

Planning & Service Performance Division

Australian National University

Change Implementation Plan

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Introduction

On Thursday, 5 June 2025, the University released an Organisational Change Proposal for the Planning & Service Performance Division (herein referred to as 'PSP' or the 'Division'). The formal consultation period ran from Thursday, 5 June 2025 to 5 pm Wednesday, 25 June 2025.

This Implementation Plan (the Plan) reiterates the key details of the Change Proposal, the consultation period and the alterations to the Change Proposal arising from the consultation. The Plan also details the implementation schedule in-line with the Organisational Change and Consultation provisions of the Australian National University Enterprise Agreement 2023–2026 (the Enterprise Agreement).

Background

The Planning and Service Performance Division (PSP) underpins the University's planning and performance functions which ensure compliance with key legislative and regulatory requirements including the *Public Governance, Performance and Accountability Act 2013 (PGPA)* and the *Higher Education Support Act 2003 (HESA)*. PSP ensures that the Provider Standards are met and utilised to drive performance and accountability throughout the ANU. This includes oversight of quality assurance and performance reviews of organisational units.

The Division is currently made up of six teams: Service Solutions; Digital Solutions; University Performance; Planning and Reviews; Reporting and Analytics; and Institutional Research. The teams support the University through the provision of data, reporting, organisational research, digital transformation and analytics, to enable evidence-based decision-making and improvements in university processes and service delivery.

The University, and indeed this Division, is facing a confluence of external and internal pressures that make significant transformation both critical and necessary. In May 2025, the University finalised the *Approach to Change and Change Principles* to 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. The changes being implemented through this plan have been developed to be consistent with these Principles.

Financial overview and context

The structural change in PSP is driven by several complementary needs:

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

This section outlines the financial context for the change that includes a reduced salary budget. The new structure is designed to meet the below budget forward estimates while preserving essential operational capacity. It supports the ongoing needs of the University across academic, research, and professional functions. The approach balances cost reduction with the need to maintain service quality, support staff, and to enable the University to achieve its strategic goals with a sustainable workforce profile.

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

- the financial drivers form part of an overall impetus for change that also includes non-financial reasons outlined above
- the projected figures represent anticipated future outcomes from the implementation of these changes

- the identified savings will be achieved through a reduction in the number of positions that includes disestablishment of vacant positions.

PSP has been operating with a substantial vacancy rate. This assisted in managing financial pressures, resulting in reduced actual expenditure in 2024 and has enabled the Division to operate within its 2025 financial allocation without the need for more immediate or significant reductions. This strategy has supported short-term financial sustainability; it has also resulted in a growing misalignment between staffing levels and ongoing service demands. This proposal re-profiles the workforce to address this issue by allowing some necessary positions to be filled and new roles created to ensure a sustainable workforce profile that delivers the outcomes the University needs.

Key financial figures (2024 to 2026 budget and costs information) Year	Budgeted operational salary costs	Actual operational salary costs
2024	\$7.41 million (\$8.2 million in 2026 dollars)	\$6.8 million (actual)
2025	\$6.1 million (allocated)	\$5.9 million (forecast as at end of Q1)
2026	\$6.4 million (forward estimate/planning assumption)	–

The new structure to be implemented is designed to meet the budget forward estimates while preserving essential operational capacity. Roles are also to be transferred to ITS and some transferred in from ITS to better align to each division's focus, and in alignment with the ANU Operating Model principles. The net savings achieved, including voluntary separation scheme savings, is estimated at \$1.2 million for the Division.

To deliver on the *Renew ANU* principles and to sustain a viable service model under the current and projected financial constraints, PSP needs to change its service delivery model to empower the University to achieve its strategy and performance aspirations by delivering trusted datasets, reports, analysis, insights and intelligence that will drive the institution's performance.

The changes to the service delivery model aim to:

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

Summary of original changes proposed

The Change Proposal was released on 5 June 2025, and proposed the following impacts to positions:

- disestablishment of six (6) currently vacant positions
- disestablishment of two (2) positions through the Voluntary Separation Scheme
- disestablishment of four (4) occupied positions
- disestablishment of eight (8) historical and vacant positions that did not contribute to savings targets as these were held vacant through 2024
- establishing three (3) new continuing professional staff positions
- transferring seven (7) positions from the Division to ITS
- transferring two (2) positions from ITS to the Division

The following were also included in the Change Proposal:

- renaming the Division to Institutional Insights and Analytics Division
- realigning the Digital Solutions team to Information Technology Services (ITS) in recognition of the functional ownership of these services in ITS
- disestablishing the Service Solutions team
- realigning the Transforming Data team to PSP in recognition of the functional ownership of these services in PSP
- streamlining the divisional leadership and operations structure
- organising the Division into four (4) teams under two Deputy Directors:
 - Analytic Translation and Insights
 - Planning and University Performance
 - Reporting and Analytics
 - Data Provisioning and Governance

Overview of Consultation process

Consultation period

On 4 June 2025, affected staff in the Division were invited to attend individual meetings with senior leaders from the Division and representatives from People & Culture to hear about the proposed change, the impact on their roles, the support available to them and the timelines for consultation.

On Thursday, 5 June 2025, the Director, Planning & Service Performance, accompanied by the Chief Operating Officer, held a townhall meeting with all staff in the Division to announce the Change Proposal. The Change Proposal was then released to all staff and published on the *Renew ANU* webpage. A copy was shared with the NTEU and other relevant stakeholders.

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 following support information was provided on the *Renew ANU* webpage:

- [Frequently asked questions](#)
- [Wellbeing and support services](#)

The formal consultation period commenced on 5 June 2025 and closed on 25 June 2025 (5pm AEST). Feedback was submitted via an online form by the closing date. Staff were also informed of the opportunity to raise additional questions by emailing their HR Business Partner.

A further 22 meetings were arranged for staff within the Division to provide the opportunity to ask questions and discuss the Change Proposal in detail, either as a division, a team or individually. In addition, individual meetings were offered for those staff directly affected by the Change Proposal.

The Change Proposal was viewed 1,084 times and there were 232 views of the townhall recording. The consultations, the ensuing discussions and the feedback and comments received have informed the development of this Implementation Plan.

Feedback

Overview of feedback in response to the proposal

During the consultation period, 61 submissions were received in response to the Change Proposal. All feedback was given serious and detailed consideration. The feedback was extensive, thoughtful and has improved our plan and we extend our thanks to those who took the time to engage.

There was an overwhelmingly positive response to the new Division becoming the functional owner of data management and governance; to its role in the reinvigoration of the Data Transformation project; and as the driver for the Data, Information Management & Integration Strategy (Data Strategy).

The proposal received a mostly positive response to the delivery of analytics and data provisioning through a Hub & Spoke service model, with the new Division (Hub) providing overarching support to specialist areas (Spokes) on data quality, data provisioning, data architecture and pattern development.

There was also support for the Hub retaining sufficient analytics capabilities to support those current functions across the University that do not have the expertise or the volume of demand for data and analytics activity to justify having their own dedicated teams (spokes). Under the service model, these specialised data analytics teams - where there is a need for deep functional expertise and a critical mass of resources - will continue to exist with the addition of support from the Hub (new Division) on data management data & analytics architecture and data governance.

Feedback also indicated support for the role of the Hub in strengthening the University's data governance policy and practice by ensuring Executive Data Stewards having oversight of the use and prioritisation of analytic projects and data development under the University's Data Strategy, irrespective of whether the work was implemented by the Hub or a Spoke. The feedback included significant support for the renewed focus and resource allocation to data governance and its importance in driving improvements to the quality and accessibility of the data in the University's enterprise systems.

The proposal received support for the recognition of the existence of data analysts and analytic developers across the University who are neither located in the Hub or in a team with sufficient critical mass to be considered a Spoke. Positive feedback was received about the technical support, business continuity, workforce development, data asset discoverability and learning opportunities that would come from connecting these individuals through the Hub into a community of practice.

Some feedback was received that a further realignment of data analytics capabilities from across the University into the new Division might deliver further efficiencies. Two such examples referenced were to include the Learning Analytics team currently located within ITS and the proposed Academic Performance and Productivity Analytics team, which forms part of the DVCRI Organisational Change Proposal currently under consultation.

Both these teams highlight the benefits of why a Hub and Spoke, rather than a fully consolidated service model, is appropriate for the provision of data analytics.

Currently the Learning Analytics team is deeply embedded inside the team delivering the University's new Learning Management System (LMS), and the work they are engaging in is closely and directly linked to the work of the broader LMS project team. While the project team remains operational, no efficiencies would be gained through the integration of these resources into the Hub.

The proposed Academic Performance and Productivity Analytics team, if implemented, is expected to directly support the work of the Provost in leading the University's academic strategy and in the design and implementation of academic performance frameworks, and the associated analytics and reporting, to foster a high-performing and inclusive academic culture. This critical work must be academically led.

The Hub & Spoke model will allow both these teams to deliver on their important work embedded in their functional areas where they are supported by deep expertise and intellectual leadership in the performance and analytics in which they specialize. The work of these teams will also be supported by the Hub, which will provide architecture, systems, data provisioning, and data quality support to their activities.

The Hub & Spoke model is both flexible and scalable and therefore able to consider and respond to realignment opportunities in the future should the need arise, both in terms of the establishment of new Spokes or the integration of Spokes into the Hub in the future if required.

Feedback was also received that Records Management could move to the new Division. Sector benchmarking shows that locating these services in either the new Division or the Corporate Governance and Risk Office (CGRO) could work effectively. At this time, this service will remain in CGRO, with the possibility of realignment in the future through a reporting line change if the University considers this a preferable approach.

Consultation feedback by theme

Much of the feedback received falls into nine (9) key thematic areas. This feedback has been grouped and summarised in the table below, along with the response and resulting changes:

Summary of feedback by theme	Response
<p>Operation of the Hub and Spoke Service Model and scope of functional ownership of analytics, data provisioning and data governance.</p> <ul style="list-style-type: none"> Whether the Hub and Spoke service delivery model is consistent with the Renew ANU Change Principles, in particular Principle 5 What exactly functional ownership of a service means under a service model that is determined to be best provisioned as Hub and Spoke as opposed to a Consolidated service model Feedback seeking clarity on how the Hub and Spoke model will work in practice including the split of responsibilities between the Hub and Spokes 	<p>While no changes have been made to the Plan, this has been valuable feedback, much of which can be considered and acted on during implementation to ensure the service model's success.</p> <ul style="list-style-type: none"> The Hub and Spoke model is consistent with the Renew ANU Change Principles. Indeed Principle 5 asserts that service ownership will operate irrespective of the service model design determined to be appropriate for a function Functional ownership of analytics, data provisioning and data governance is not inconsistent with either Executive Data stewardship over the priorities and development of analytical assets, nor is it inconsistent with the development of specialised analytic tools, reports and data sets outside of a central team, either in dedicated analytic Spokes, such as those referenced earlier in this Plan, or assets developed by individuals outside of a Spoke to support their work Functional ownership will allow the new Division to develop standards, architectures, patterns and provisioning tools to both support the work of analytic developers outside the Hub and to ensure the most effective and efficient use of University resources Functional ownership will allow the new Division to co-ordinate, with the oversight of Executive Data Stewards, the priorities for the development of data assets, the delivery of the University's data strategy, priorities for data quality improvements and to assess the performance of the analytics eco-system to ensure service delivery and service performance regardless of the team or individual delivering different analytic work The split of responsibilities between the Hub, Spokes and individuals must by necessity be flexible and reflect each area's skills and capabilities. The Hub must have

Summary of feedback by theme	Response
	<p>sufficient capacity to support the work of Spokes as required and to develop analytic assets as a service to areas of the University that do not have the resources or skillsets for their own Spoke or individual developers. The Hub and Spokes will work together on specific splits of responsibilities that reflect the available skillsets as the overall model is implemented, and resourcing gaps addressed, across the remainder of 2025</p>
<p>Questions around the magnitude of savings and efficiencies captured by the change proposal</p> <ul style="list-style-type: none"> • Concern that the savings and efficiencies from the change proposal are unclear or whether there are any savings as a result of the proposal • Suggestions of opportunities for further savings through the adoption of a different service model 	<p>While no changes have been made to the Plan, the feedback has been valuable in helping to clarify and better communicate the Plan's objectives and intended outcomes.</p> <ul style="list-style-type: none"> • The net savings achieved, including voluntary separation scheme savings, is estimated at \$1.2 million • Savings are made through the disestablishment of the Service Solutions team and the discontinuation of their current activities • A number of positions from the Service Solutions team have been identified as having the skills and capabilities that allow direct mapping to other roles either within the new Division or ITS future structures • This capacity to map roles at this stage in the process has led to an incorrect assumption in the received feedback that these positions do not represent savings and efficiencies. However, the work currently undertaken by Service Solutions will not transfer into the future structure and this represents savings • Savings will also be made through disestablishing vacant positions • Introducing more modern approaches to the management of data, and the incremental change towards the development of the data lakehouse, will deliver efficiencies • The re-alignments and new teams will create synergies expected to have a positive impact on workloads and general operational efficiency • The Hub and Spoke model is the service model that we believe will deliver the results the University needs from these services. The adoption of an alternative service model

Summary of feedback by theme	Response
	is not considered to result in further efficiencies - and in some cases would introduce inefficiencies - through a disconnection between the delivery of new analytic capability and the appropriate functional oversight
<p>Questions or concerns around the split of roles and responsibilities between the different teams in proposed new Division</p> <ul style="list-style-type: none"> • Concerns about potential overlap of responsibilities • Concerns that it was difficult to be confident in the relationship between the allocation of resourcing and workload demands • Suggestions to merge some teams because of a perceived artificial delineation of responsibilities that may not work in practice or may introduce risks 	<p>The feedback on the potential risks introduced from separate Reporting & Analytics and Data Provisioning & Governance teams is acknowledged and these teams have been combined into one team known as Data Provisioning, Analytics & Governance for implementation.</p> <ul style="list-style-type: none"> • A clearer outline of the responsibilities of the teams is outlined in the section ‘New division and teams’ further in this document • A functional org chart is included in Appendix A • New teams will develop a RASCI* as part of the implementation release to clarify roles and responsibilities, including the triage process for all requests coming into the new Division <p>*Responsible, Accountable, Support, Consult, Inform actions</p>
<p>Renewed focus on the ANU Data, Information Management and Integration Strategy 2023–2026, Data Governance and the Transforming Data initiatives</p> <ul style="list-style-type: none"> • Positive response received to the new Division overseeing University data stewardship and governance management mechanisms • Positive response received to the reinvigoration of the Data Transformation project • Positive response received to the new Division driving the ANU Data, Information Management and Integration Strategy 2023–2026 	<p>As a result of this feedback one additional ANU08 role will be re-aligned from ITS to the new Division that has been identified as critical to the plan’s success.</p> <ul style="list-style-type: none"> • This role was previously proposed to be disestablished (vacant) under the ITS Change Proposal and therefore reflects a genuine increase in resource allocation to address workload and team capability concerns that were raised in the feedback • The new team structure has been designed as such that further realignment of data related functions from the Legal, Governance and Risk Division can be accommodated if deemed necessary by the University in the future • The proposal already reflected an increase in allocated resourcing to this function through the establishment of the ANU07 Data Governance Analyst position • The resourcing allocation to data provisioning in this Plan represents the baseline resourcing to allow establishment and support of the service and incremental improvement

Summary of feedback by theme	Response
<ul style="list-style-type: none"> Concern that insufficient resources have been allocated to the relevant teams and the Division generally to deliver on this remit Identification of a critical role within the Transforming Data Team that had not been identified for realignment 	<ul style="list-style-type: none"> The University's Digital Services Strategy Board has already considered and supported the approach that larger step changes in data provisioning delivery and associated software investments will require project and capital-based investment that, supported by an appropriate business case, may be prioritised against all digital improvements and investments by the Board in the future.
<p>Concern that the position structures within teams do not support career progression opportunities</p>	<p>No changes are identified at this time but, the effectiveness of the structures once implemented will be reviewed and changes can be made via normal management practice if required, consistent with the enterprise agreement</p> <ul style="list-style-type: none"> As with normal management practice, the structure of teams will be reassessed as positions become vacant through natural attrition
<p>Feedback regarding the names of the Division and teams and the titling of positions</p>	<p>A number of name changes have been considered and some accepted that are reflected in the Implementation Plan. Others are noted but no changes will be made. These are further detailed in the specific feedback table below.</p> <ul style="list-style-type: none"> Many suggestions were received as an alternative to the division name of Institutional Insights & Data Analytics. After consideration by the divisional leadership team, the name proposed for the new Division is the Planning, Data & Analytics Division to reflect all responsibilities of the Division Consideration was given to team naming suggestions and, other than merging two teams, it was felt the proposed titles were concise and descriptive and no changes have been made Consistent naming conventions of position titles to align with levels will be applied during implementation Some further specific feedback about roles and teams is further addressed in the table below

Summary of feedback by theme	Response
<p>Concern as to the future management of the eForm transition program</p>	<p>While no changes have been made to the Plan, the feedback has been valuable in helping to clarify and better communicate the Plan's objectives and to prepare for implementation</p> <ul style="list-style-type: none"> As the functional owner, ITS will determine if and how any of the existing eForm transition work will be continued with consideration of its overall work prioritisation and workload management practices It was not immediately clear that with the disestablishment of Service Solutions, and the transfer of Digital Solutions to ITS, that the program of work will now be the responsibility of ITS to prioritise and manage via its streams and horizon planning mechanisms. This has subsequently been clarified with concerned individuals
<p>Concern regarding the disestablishment of Service Solutions</p> <ul style="list-style-type: none"> Feedback about the operational consequences and risks associated with the disestablishment of Service Solutions Concern that the three ANU05 positions were not able to be mapped to a future role at this stage in the process Disagreement with the proposition that the service delivery across Service Solutions and ITS was duplicative Concern that the disestablishment was not necessary or justified Some stakeholders expressed concern that their projects may no longer be prioritised or continued by ITS 	<p>While no changes have been made to the Plan, the feedback has been valuable in helping to clarify and better communicate the Plan's objectives and to prepare for implementation</p> <ul style="list-style-type: none"> The decision to disestablish Service Solutions is in direct alignment with the Renew ANU Principles and Change Approach. This decision will remove duplication in service delivery, support financial sustainability and is consistent with the consolidated service model the University has chosen for this function under Principle 5 The high quality of the work of the Service Solutions team is acknowledged and the feedback received reiterated this. However, it is a fact that inconsistent alignment and prioritisation between the Service Solutions projects and the ITS projects has been undermining the University's ability to make the right investment decisions in service and digital improvement thus resulting in inefficiency ITS, through scale, investment in project delivery capacity and custodianship of digital governance and prioritisation processes, is the uncontested functional owner of service and digital improvement While the argument has been made in some feedback that not all service improvements have a digital component, this is increasingly not the case and no specific examples were provided

Summary of feedback by theme	Response
	<ul style="list-style-type: none"> • The Service Solutions team's roles, including business analysts, project managers and project officers, mirror the roles currently in place within the ITS delivery structure and are therefore duplicative • Current and future projects will, through this decision, be re-evaluated against the overall backlog of projects currently identified by the executive leads and governance boards of the functional streams in ITS • Stakeholders can be re-assured that if their project is found to eclipse the project backlog in priority, then the project will progress under the ITS ways of working. However, the converse is also true; if these projects do not compare favourably against the backlog, these will not be prioritised and should not have been prioritised had the duplicative services not existed thus creating this risk and inefficiency
<p>Appropriateness of management structures with the proposed Division</p> <ul style="list-style-type: none"> • Concerns and questions around span of control of management • Feedback on the mixture of skills and capabilities required in critical managerial positions • Inconsistencies in the number and structure of senior management positions across teams • Differences in approach compared to the ITS Change Proposal, including consistency in naming conventions 	<p>While no changes have been made to the Plan, the feedback has been valuable in helping to prepare for implementation</p> <ul style="list-style-type: none"> • The new Division has several strategic services and functions that are required to provide technical and complex advice to support the decision-making and governance of the University. The quality and accuracy of this advice has direct and potentially significant consequences for the University's financial sustainability, risk, legislative compliance and quality assurance. This activity requires by its nature a higher proportion of managerial input and oversight relative to some other administrative activities • The new Division, because of the specialist nature of its work, also boasts a high proportion of technical specialists, including PhD qualified social science researchers, and in many cases, at their time of establishment and when last recruited, have had their salary levels compared and set to the relevant labour market values • The new role levels, including the senior management levels, have been aligned to the same or similar roles in other teams across the University. In some cases, the underlying position description used across two teams is identical in role and responsibilities

Summary of feedback by theme	Response
	<ul style="list-style-type: none"> As with normal management practice the effectiveness of senior management structures will be constantly assessed for effectiveness and, if changes are required, will be considered as positions become vacant through natural attrition At this stage no changes to the Plan have been made based on this feedback

Specific feedback items

There are a number of pieces of feedback that made more specific and detailed recommendations about individual positions, titles and proposal details that are required to be addressed separately to the broader thematic feedback addressed above. These specific items are detailed in the table below, along with the response and proposed changes:

Specific feedback item	Response
Feedback on name changes to the division and teams, and to position titles	
Multiple suggestions for alternative names for the new Division	Feedback was acknowledged and changes have been made to the Plan <ul style="list-style-type: none"> Many suggestions were received as an alternative to Institutional Insights & Data Analytics. The proposed name was not felt to be inclusive of all the new Division's functions nor was it felt it would be easily understood for those seeking its services both within the University and across the broader sector This feedback has been acknowledged and after consideration by the divisional leadership team of all suggestions an alternative name has been adopted: Planning, Data & Analytics Division
Request to re-title the Senior Data Warehouse Analyst	Feedback was considered, but not recommended for implementation <ul style="list-style-type: none"> At this stage no changes will be made to titles that do not have a role change
Request to re-title the Data Provisioning Architect	Feedback was considered, but not recommended for implementation <ul style="list-style-type: none"> At this stage no changes will be made to titles that do not have a role change
Request to re-title the Scrum Master	Feedback was considered, but not recommended for implementation

	<ul style="list-style-type: none"> The Scrum Master is a title consistent with the same role and position description within ITS and the title will be retained and the position description will be aligned to the equivalent roles within ITS
Request to rename the Analytic Translation & Insights team	<p>Feedback was considered, but not recommended for implementation</p> <ul style="list-style-type: none"> The suggested re-titling to Data Translation has a specific technical meaning that does not reflect the work of this team
Feedback on realignments and reporting lines	
Suggestions that the new Division move under a different portfolio (such as the Provost or Vice-Chancellor) or stay in existing COO portfolio.	<p>Feedback was considered, but no changes have been made at this time</p> <ul style="list-style-type: none"> There are several successful models in place across the broader sector, including the planning and data divisions sitting in all three such portfolios, and indeed other portfolios as well, and such a realignment could be achieved through a reporting line change in the future if it is deemed preferable. The new Division will remain in the Services Portfolio under the COO.
Support for the re-alignment of Digital Solutions to ITS	<p>Feedback was accepted, and the plan will be implemented</p> <ul style="list-style-type: none"> This was positively received in the feedback and no alternatives proposed.
That a critical role from the Transforming Data Team, the Data & Reporting Platform Engineer, had not been realigned but had been instead proposed to be disestablished vacant in the ITS Change Proposal.	<p>Feedback accepted and position to be realigned</p> <ul style="list-style-type: none"> While originally identified as the Data & Reporting Platform Engineer across the two divisions and in the project document, an investigation in response to this feedback showed the underlying position was called the 'Linux System Administrator' and this vacant position was marked for disestablishment in the ITS Change Proposal. Feedback identified the role as critical to the function of the future data teams. The position will now be realigned to the new Division, along with the two other roles of the Transforming Data team, and have a title change (Data & Reporting Platform Engineer) to reflect the role and its responsibilities. This additional realignment will also assist in addressing workload related feedback raised in relation to the new team.
A request to change the reporting line of the Analytics Translation Manager to the Senior Data Scientist rather than then Associate Director, Analytics Translation & Insights	<p>Feedback was considered and accepted</p> <ul style="list-style-type: none"> The reporting line will shift to the Senior Data Scientist to provide a career path within that team.

A request to change the reporting line for the Analytics Developer (ANU6/7)	Feedback was considered and accepted <ul style="list-style-type: none"> The reporting line will shift to the Data Provisioning Architect (SM1) to help improve the career path within the team.
Feedback on roles and responsibilities	
<p>Feedback that the Director of the new Division should, as Chief Data Officer, assume responsibility for meeting the University's Commonwealth legislative expectations for data governance, quality, management and use.</p>	<p>While no changes have been made to the Plan, this has been valuable feedback, much of which can be considered and acted on during implementation</p> <ul style="list-style-type: none"> The University has a wide range of legislative obligations in relation to data and it is not appropriate that these are all absorbed by this role. There are some elements of the University's obligations under the Public Governance, Performance and Accountability Act 2013 (Cth) in terms of the DATA Scheme under the Office of the National Data Commissioner where it may be appropriate for the Director and the Division to work closely with the ANU Authorised Officer, to ensure the University meets its obligations in regards to Corporate Data, there are other roles across the University who will lead our commitments in relation to the data generated and used by our Researchers in undertaking their research in these schemes. The Office of the National Data Commissioner sets out four actions for which a Chief Data Officer must be responsible, all of which have strong alignment and consistency with the role of functional ownership of data analytics, data governance and data provisioning in relation to the University's corporate data, outlined below, where it may be appropriate for the Director and the Division to support the University in regards to its corporate data: <ul style="list-style-type: none"> fostering the creation of a data-driven culture that harnesses the value of enterprise data assets to Inform decision-making building and maintaining positive relationships with senior leaders and promote opportunities for data to improve business outcomes work with other senior leaders to ensure data security and protection, including safe storage and confidentiality contributing to building capability across other roles and institutions The Office of the National Data Commissioner also establishes a foundational four processes essential to management of data that also have strong alignment to the services and role of the functional ownership of data including that: <ul style="list-style-type: none"> a leader is established who is responsible and accountable for data across the organisation

	<ul style="list-style-type: none"> ○ the organisation has a clear vision and plan for using data to achieve its objectives ○ the organisation has mechanisms in place to oversee data management ○ the data assets of the organisation have been identified and recorded <ul style="list-style-type: none"> • As recently as 30 June 2025, the Australian National Audit Office released new advice on expectations regarding the Governance of Data in Commonwealth Entity's and expectations for officials in information governance roles. It is appropriate that the Division and Director consider that advice in the new Division's approach and practices.
Data Governance Analyst – feedback sought greater clarity on the responsibilities of this role	Feedback was acknowledged and is addressed by the inclusion of a position description in this Implementation Plan.
Senior Data Scientist - feedback sought greater clarity on the responsibilities of this role	Feedback was acknowledged and is addressed by the inclusion of a position description in this Implementation Plan
Analytics Translation Manager (former Student Voice Hub Manager) - feedback sought greater clarity on the responsibilities of this role	Feedback was acknowledged and is addressed by the inclusion of a position description in this Implementation Plan
Ownership of policies, procedures and frameworks	
The ownership of the Project Management Policy and Procedure going forward was questioned in feedback.	Following implementation of this Plan, the Legal, Governance & Risk Division will take ownership of this Policy and Procedure as a general governance policy of the University
The ownership of the Project Management Framework going forward was questioned in feedback.	The Framework will move to ITS consistent with their functional ownership of the activity

The ownership of the Service Performance Framework was questioned in the feedback.	The Framework will initially stay with the new Division, with an initial focus on Service Performance and evaluation
The ownership of the Data Governance Policy & Procedure was questioned in the feedback.	The Policy and Procedure will become the responsibility of the new Division

What's changed following feedback

Summary of the changes between the Proposal and the Implementation Plan

Based on the feedback received, the following adjustments have been made between the Change Proposal and the Implementation Plan:

- Disestablishment of one (1) currently occupied position; resignation received and effective from 1 August 2025
- One (1) additional ANU08 position (currently vacant) will be re-aligned from ITS to the new Division
- The new Division will be called Planning, Data & Analytics Division
- The Reporting & Analytics and Data Provisioning Teams will be combined into one single team known as Data Provisioning, Analytics & Governance
- The reporting line of the Analytics Translation Manager has been changed from the Associate Director Analytics Translation & Insights to the Senior Data Scientist
- The reporting line of the Analytics Developer has been changed to the Data Provisioning Architect

Changes to be implemented

Detailed changes in the Planning and Service Performance Division

The following changes in structure will be implemented:

Current team	Future team	Additional information
Digital Solutions	Re-aligned to ITS	
Service Solutions	None - Disestablished	The team will no longer exist in the Future State of either PSP or ITS
University Performance	Multiple	Different roles currently under the University Performance team are transferred into either the Analytic Translation & Insights team or the Planning & University Performance team
Institutional Research	Analytic Translation & Insights	
Planning & Reviews	Planning & University Performance	
Reporting & Analytics		
Transforming Data (re-aligned from ITS)	Data Provisioning, Analytics & Governance	
Division Leadership and Operations	Division Leadership and Operations	

Digital Solutions team

The Digital Solutions team will be re-aligned to ITS in alignment with the ANU Renew Change Principle 5, functional service ownership.

Changes to be implemented:

- Five (5) positions realign to ITS:
 - one (1) Solutions Manager (SM1)
 - one (1) Solutions Analyst (ANU07)
 - one (1) Technical Lead (ANU08)
 - one (1) Systems Support Coordinator (ANU05/6)
 - one (1) Technical Developer (ANU05/6)
- One (1) vacant position will be disestablished: Associate Director – Digital Solutions (SM2)
- Two (2) previously existing positions will remain disestablished. These roles are vacant and not represented in the structural comparison tables, as they were not budgeted for during 2024 and 2025 and therefore do not reflect a change from the current operational state:
 - one (1) Solutions Developer (ANU05/6)
 - one (1) Technical Developer (ANU05/6)

Service Solutions team

The Service Solutions team is to be disestablished. The work of the Service Solutions team is duplicated by the ITS delivery model.

Changes to be implemented:

- Six (6) vacant positions to be disestablished.
 - One (1) position which is vacant as a result of the Voluntary Separation Scheme (VSS); Senior Project Manager (ANU08)
 - One (1) position currently occupied but resignation received and effective from 1 August 2025; Lead, Service Design (SM1)
- Four (4) positions currently vacant:
 - one (1) Program Manager (SM1)
 - one (1) Senior Business Analyst (ANU08)
 - two (2) Business Analyst Cadet roles (ANU05)
- Three (3) previously existing vacant positions to remain disestablished. These roles are not represented in the structural comparison tables, as they were not budgeted for during 2024 and 2025 and therefore do not reflect a change from the current operational state
 - one (1) Functional Business Analyst (ANU08)
 - one (1) Business Analyst Cadet Year 1 (ANU03)
 - one (1) Business Analyst Cadet Year 2 (ANU04)
- Three (3) Project Officers (ANU05) positions to be disestablished
- One (1) position realign to ITS:
 - one (1) Senior Business Analyst (ANU08)
- Two (2) positions to realign within the new Division

- one (1) Scrum Master (ANU08) to the Data Provisioning, Analytics & Governance team
- one (1) Business Analyst (ANU06/7) to Data Provisioning, Analytics & Governance team.

Reporting & Analytics team

Will become the Data Provisioning, Analytics & Governance team.

Changes to be implemented:

- Two (2) new positions are established in the Data Provisioning, Analytics & Governance team:
 - one (1) Analytics Design Lead (SM1)
 - one (1) Scrum Master (ANU08), with the Scrum Master role to filled via direct transfer of ANU08 Senior Project Manager from the previous Service Solutions team
- One (1) position disestablished following VSS: Data Acquisition Architect (ANU08)
- One (1) Business Intelligence Developer (ANU06/7) to be realigned to the Analytic Translation & Insights team retitled and position description refreshed to Analytics Analyst (ANU06/7)
- One (1) position Associate Director - Reporting & Analytics (SM2) to be retitled and position description refreshed to Associate Director - Analytic Translation & Insights (SM2) in the Analytics Translation & Insights team
- Three (3) positions realigned from ITS:
 - Data Architect (SM2)
 - Senior Data Analyst (ANU08)
 - Linux System Administrator (ANU08), to be retitled Data & Reporting Platform Engineer and position description refreshed
- One (1) new position established: Data Governance Analyst (ANU06/7), to be filled via a direct transfer from Business Analyst (ANU6/7) from the previous Service Solutions team
- All other positions currently in Reporting & Analytics to move to Data Provisioning, Analytics & Governance team.

University Performance and Institutional Research teams

Will become the Analytic Translation & Insights team.

Changes to be implemented:

- Four (4) positions transfer from the Institutional Research team into the new Analytic Translation & Insights team:
 - Institutional Research Manager (SM1)
 - Senior Evaluations Analyst (ANU08)
 - Institutional Research Analyst (ANU06/7)
 - Evaluations Administrator (ANU05)
- One (1) Student Voice Hub Manager (ANU08) to be retitled and position description refreshed to Analytics Translation Manager (ANU08)
- One (1) new position established: Senior Data Scientist (SM1)
- Two (2) positions realigned from the University Performance team

- One (1) Performance Officer (ANU06/7) to the Analytics Translation & Insights team
- One (1) Institutional Research Analyst (ANU06/7) to the Data Provisioning, Analytics & Governance
- One (1) Senior Performance Analyst (ANU08) realigned to the new Planning & University Performance team.
- One (1) vacant position disestablished: Manager, University Performance (SM1)

Planning and Reviews team

The team will be renamed Planning & University Performance to better reflect its roles and responsibilities, particularly for the institution's performance reporting obligations under the PGPA Act.

Changes to be implemented:

- One (1) Senior Performance Analyst (ANU08) will be realigned from the University Performance team (as described above).

Divisional Leadership and Operations team

As a result of the disestablishment and realignment of teams the current leadership and administrative structure is no longer fit-for-purpose and will be reduced and streamlined.

Changes to be implemented:

- One (1) Director position (occupied) to have title (Chief Planning & Data Officer) and position description refreshed
- Two (2) Deputy Director positions to have titles and position description refreshed
 - Deputy Director, Digital Enablement (SM3) (occupied) to Deputy Director, Institutional Insights
 - Deputy Director, Institutional Research (SM3) (vacant) to Deputy Director, Data Provisioning, Analytics & Governance
- One (1) new position established: Executive Officer (ANU08)
- One (1) position disestablished: Executive Assistant (ANU05)

Establishing the Planning, Data & Analytics Division

This Implementation Plan will result in the establishment of a new Division known as Planning, Data & Analytics.

While this new Division will inherit some responsibilities and services from the former Planning & Service Performance Division, it will also establish new services, new ways of working and address capability gaps to ensure it can service the needs of the University, its governance bodies, its regulators and to ensure our public accountability in the areas within our span of control.

The new Division will continue to support key legislative and regulatory requirements including the *Public Governance, Performance and Accountability Act (PGPA Act)* and the *Higher Education Support Act (HESA Act)*. This will continue to include a variety of planning and quality assurances processes.

However, establishment of a new Division is an acknowledgement that the previous service models and services have not always allowed either the existing teams or the broader University to deliver on its aspirations and that a change in approach, skills and services is essential.

In taking responsibility for the *ANU Data, Information Management and Integration Strategy 2023–2026*, the new Division is making a commitment to modernise the University's data and analytics platforms and architecture. It is also making a commitment to champion and educate on data stewardship, literacy and custodianship and to ensure that the University's data assets as utilised and value derived from them, irrespective of where and who within the University develops those data sets, analytic solutions or reports.

This Data Strategy outlines a data enabled future for the University where data is trusted and accessible, where it drives personalised services and helps us understand our performance and possible futures, where it is used ethically and where it supports the delivery of world class teaching, research and related services.

The new Division will need to take on many of the University's ever increasing legislative and compliance responsibilities in relation to data governance, increasing our level of focus and commitment in these areas and inheriting responsibilities that in many cases are currently not explicitly owned by any individual, team or division.

This new Division will operate under a Hub and Spoke service delivery and service model. This model has been selected as the most appropriate service model for the delivery of its services in line with the ANU Renew operating model principles.

This model will enable teams with the appropriate skillsets outside of the Division (Spokes) to build data sets, analytic solutions and reports within their specialist areas of expertise. In turn the new Division will act as a Hub proving these Spokes with services such as data and analytic platforms and in turn integrating the Spokes work into the University's overall data ecosystem. This will help accelerate the delivery of our data transformation and will ensure the highest quality of data and deliverables led by deep functional expertise where required.

The new Division will develop services around analytic translation, data discoverability and provisioning thereby helping more individuals, including those outside dedicated Spokes, to unlock the potential of the University's data to improve their services and delivery, and making the most efficient use of the ever-growing data analysis tools available in the University's standard desktop operating environments. Around this, a community of practice will be developed to ensure this is done ethically and with business continuity front of mind.

The new Division is, in alignment with the ANU Renew Change Principles, taking on the functional ownership of data governance, data provisioning and analytics. Functional ownership does not mean that the new Division will do all the technical development in these areas, but rather it will provision tools, architectures and best practice advice to better enable others to do their critical work. Neither does functional ownership mean that the new Division will determine the priorities for the development of analytic assets, this responsibility will remain with the University's executive Data Stewards who will determine the priorities for both the Hub and the relevant Spokes. The new Division will retain sufficient capability to support the provision of development services regarding new data, reports and tools prioritised by the Executive Stewards where the requesting team does not have the skills or resources to undertake this work directly.

The new Division will increase the University's resourcing in data science, statistical analysis, AI and modelling. This will in turn allow the new Division to meet the University's needs for higher order analytical capability and deeper analysis with increasing statistical veracity.

The future state being implemented in this plan will establish the core teams, roles, skills and responsibilities that will underpin what is required to deliver on the responsibilities of this new Division. Significant work will be required though the implementation period to change our approaches to current work so as to deliver on existing and new commitments.

An overview of the responsibilities of the new teams are outlined below:

Planning & University Performance team

The team are higher education planning and policy experts with skills in higher education strategy, planning, PGPA Act performance, governance, quality assurance, benchmarking and advanced analytical modelling.

The team manages University planning; Government Funding Agreements, data submissions and verification; student and revenue planning; fee setting; administration of school and unit reviews; and higher education policy, compliance and governance. This team is the custodian of the Planning, Performance and Reporting Framework.

Analytics Translation & Insights

The team of social science researchers and data scientists has the skills and capabilities to both design and undertake new primary research and the analytical and statistical capability to undertake deep analysis with statistical veracity.

The team has responsibility for capturing and elevating the voice and experience of our students and community through the provision of survey tools, the custodianship of the evaluation policies and through their administration and analysis of the SELT, QILT and other internal and national student surveys. This team is the custodian of the University's feedback processes, both solicited and unsolicited.

The team has the statistical skills to support the work of our Governance committees, working parties and exploring, business opportunities by asking deeper questions in our data sets.

The new team incorporates a greater focus on outreach and analytics translation to help the University gain the most value from its reports and tools through their increased visibility and use. The team also undertakes to improve data literacy across the ANU and to deliver regular, ad hoc and bespoke data analysis

Data Provisioning, Analytics & Governance

The team leads the transformation of ANU data and analytics and drives improvements in data quality, utility and reporting by working with Executive Data Stewards and the Data Domain Stewards to improve and strengthen the use of sophisticated datasets to inform key decision-making in the University. The team is responsible for institutional data architecture and metadata management, data warehousing/lakehouse development. The team also has oversight of data governance and data quality.

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:

- disestablishment of six (6) currently vacant positions
- disestablishment of two (2) positions through the Voluntary Separation Scheme
- disestablishment of four (4) occupied positions
- disestablishment of one (1) position previously mapped to ITS because of resignation
- disestablishment of eight (8) historical and vacant positions which did not contribute to savings targets as they were held vacant through 2024
- establishing three (3) new continuing professional staff positions
- transferring five (5) positions from the Division to ITS
- transferring one (1) position directly mapped to ITS Future State
- transferring three (3) positions from ITS to the Division

The comparison table below shows the difference in PSP position count impact summary in the Change Proposal and this Implementation Plan:

PSP Position count impact summary			
Action		Change proposal	Implementation plan
	Current position count	62	62
Disestablished	Less positions currently vacant to be disestablished	-6	-6
	Less positions disestablished through VSS	-2	-2
	Less other positions to be disestablished	-4	-4
	Less position to be disestablished as resignation received subsequent to release of implementation plan		-1
	Less disestablished historic positions*	-8	-8
	Less Disestablished sub-total	-20	-21
New	Plus new roles	3	3
	Subtotal	45	44
Realigned	Plus positions moving to new Division from ITS	2	3
	Less positions moving to ITS from PSP	7	5
	Less positions directly mapped to ITS future state^	0	1
	Future position count	40	40

*Positions not contributing to savings targets as they have been held vacant through 2024

^ Roles mapped to the Future State because of the alignment of skills and responsibilities not re-alignment of the existig roles and workload.

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 Proposal. Fixed-term appointments with no change will be reviewed prior to the end of their contract to determine whether their employment arrangements will be renewed.

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.

Team	Current position	Classification	Position number	Number of positions	Position impact	Staff impact
Digital Solutions	Associate Director, Digital Solutions	SM2	36275	1	Disestablished	Nil - vacant
Service Solutions	Program Manager	SM1	37313	1	Disestablished	Nil - vacant
Service Solutions	Service Design Lead	SM1	36548	1	Disestablished	Nil – current occupant has resigned effective 1 August 2025
Service Solutions	Senior Business Analyst	ANU08	34081	1	Disestablished	Nil - vacant
Service Solutions	Senior Project Officer	ANU08	26287	1	Disestablished	VSS
Service Solutions	Project Officer	ANU05	38654; 38653; 38749	3	Disestablished	Declared surplus from 1 September 2025
Service Solutions	Business Analyst Cadet - Year 3	ANU05	34278; 37493	2	Disestablished	Nil - vacant
Reporting & Analytics	Data Acquisition Architect	ANU08	9650	1	Disestablished	VSS
University Performance	Manager, University Performance	SM1	36240	1	Disestablished	Nil - vacant
Division Operations	Executive Assistant	ANU05	39545	1	Disestablished	Declared surplus from 24 November 2025
2 VSS, 7 vacant, 4 occupied – 13 Total disestablished						

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 number	Number of positions	Change description & Position impact	Staff impact
Digital Solutions	Technical Developer	Technical Developer	ANU05/6	37694	1	Realigned to ITS	Direct transfer
Digital Solutions	Solutions Manager	Solutions Manager	SM1	38380	1	Realigned to ITS	Direct transfer
Digital Solutions	Technical Lead	Technical Lead	ANU08	33783	1	Realigned to ITS	Direct transfer
Digital Solutions	Systems Support Coordinator	Systems Support Coordinator	ANU5/6	36751	1	Realigned to ITS	Direct transfer
Digital Solutions	Solutions Analyst	Solutions Analyst	ANU7	38170	1	Realigned to ITS	Direct transfer
Service Solutions	Senior Business Analyst	Senior Business Analyst	ANU08	37630	1	Realigned to ITS	Direct transfer
Service Solutions	Senior Project Manager	Scrum Master	ANU08	37738	1	Aligned to Scrum Master (ANU08); position to have updated title, responsibilities and reporting line	Direct transfer
Service Solutions	Business Analyst	Data Governance Analyst	ANU6/7	35440	1	Aligned to Data Governance Analyst (ANU6/7); position to have updated title, responsibilities and reporting line	Direct transfer
Reporting & Analytics	Senior Data & Business Intelligence Analyst	Senior Analytics Developer	ANU08	40763	1	Position to have updated title position description refresh	Direct transfer
Reporting & Analytics	Associate Director Reporting & Analytics	Associate Director Analytics Translation & Insights	SM2	12098	1	Position to be moved to the Analytic Translation & Insights team	Direct transfer
Reporting & Analytics	Senior Data Warehouse & Business Intelligence Architect	Data Provisioning Architect	SM1	20996	1	Position to have updated title position description refresh	Direct transfer
Reporting & Analytics	Planning Systems Manager	Reporting & Analytics Architect	SM1	27466	1	Position to have updated title position description refresh	Direct transfer

Team	Current position	Future position	Classification	Position number	Number of positions	Change description & Position impact	Staff impact
Reporting & Analytics	Planning Systems Analyst	Senior Analytics Developer	ANU08	40366	1	Position to have updated title position description refresh	Direct transfer
Reporting & Analytics	Business Intelligence Developer	Analytics Analyst	ANU6/7	23762	1	Position to move to the Analytic Translation & Insights team	Direct transfer
Reporting & Analytics	Business Intelligence Developer (Projects)	Analytics Developer	ANU6/7	36163	1	Position to have updated title position description refresh	Direct transfer
Reporting & Analytics	Business Intelligence Cadet - Year 1	Business Intelligence Cadet - Year 1	ANU03	36357	1	Change in reporting line	Nil - vacant
Reporting & Analytics	Business Intelligence Cadet - Year 2	Business Intelligence Cadet - Year 2	ANU04	36358	1	Change in reporting line	Nil - vacant
Reporting & Analytics	Business Intelligence Cadet - Year 3	Business Intelligence Cadet - Year 3	ANU05	37155	1	Change in reporting line	Nil - vacant
ITS	Data Architect	Data Architect	SM2	40355	1	Realigned from ITS	Direct transfer
ITS	Senior Data Analyst	Senior Data Analyst	ANU08	40528	1	Realigned from ITS	Direct transfer
ITS	Linux Systems Administrator	Data & Reporting Platform Engineer	ANU08	40304	1	Realigned from ITS	Nil - vacant
University Performance	Institutional Research Analyst	Analytics Developer	ANU6/7	40146	1	Position to move to the Data Provisioning, Analytics & Governance team	Nil - vacant
University Performance	Senior Performance Analyst	Senior Performance Analyst	ANU08	36688	1	Position to move to the Planning & University Performance team	Direct transfer
University Performance	Performance Officer	Performance Officer	ANU6/7	33604	1	Position to move to Analytics Translation & Insights team	Direct transfer
Institutional Research	Student Voice Hub Manager	Analytics Translation Manager	ANU08	38264	1	Position to have updated title position description refresh	Nil - vacant
Institutional Research	Institutional Research Cadet - Year 1	Institutional Research Cadet - Year 1	ANU03	37427	1	Change of reporting line	Nil - vacant

Team	Current position	Future position	Classification	Position number	Number of positions	Change description & Position impact	Staff impact
Institutional Research	Institutional Research Cadet - Year 2	Institutional Research Cadet - Year 2	ANU04	32344	1	Change of reporting line	Nil - vacant
Institutional Research	Institutional Research Cadet - Year 3	Institutional Research Cadet - Year 3	ANU05	39368	1	Change of reporting line	Nil - vacant
Planning & Reviews	Associate Director Planning & Reviews	Associate Director Planning & University Performance	SM2	23305	1	Position to have updated title position description refresh	Direct transfer
Planning & Reviews	Senior Planning Analyst	Senior Performance Analyst	ANU08	36853	1	Position to have updated title position description refresh	Direct transfer
Division Operations	Deputy Director Institutional Research	Deputy Director, Data Provisioning, Analytics & Governance	SM3	36061	1	Position to have updated title position description refresh	Nil - vacant
Division Operations	Deputy Director, Digital Enablement	Deputy Director, Institutional Insights	SM3	36060	1	Position to have updated title position description refresh	Direct transfer
Division Operations	Director, Planning & Service Performance	Chief Planning, Data & Analytics Officer	Occupant only	7596	1	Position to have updated title position description refresh	Direct transfer
Total: 34 Minor changes including 6 realigned to ITS; 3 aligned from ITS							

Vacant positions disestablished

Positions shown on the Current State Org Chart but not contributing to savings targets as they have been held vacant through 2024

Team	Current position	Classification	Position number	Number of positions	Position impact	Staff impact
Digital Solutions	Technical Developer	ANU56	37693	1	Disestablished	Nil - vacant
Digital Solutions	Solutions Developer	ANU56	41372	1	Disestablished	Nil - vacant
Service Solutions	Functional Business Analyst	ANU08	40422	1	Disestablished	Nil - vacant
Service Solutions	Business Analyst Cadet	ANU03	37423	1	Disestablished	Nil - vacant
Service Solutions	Business Analyst Cadet	ANU04	29639	1	Disestablished	Nil - vacant
Division Operations	Deputy Director Services & Operations	SM3	39331	1	Disestablished	Nil - vacant
Division Operations	Operations Manager	ANU08	37379	1	Disestablished	Nil - vacant
Division Operations	Manager Capability Development	ANU08	36384	1	Disestablished	Nil - vacant
8 Vacant, Disestablished						

New positions

These are newly created continuing roles with no current equivalent, designed to support revised services, capabilities, or functions in the future structure. Affected staff will receive priority access to demonstrate suitability for these roles throughout the process. Appointments will be made in order of merit.

Team	New position	Classification	Number of positions	Position impact
Data Provisioning, Analytics & Governance	Analytics Design Lead	SM1	1	New position established
Analytics Translation & Insights	Senior Data Scientist	SM1	1	New position established
Division Operations	Executive Officer	ANU08	1	New position established
Total: 3 Established				

Timeline for Implementation

Milestone	Date
Meetings with directly affected staff	4 June 2025 [completed]
Release of change proposal & consultation opens	5 June 2025 [completed]
Close consultation period (5:00 pm AEST)	25 June 2025 [completed]
Collation of feedback and preparation of Implementation Plan	From 26 June 2025 [completed]
Release of Implementation Plan	25 July 2025
Anticipated commencement of implementation	1 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](#).

This 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](#) for the information of directly affected staff and relevant unions.

Key contacts

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

Name	Position	Contact details
Richelle Hilton	Director, Planning & Service Performance	Director.PSP@anu.edu.au
Paul Kiley	Manager, HR Business Partnering	hrbp.renew@anu.edu.au
George Guest	Human Resource Business Partner	hrbp.renew@anu.edu.au
Emily Fisk	Manager, Organisational Change	Org.Change@anu.edu.au

Further information

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

Implementation processes

Process for transferring staff into the new structure

Following an agreed Implementation Plan, the process for transferring staff into the 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 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.

Supporting our people through change

The University recognises that change can be challenging, and ANU 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 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.

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.

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 this document:

- [Renew ANU 2025 Change Principles: Consultation Paper](#) including Appendices: Support Information; Service Performance Framework
- [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](#)
- [Service Performance Framework](#)
- [Project Management Framework](#)
- [Planning & Performance Framework](#)
- [Data Governance Procedure](#)
- [ANU Data, Information Management and Integration Strategy 2023–2026](#)
- [Data Governance Policy](#)

Appendices

Appendix 1 – Current and Future Organisational Structure Charts

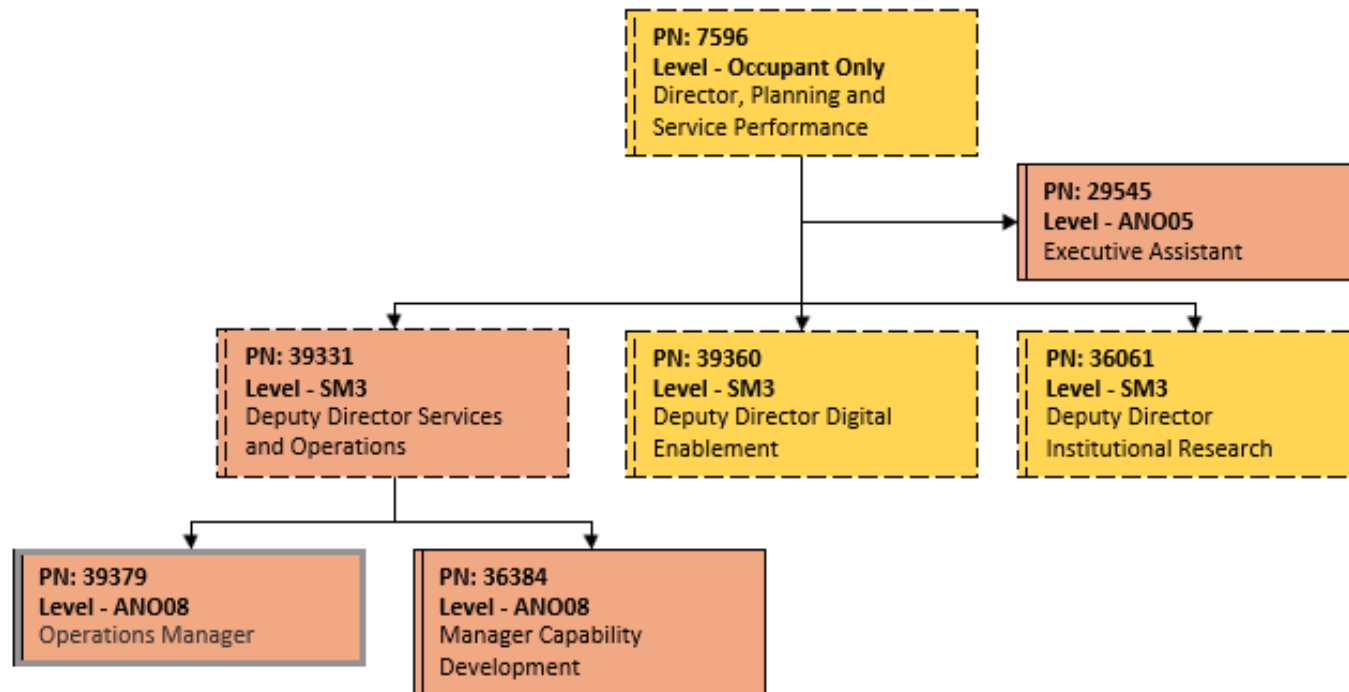
Appendix 2 – Position Descriptions for new roles

Appendix 3 – WHS Psychosocial Risk Assessment

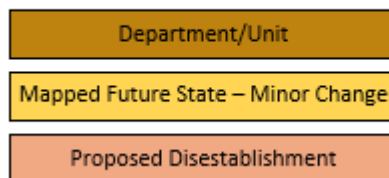
[Appendix 4 – PSP Organisational Change Proposal \[6 June 2025\] \(click\)](#)

Appendix A – Current and future organisational structure charts, and functional org chart

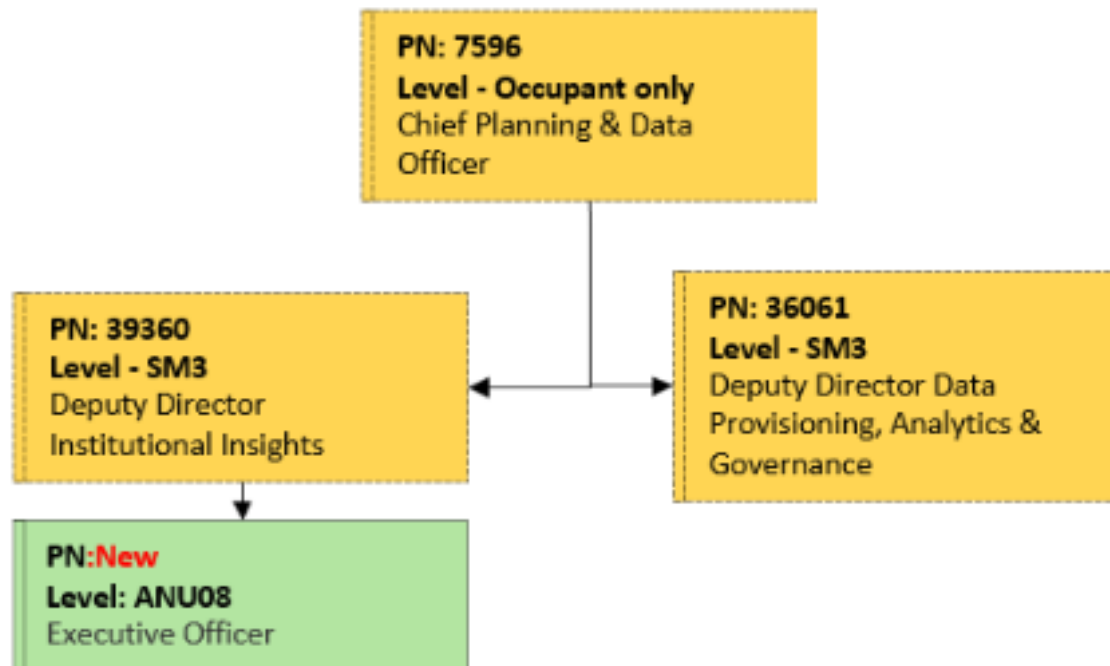
Previous Planning and Service Performance - Operations



Key



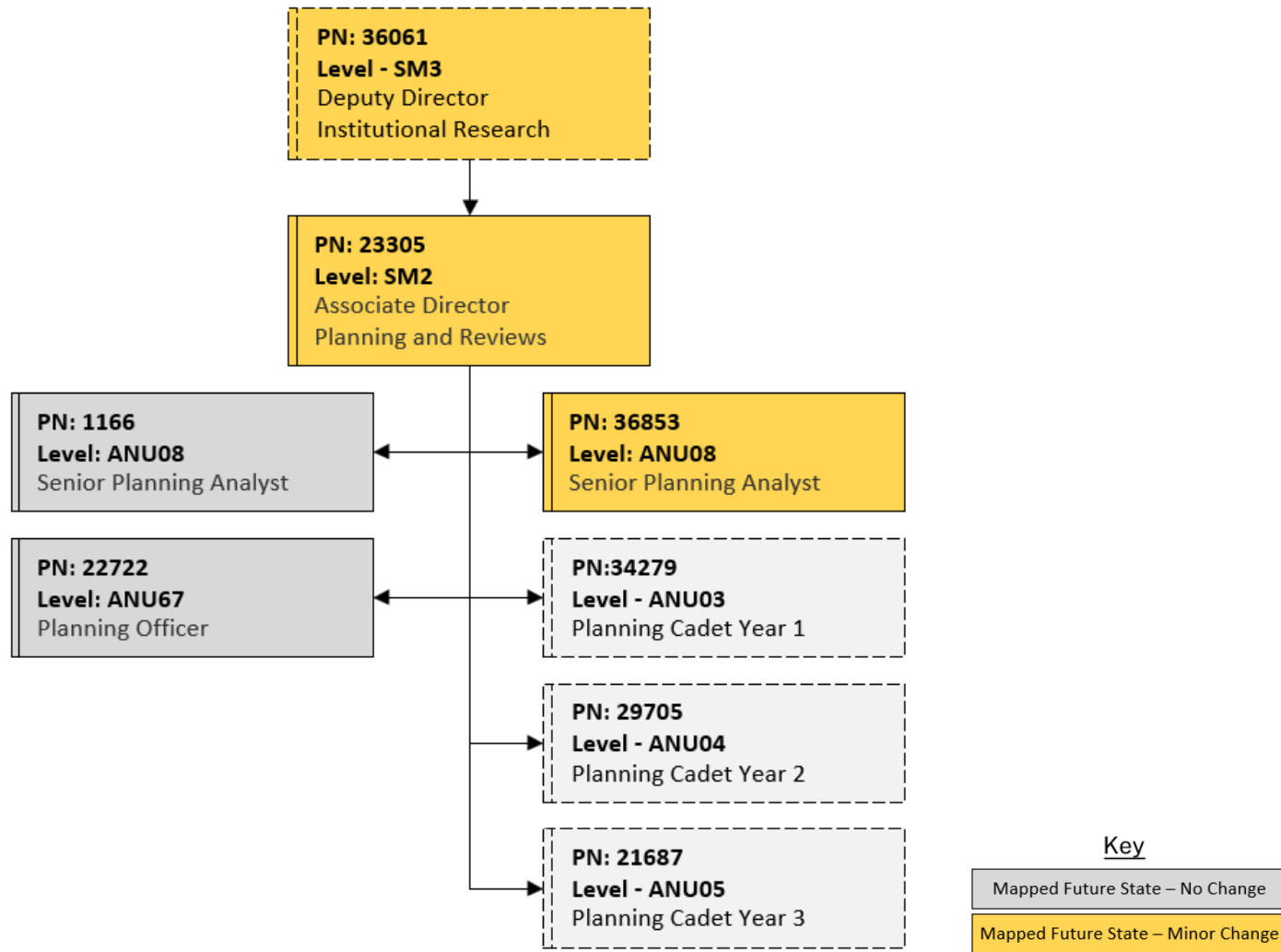
Future Planning, Data & Analytics Division - Operations



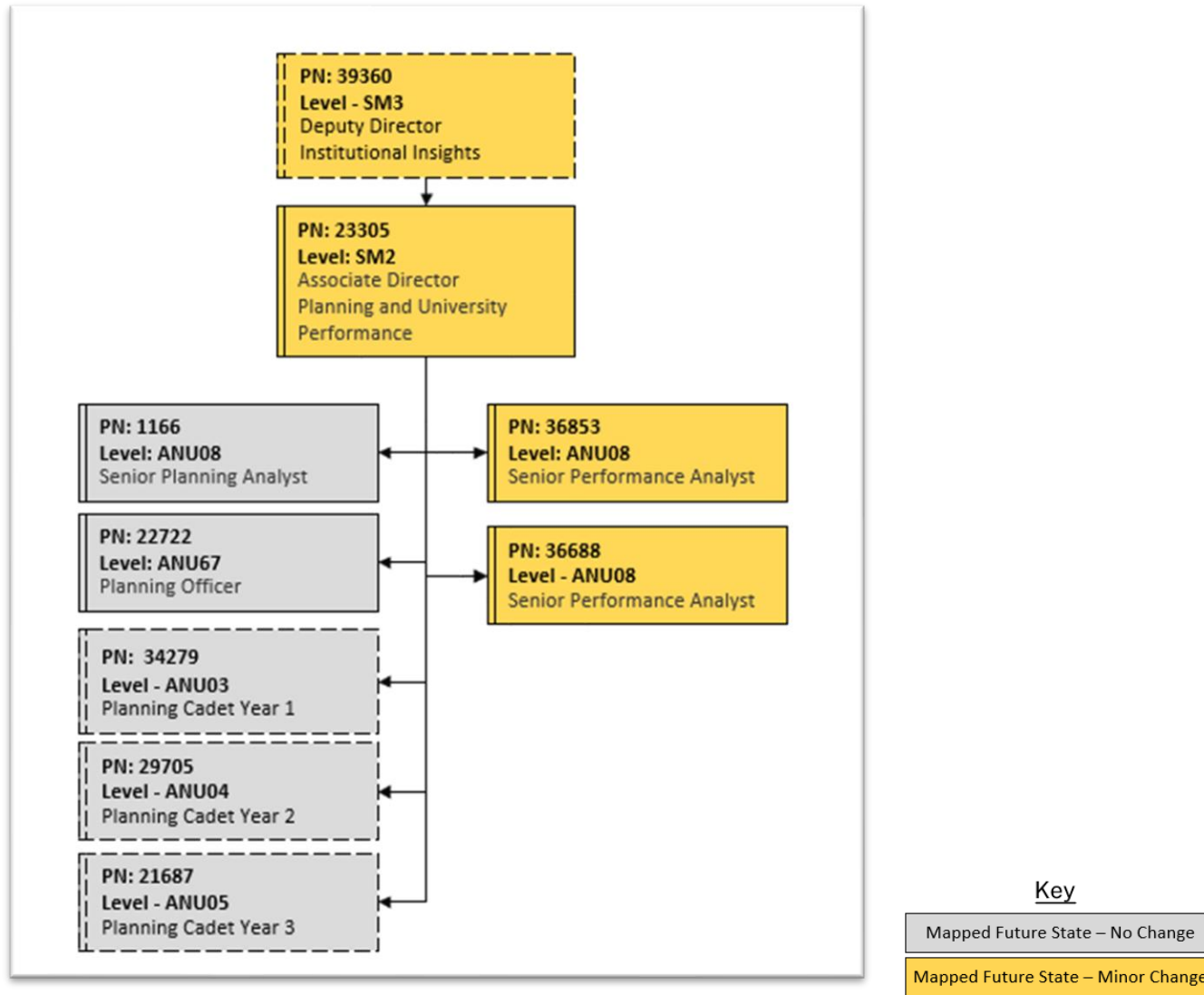
Key

Proposed to be established
Mapped Future State – Minor Change

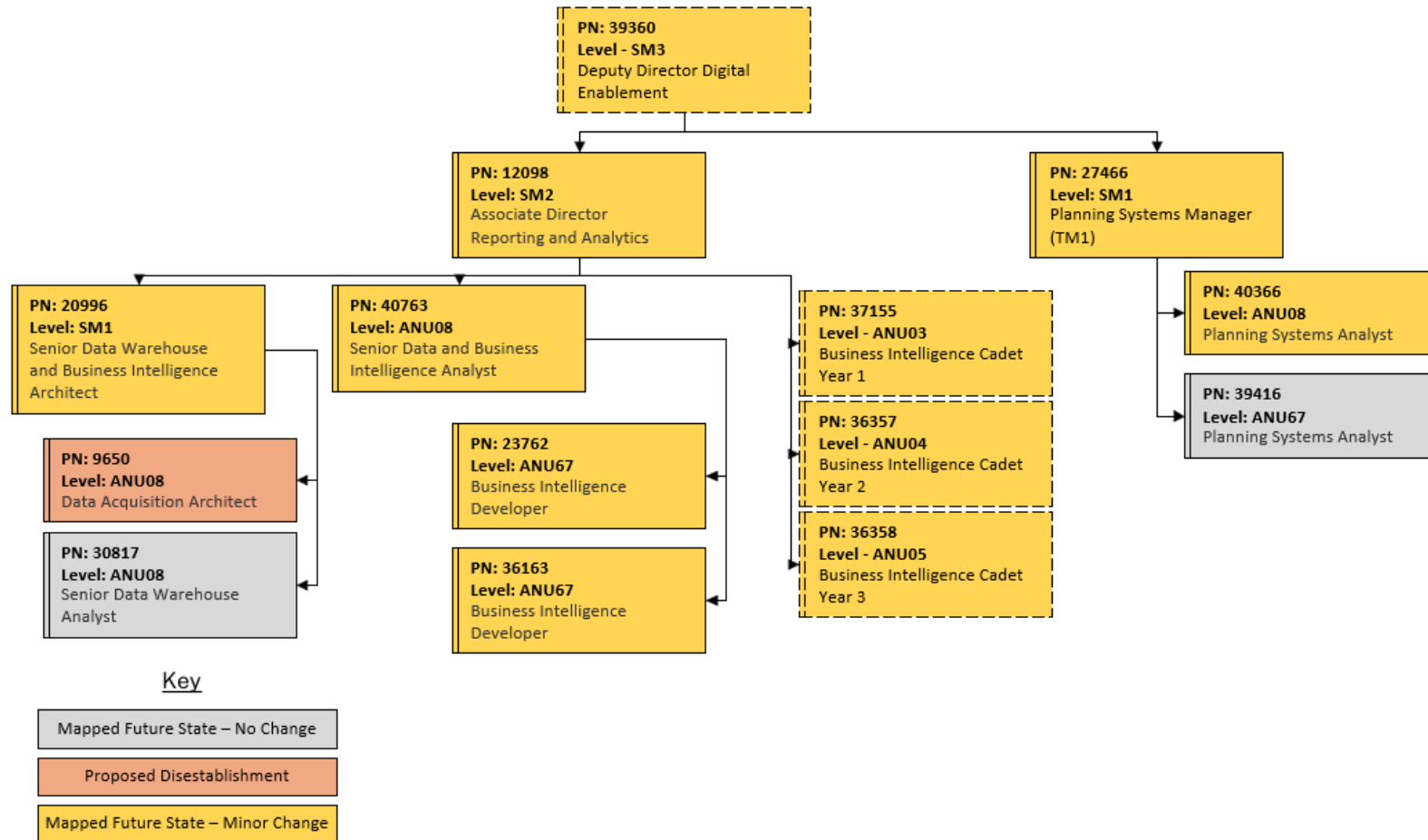
Previous Planning & Reviews team



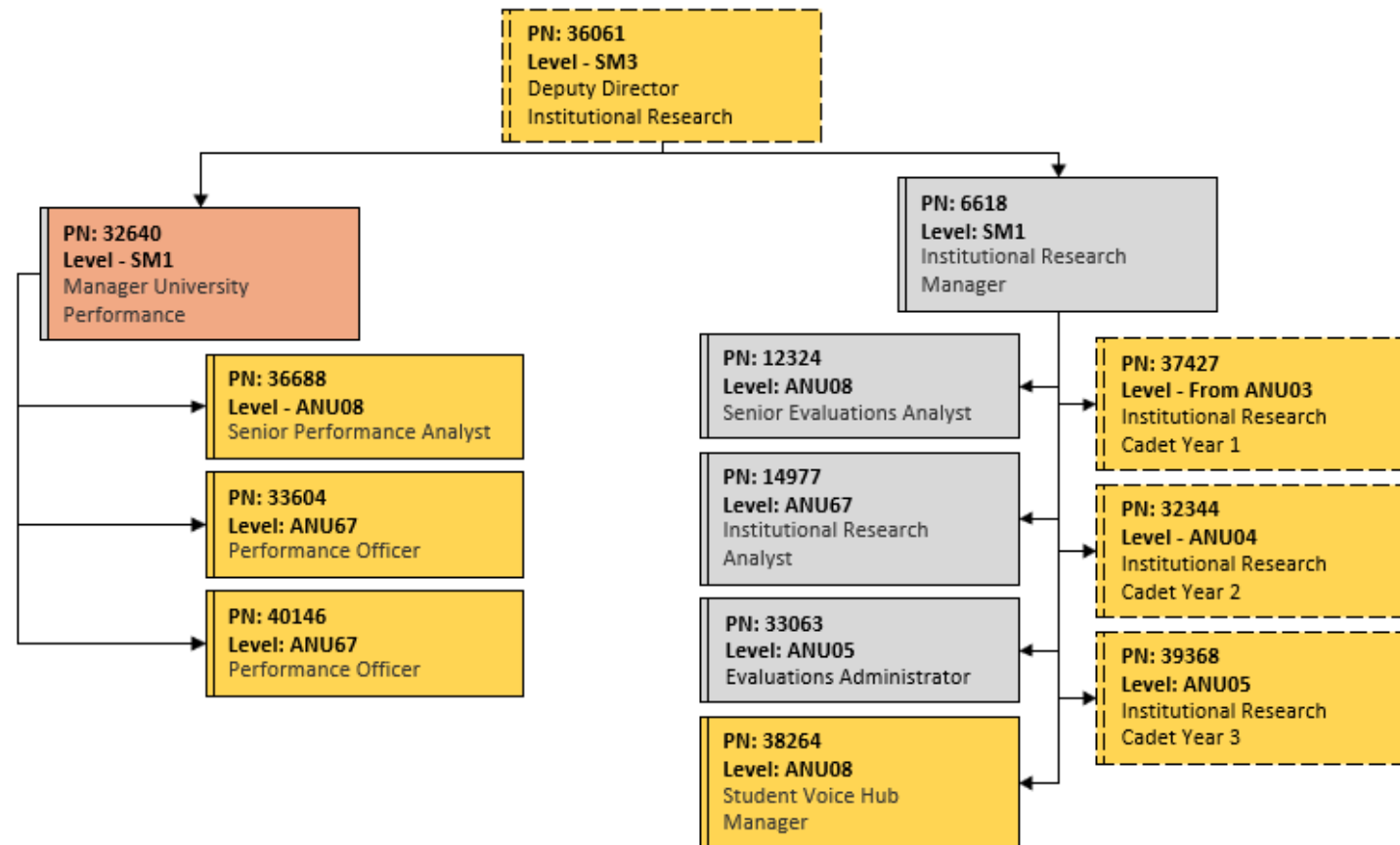
Future Planning & Performance team



Previous Reporting & Analytics team



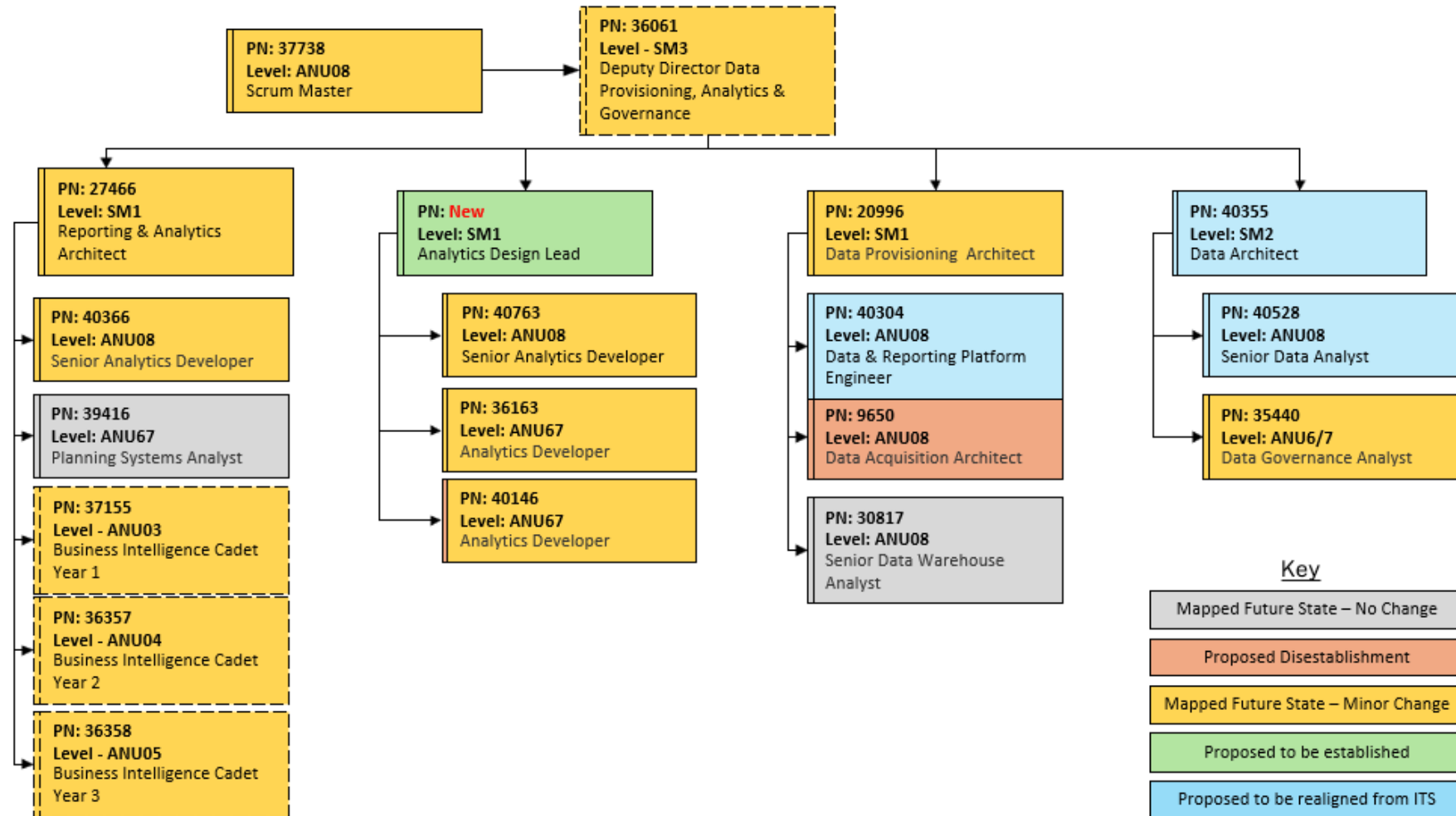
Previous University Performance and Institutional Research



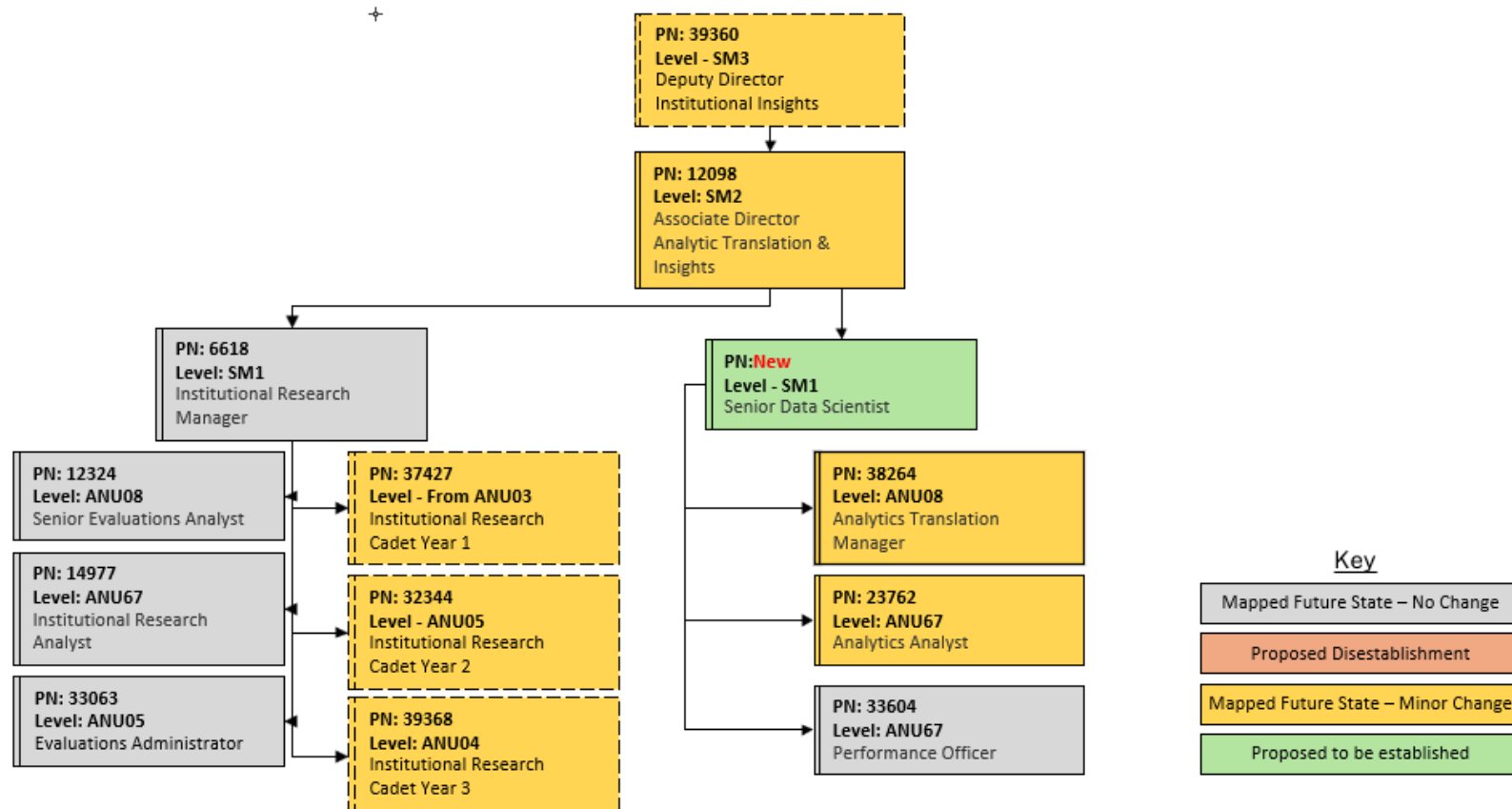
Key

Mapped Future State – No Change
Proposed Disestablishment
Mapped Future State – Minor Change

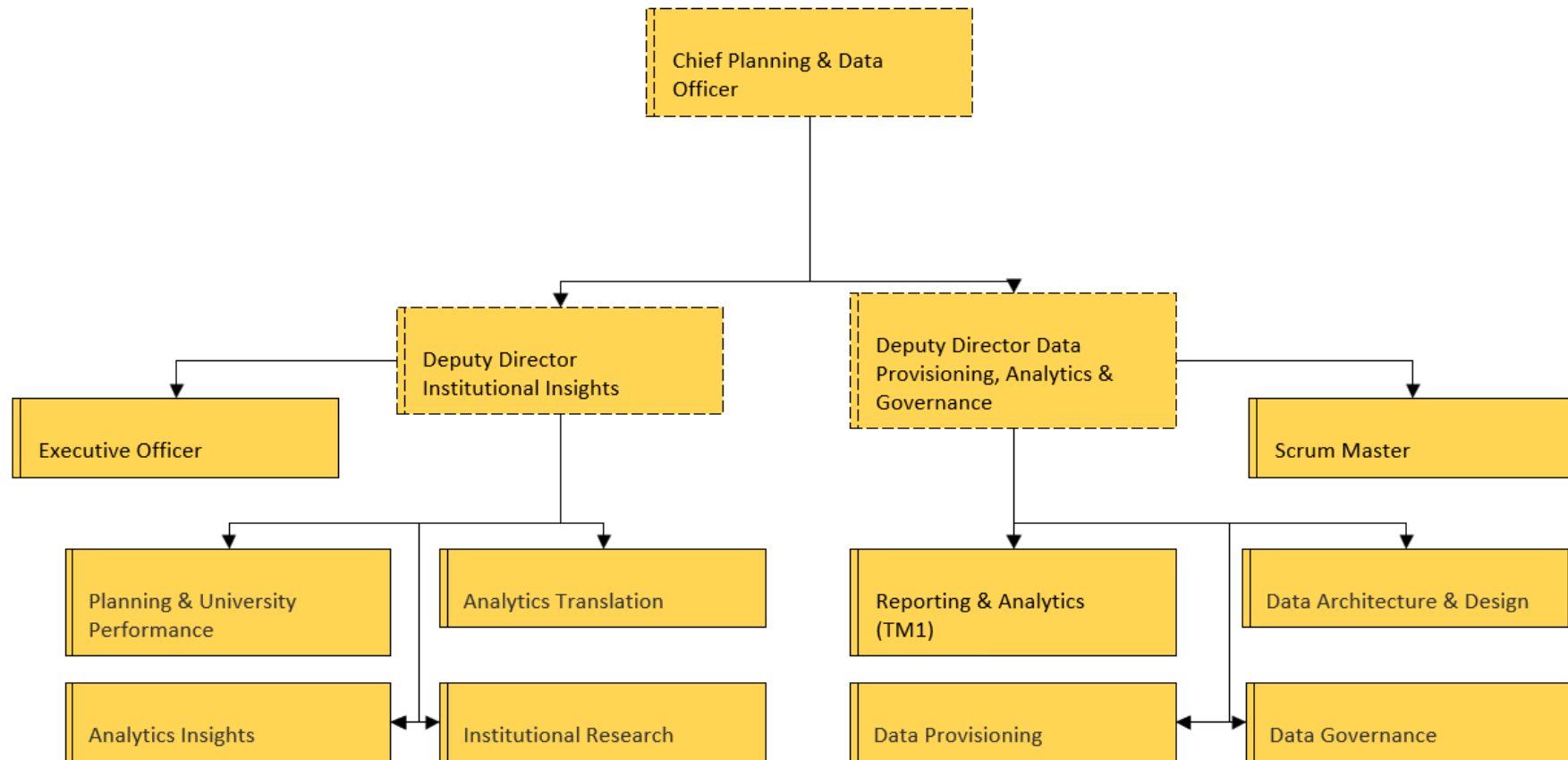
Future Data Provisioning, Analytics and Governance



Future Analytics Translation & Insights



Functional org chart of new division



Appendix B – Position descriptions for new roles

Position descriptions have been included that were raised as part of the consultation process or are new to the Division. Where only minor updates would occur including due to references to teams and titles, these will be updated through implementation.

- Analytics Design Lead
- Senior Data Scientist
- Analytics Translation Manager
- Scrum Master
- Executive Officer
- Data Governance Analyst

[\(Click this link\)](#)

Appendix C – WHS Psychosocial Risk Assessment

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

No specific feedback was received on the Draft released with the proposal. As such, please review the confirmed [Psychosocial risk assessment - PSP](#).

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

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

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

Hazard type	Control measure summary
Job insecurity	<p>Clear detailed communication and consultation about the impacts of change and measures to eliminate or minimise the impact of psychosocial hazards.</p> <p>Accurate job design.</p>
Job demands	<p>Set and communicate realistic job expectations</p> <p>Implement workload monitoring</p>
Lack of role clarity	<p>Accurate job design.</p> <p>Clear communication at team or individual work level about operational functions or roles.</p>
Poor support	<p>Targeted EAP and Advisor to Staff support services.</p> <p>Access to information, tools and resources to help manage through change.</p> <p>Regular communication at Divisional and team level.</p>
Poor organisational change management	<p>Clear detailed communication and consultation about the impacts of change and measures to eliminate or minimise the impact of psychosocial hazards.</p>
Conflict or poor workplace relationships and interactions	<p>Regular communication at the divisional and team levels</p> <p>Managerial support in leading change in the workplace</p> <p>Timely response to issues raised or observed in the workplace</p>