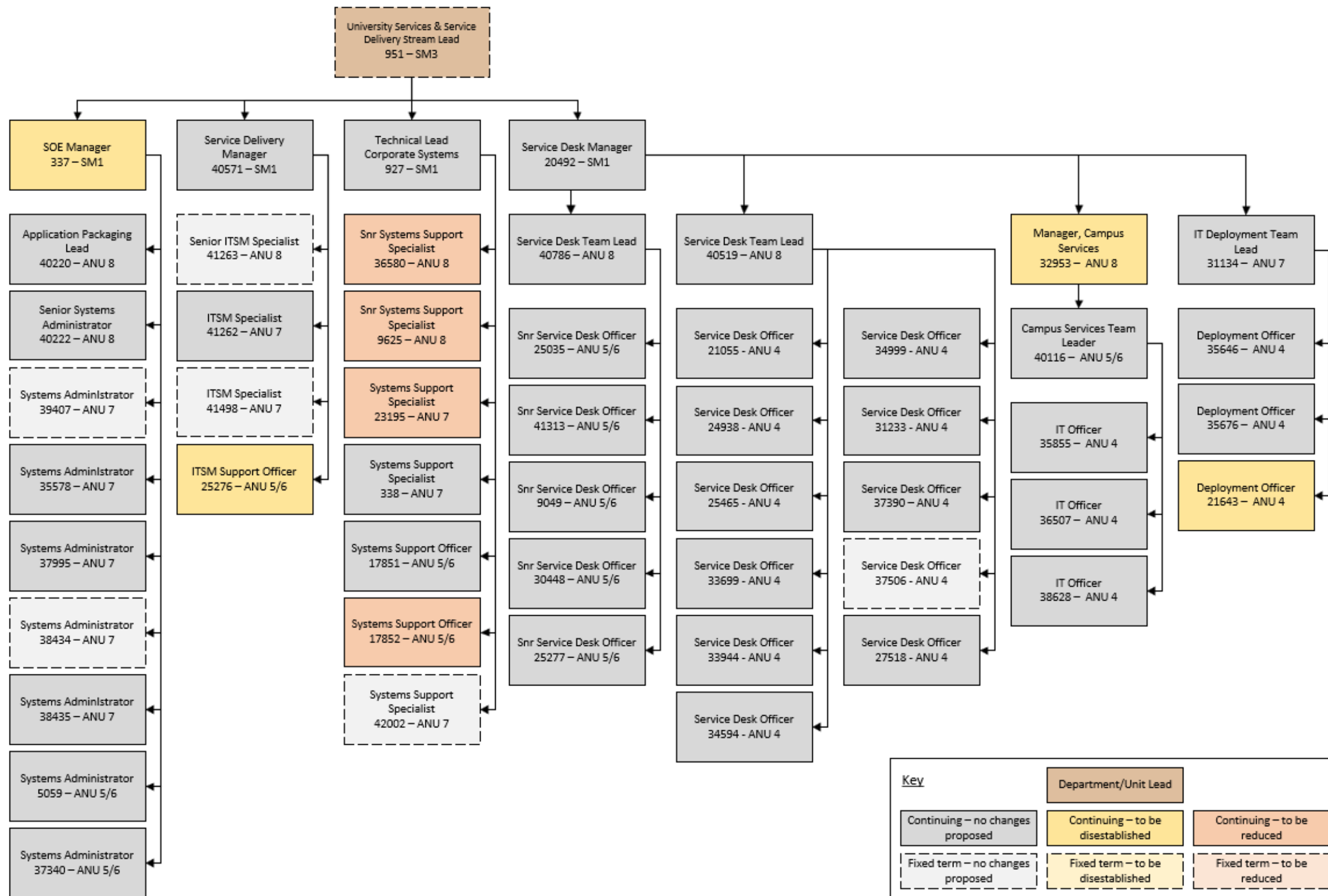


Key		
	Department/Unit Lead	
Continuing – no changes proposed	Continuing – to be disestablished	Continuing – to be reduced
Fixed term – no changes proposed	Fixed term – to be disestablished	Fixed term – to be reduced

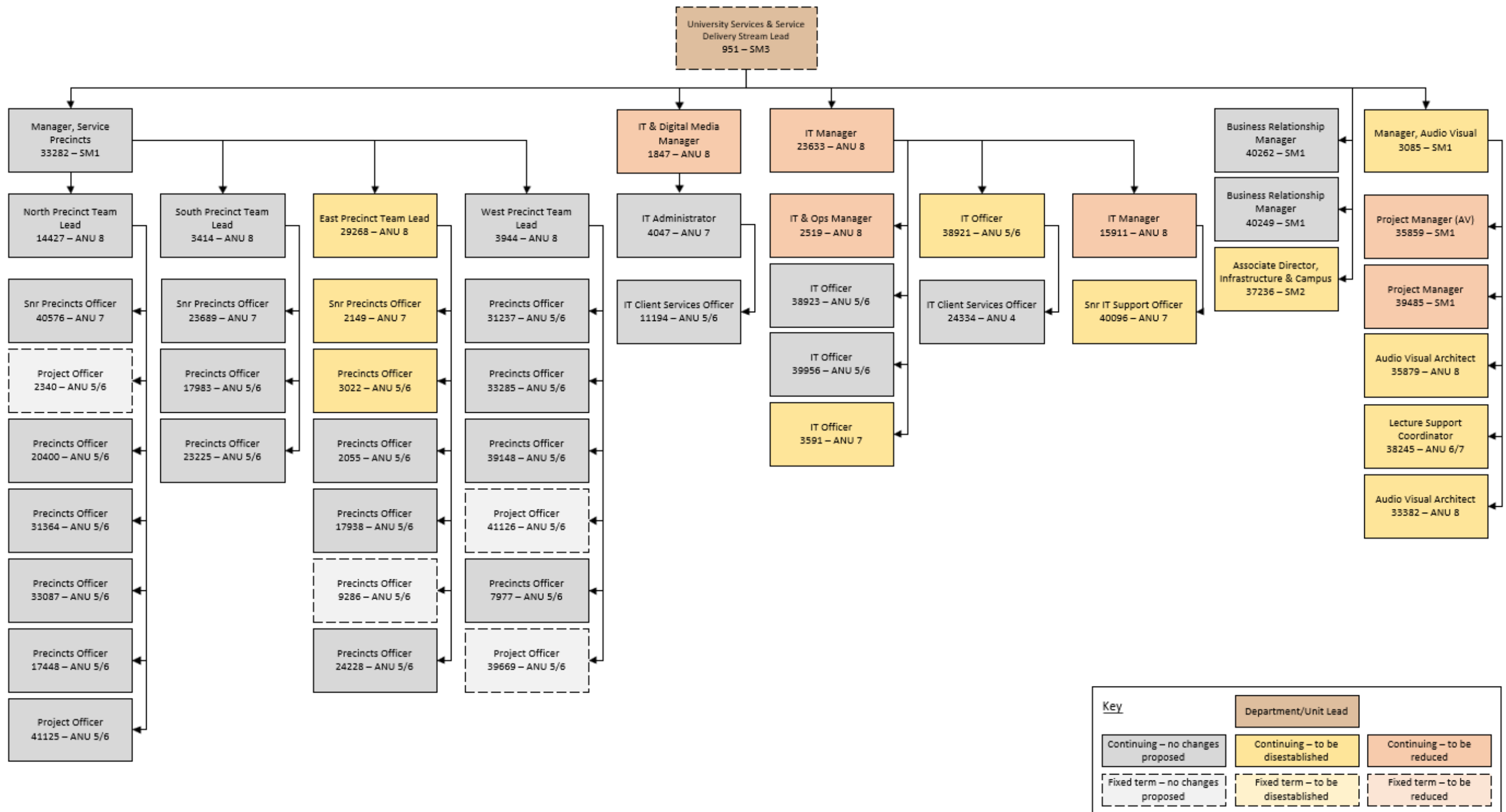
## 2.3 ITS – Learning and Teaching



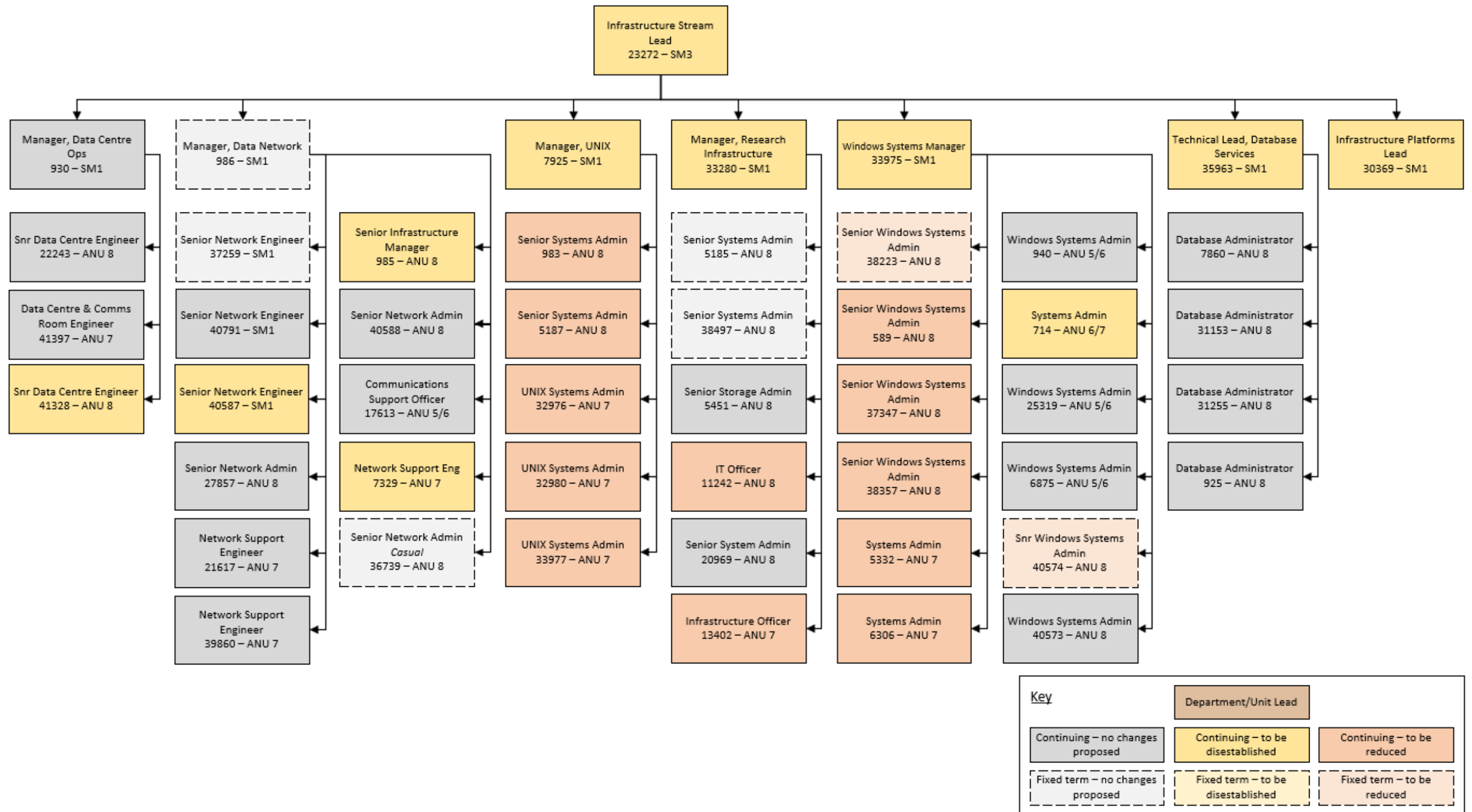
## 2.4 ITS – Service Delivery – Chart 1 of 2



## 2.4 ITS – Service Delivery – Chart 2 of 2

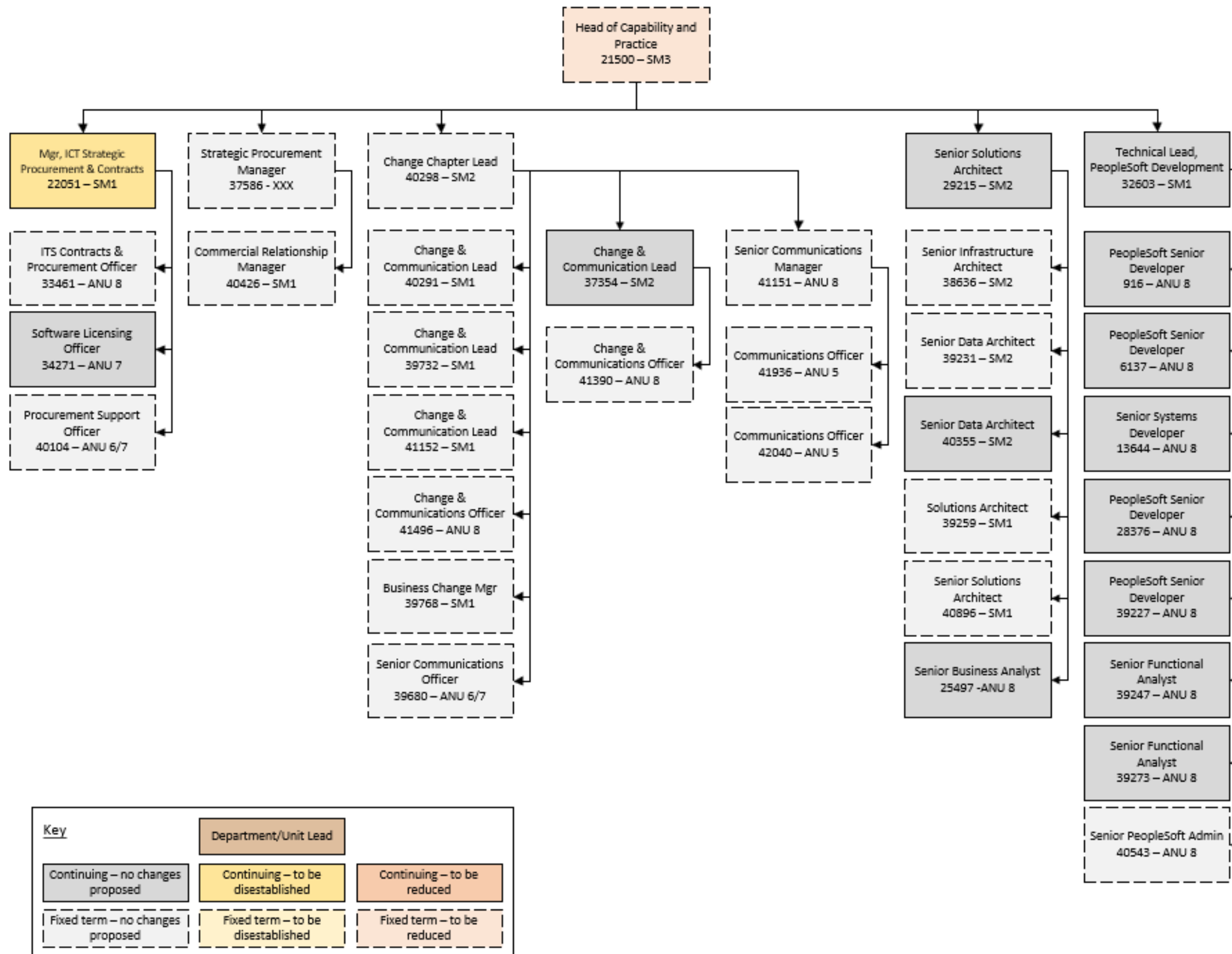


## 2.5 ITS – Infrastructure

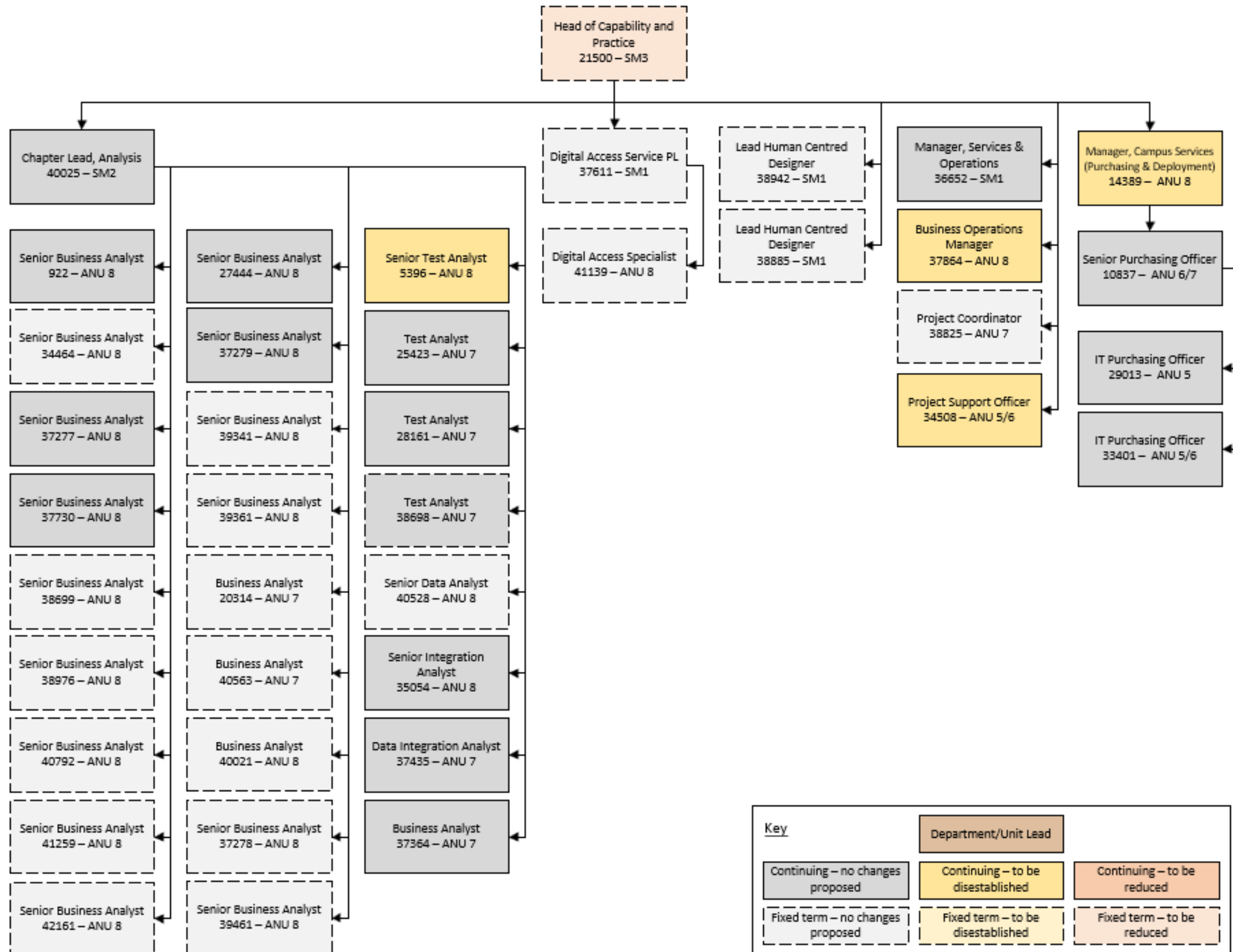




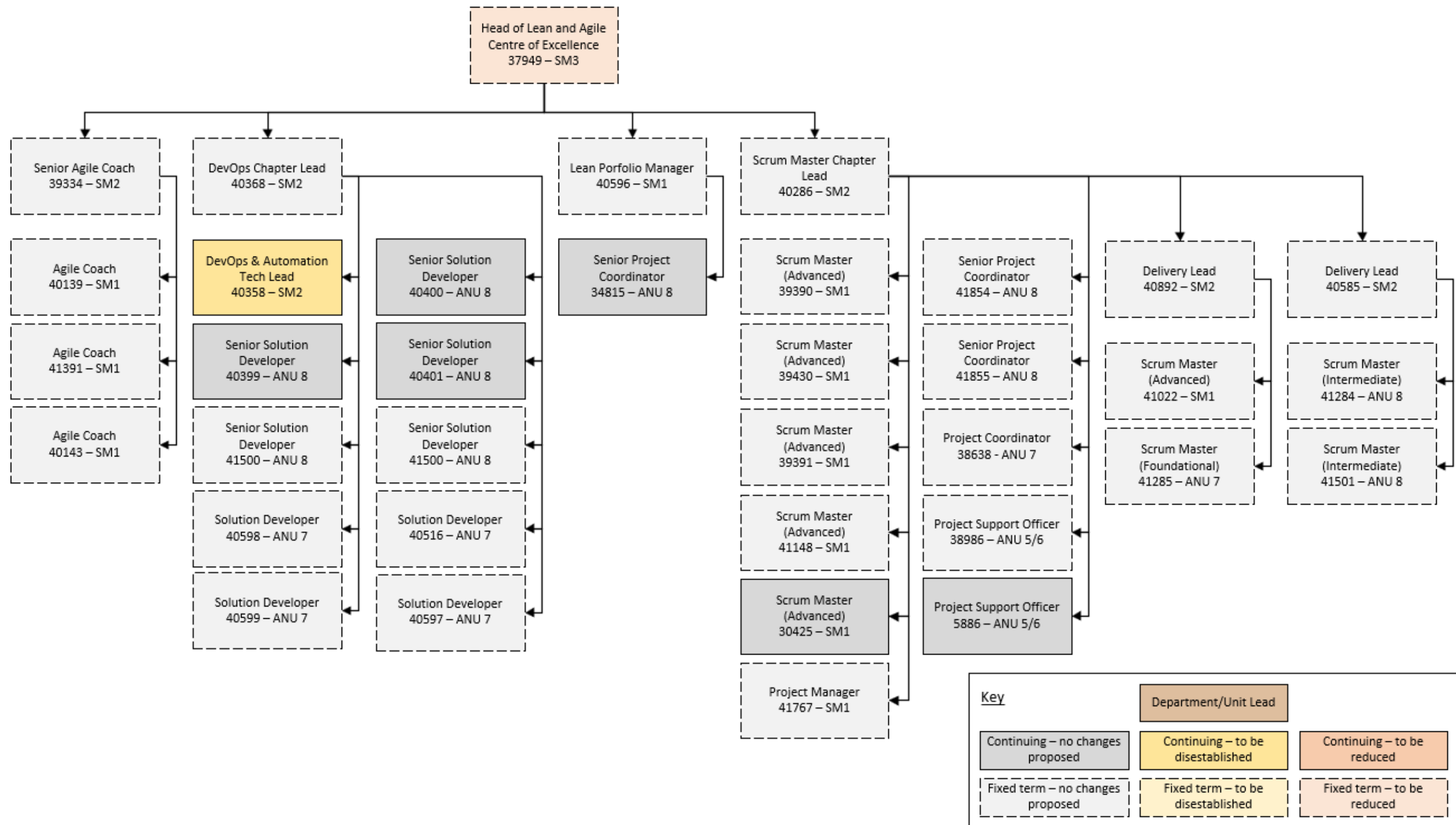
## 2.6 ITS – Capability and Practice - Chart 1 of 2



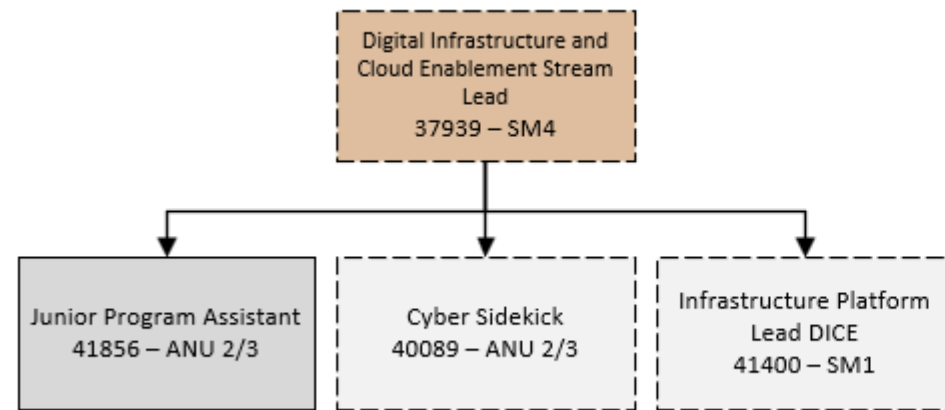
## 2.6 ITS – Capability and Practice - Chart 2 of 2



## 2.7 ITS – Lean and Agile Centre of Excellence (LACE)



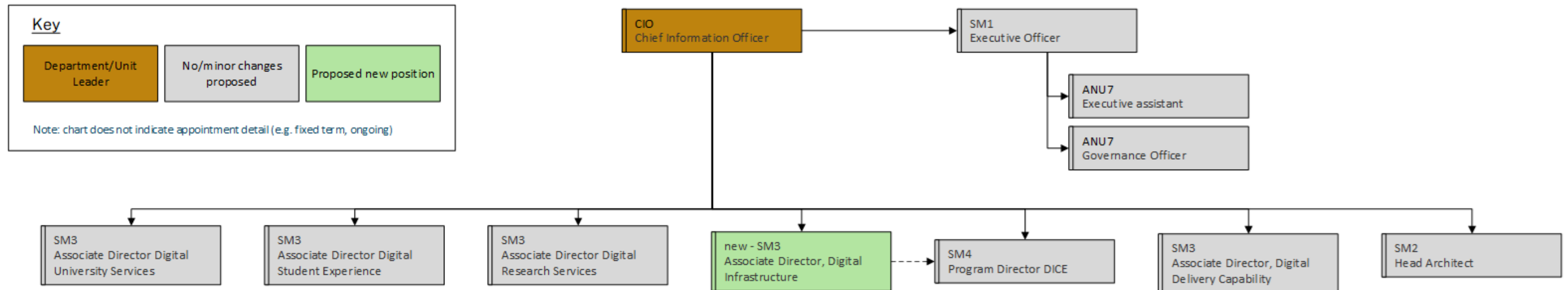
## 2.8 ITS – Digital Infrastructure and Cloud Enablement (DICE)



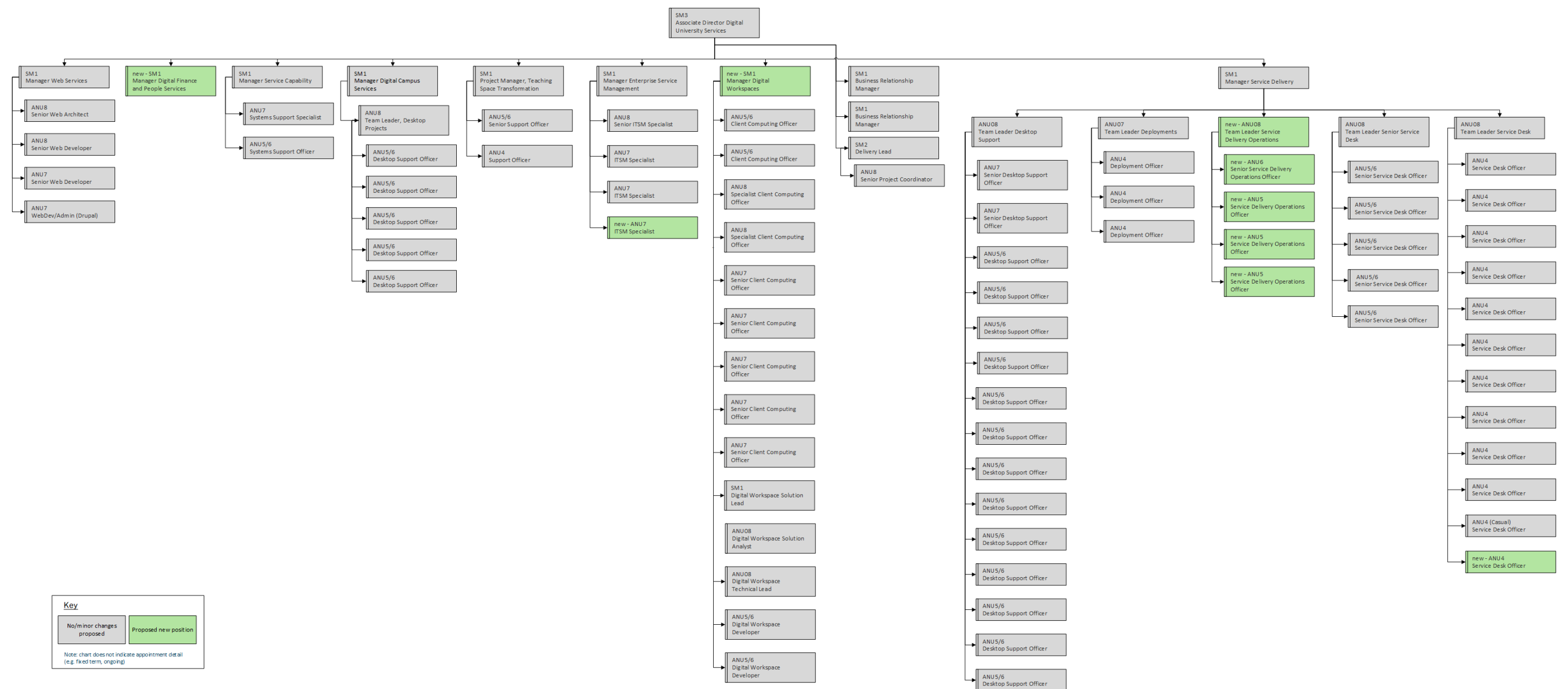
Key		
	Department/Unit Lead	
Continuing – no changes proposed	Continuing – to be disestablished	Continuing – to be reduced
Fixed term – no changes proposed	Fixed term – to be disestablished	Fixed term – to be reduced

## Appendix 3 – ITS Future State Organisational Charts

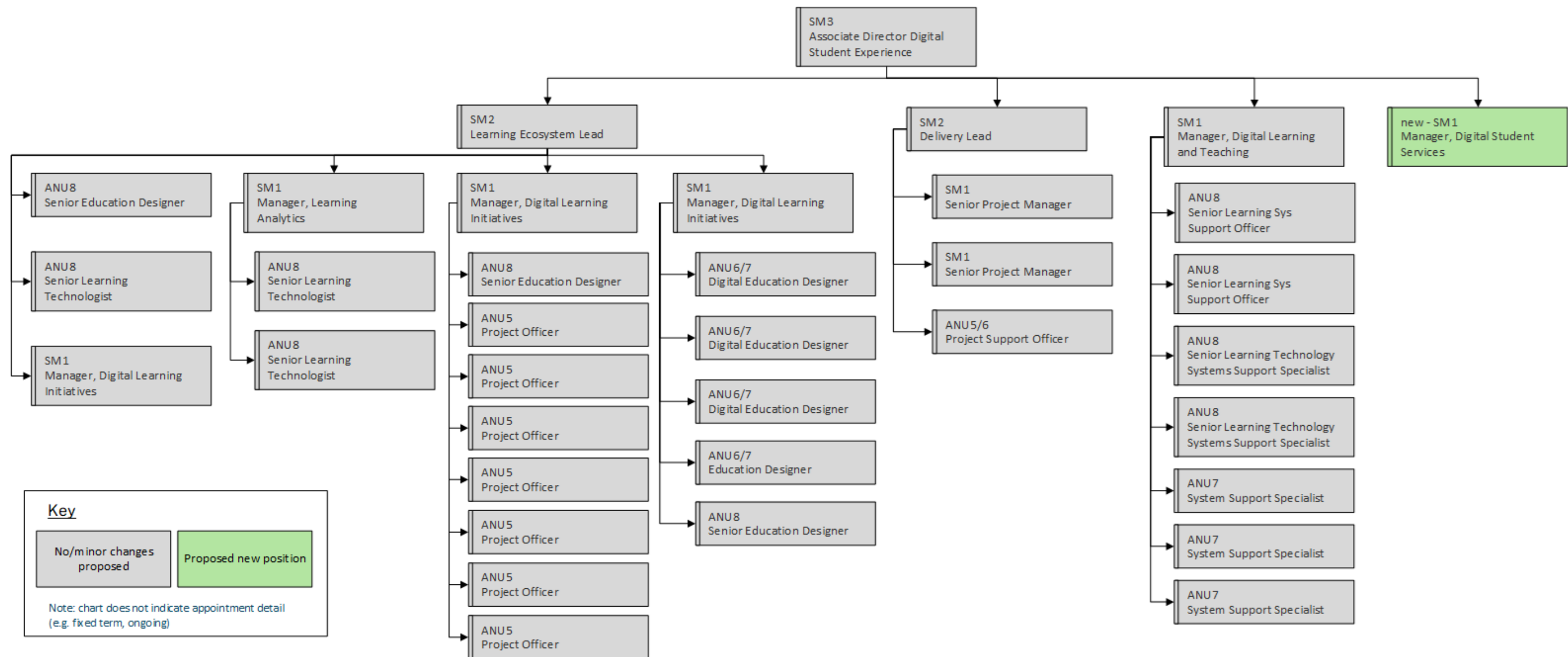
### 3.1 ITS – CIO direct reports



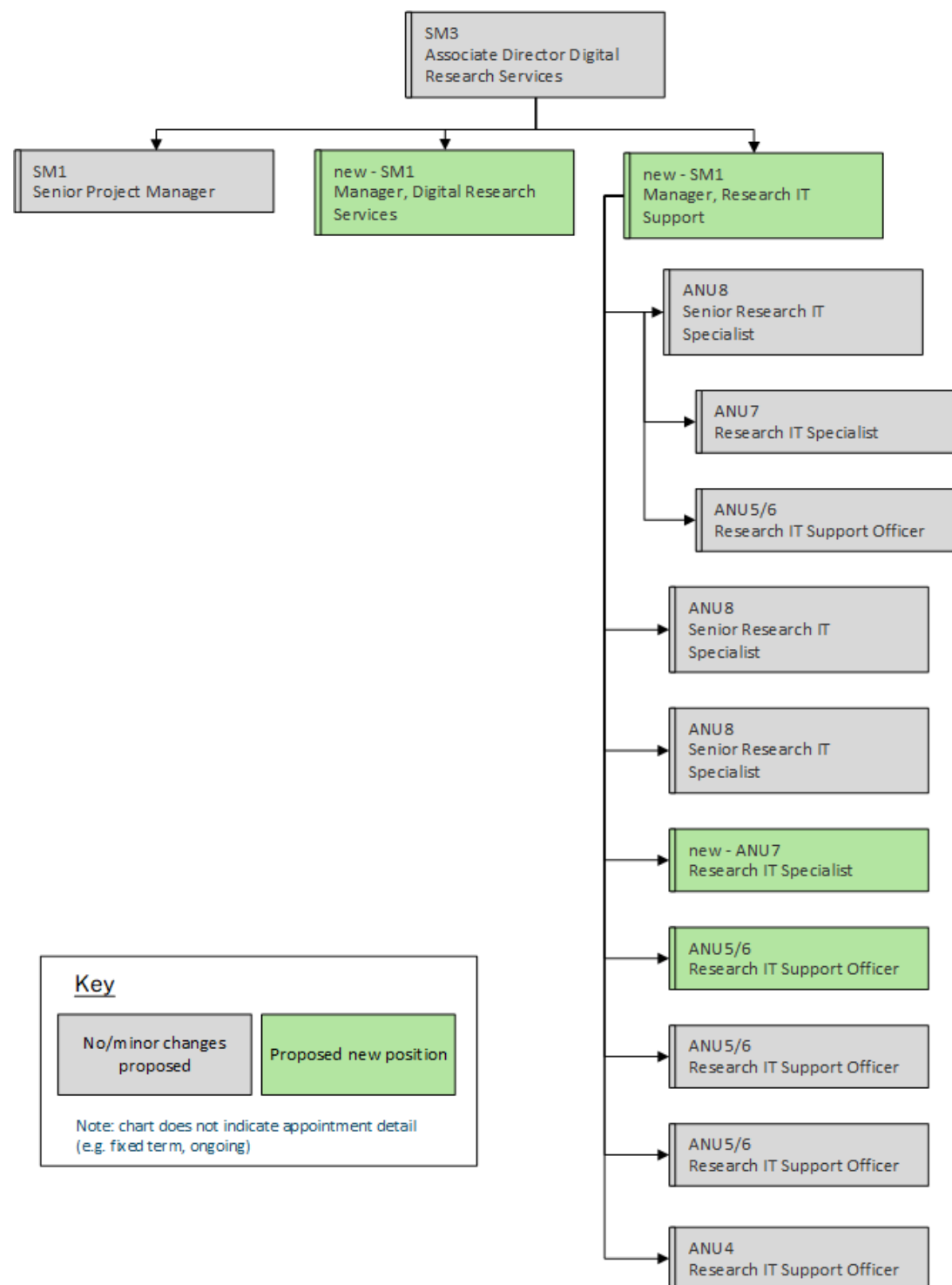
3.2 ITS – Digital University Services - (click link [here](#) for another view of this large chart)



### 3.3 ITS – Digital Student Experience

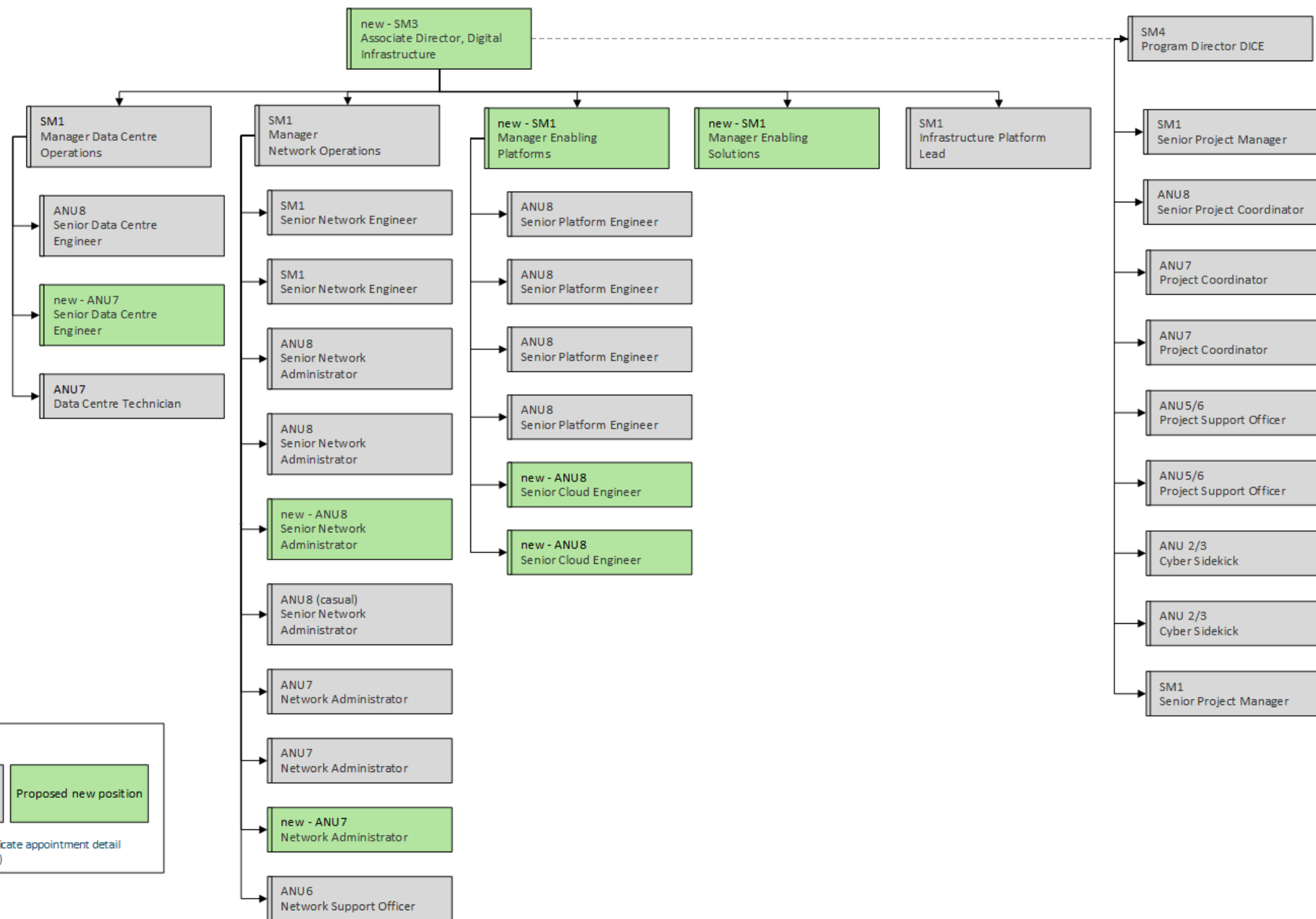


### 3.4 ITS – Digital Research Services

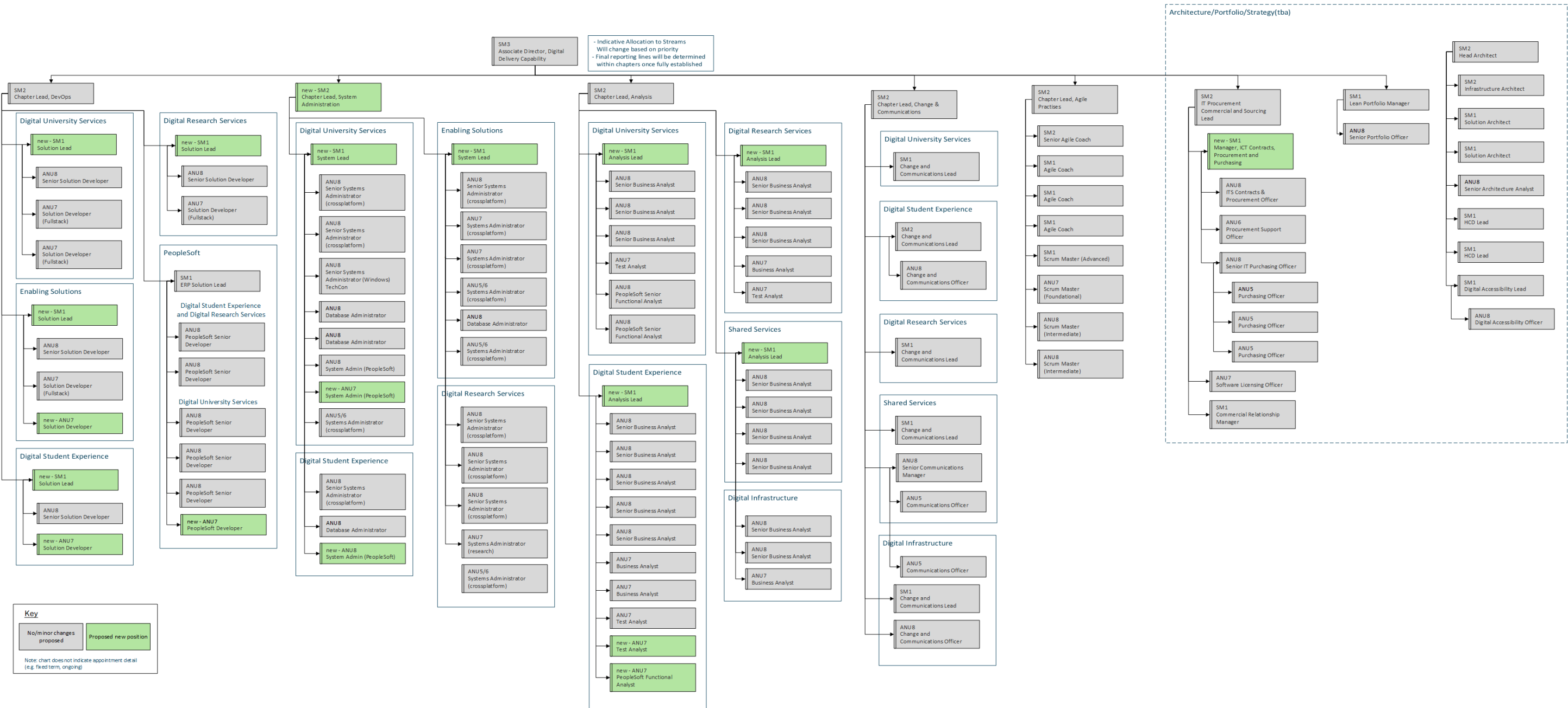




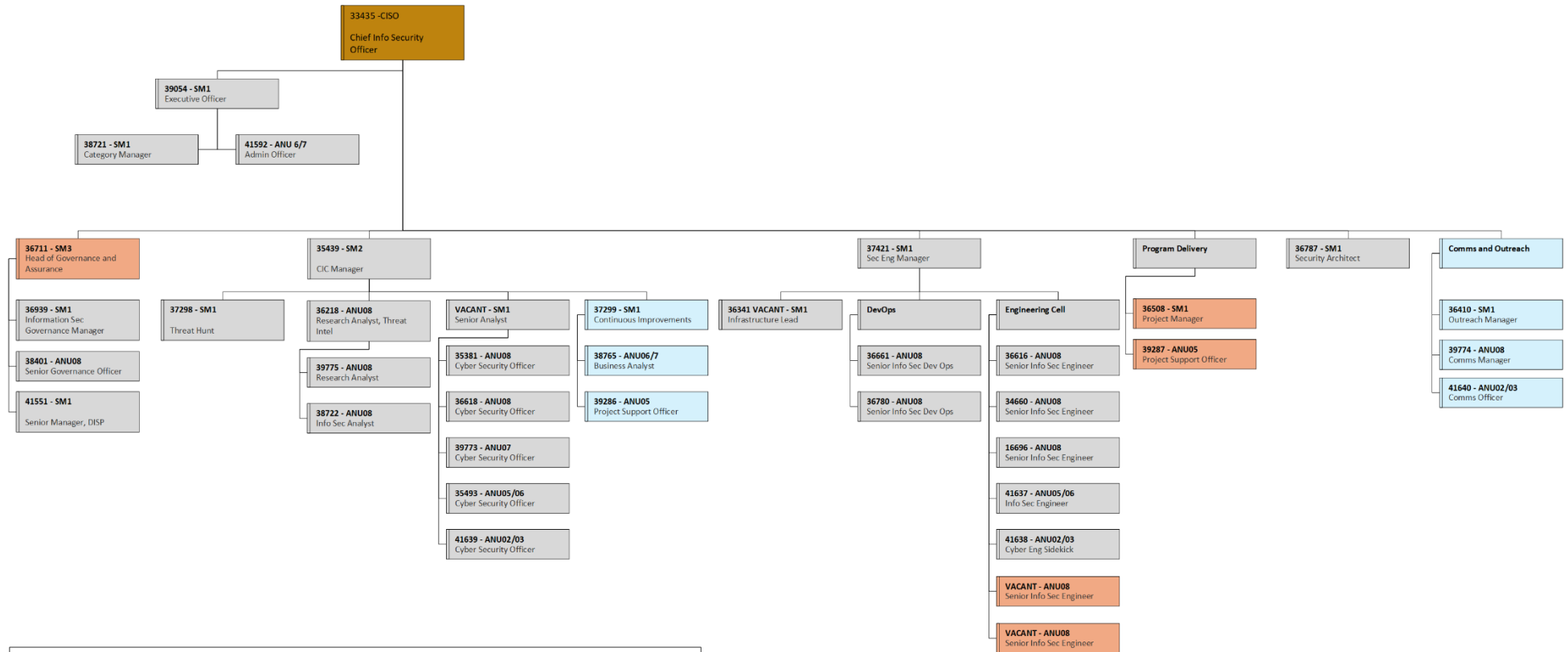
### 3.5 ITS – Digital Infrastructure



3.6 ITS – Digital Delivery Capability Group and Strategy & Architecture Group

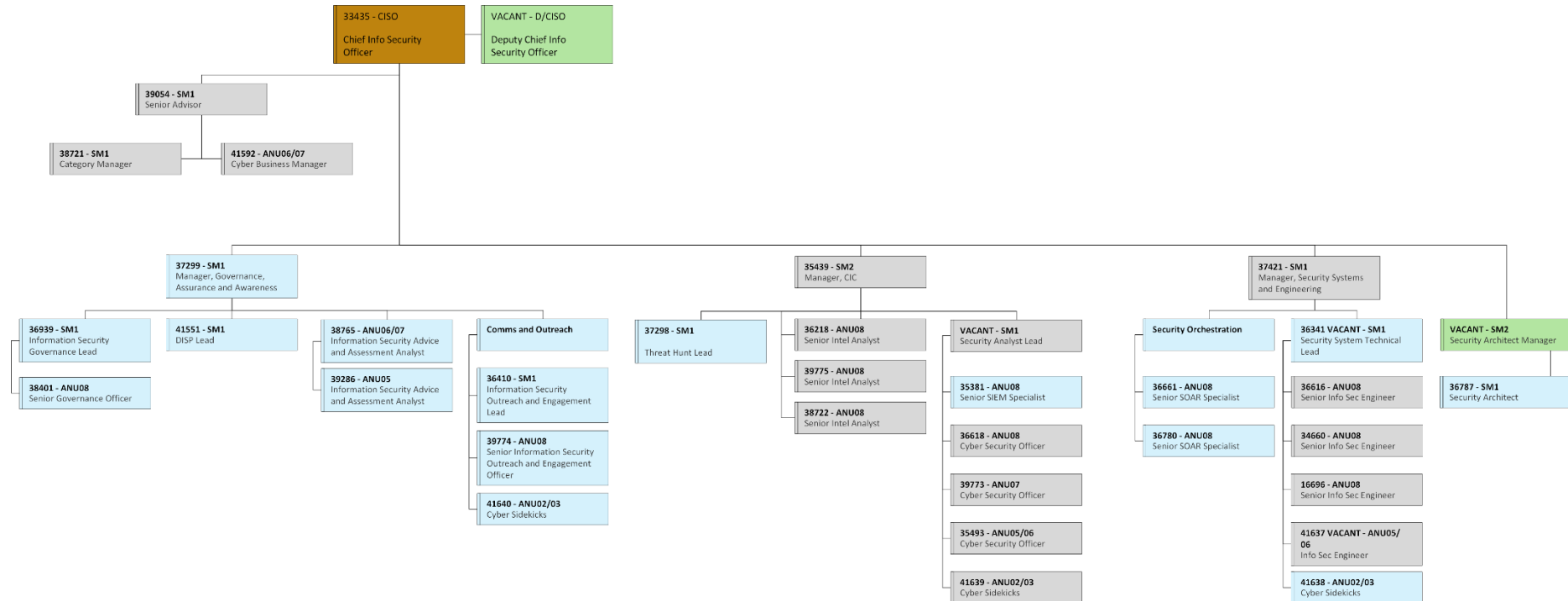


## Appendix 4 – ISO Current State Organisation Chart



Key				
		Department/Unit Leader		
Continuing – no changes proposed	Continuing – proposed new	Continuing – to be disestablished	Continuing – to be realigned	Continuing – to be renamed
Fixed term – no changes proposed	Fixed term – proposed new	Fixed term – to be disestablished	Fixed term – to be realigned	Fixed term – to be renamed

## Appendix 5 – ISO Future State Organisation Chart



Key				
		Department/Unit Leader		
Continuing – no changes proposed	Continuing – proposed new	Continuing – to be disestablished	Continuing – to be realigned	Continuing – to be renamed
Fixed term – no changes proposed	Fixed term – proposed new	Fixed term – to be disestablished	Fixed term – to be realigned	Fixed term – to be renamed

## Appendix 6 - Position Descriptions for new and changed positions

Position descriptions have been included that are new to the Division. To the extent current PDs are otherwise changed, the substantive change to existing PDs is reflected in this implementation. Further, to the extent a PD is identified as being “refreshed”, the updated PD continues to substantially reflect the existing PD.

### New positions:

- Associate Director, Digital Infrastructure
- Chapter Lead, System Administration
- Analysis Lead
- Solution Lead
- Manager, IT Procurement Commercial and Sourcing
- Systems Lead
- Manager, Enabling Platforms
- Manager, Enabling Solutions
- Manager Digital Research Applications
- Manager Research IT Support
- Manager Digital Finance and People Services
- Manager Digital Workspaces
- Manager, Digital Student Services
- PeopleSoft Developer
- Functional Analyst
- Senior Cloud Engineer
- Senior Network Administrator
- Team Leader Service Delivery Operations
- System Admin (PeopleSoft)
- Research IT Support Specialist
- Senior Service Delivery Operations Officer
- Test Analyst
- Solution Developer
- Network Administrator
- ITSM Specialist
- Data Centre Engineer
- Service Delivery Operations Officer
- Service Desk Officer

### Changed positions:

- Manager, Digital Learning and Teaching
- Project Manager Teaching Space Transformation
- Senior Systems Administrator
- Senior Learning Technology Systems Support Specialist
- Senior Research IT Specialists
- Systems Administrator
- System Support Specialist

(Click this [link](#))

## Appendix 7 – ITS/ISO Organisational Change Proposal [6 June 2025]

(Click this [link](#))