

Research and Innovation Portfolio

Implementation Plan

Australian National University

Release date: Monday 8 September 2025

Version: 2

Change Log

The Implementation Plan was released on 21 August 2025. Following a short feedback period, the following corrections have been made and are included in this version (released 8 September 2025) to guide the implementation.

- Page 10, Feedback on the use of the Graduate Research School name.
- Page 16, secondment cease date - Chief, Research Partnerships and Translation.
- Page 20, remove of duplicate position number 40675
- Page 26, adding of misplaced Position numbers - 23383, 21081, 22767, 33281
- Page 32, Adding of Appendix 5 - *Naming of the Graduate Research School*

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Introduction

On Wednesday 2 July 2025, the University released an Organisational Change Proposal for the Research and Innovation Portfolio (herein referred to as the Portfolio). The formal consultation period ran from 2 July 2025 to 23 July 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

Renew ANU

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.

To deliver on the Renew ANU principles and sustain a viable operating model under the current and projected financial constraints, the Portfolio 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:

| Research and Innovation Portfolio | |
|-----------------------------------|--|
| Area | Summary of confirmed actions |
| Office of DVCRI | <ul style="list-style-type: none">Provide a consolidated staff for administrative management to support the DVCRI and the Research and Innovation Portfolio. |
| Research Training | <ul style="list-style-type: none">Establish the Graduate Research School to consolidate HDR administration and support across the University. |
| Research Services | <ul style="list-style-type: none">Consolidate Research Management across the University.The Research Contracts team to be better integrated with research management to support partnership and collaboration activities.Improve the University's capability in research assurance and compliance. |

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| Research Partnerships and Translation | <ul style="list-style-type: none"> • Research Engagement and Partnerships. • Commercialisation and Intellectual Property. |
| Research Infrastructure and Entities | <ul style="list-style-type: none"> • Create two new governance positions in the Research Infrastructure and Entities team allowing for improved and integrated governance of university entities. • Establish Research Infrastructure Platforms, better enabling the research infrastructure workforce, improving strategic resource allocation and supporting enhanced governance. Details of the design of the initial research platforms is articulated within the College of Science and Medicine Change Plan. |

Summary of the Changes in response to Consultation

In response to consultation, the following adjustments have been made to the Change Proposal released 2 July 2025 in response to consultation:

- Centralisation of all Research Management staff into the Research Services unit
 - Retain the five SM1 Research Manager positions. Undertake Position Description refresh/retitle to Manager Research Funding; and reporting line change to the SM3 Head of Research Funding and Contracts. Details on Hub model transition to implementation timeframe (see Table 1.).
 - The current SM1 Executive Office position will be retained and undertake a Position Description change to Manager Research Funding; and reporting line change to the SM3 Head of Research and Funding Contracts. Details on Hub model transition to implementation timeframe (see Table 1.).
 - The current ANU6/7 Executive Assistant position will be retained and undertake a Position Description change/title change to Office Coordinator; and reporting line change to the Head Research Funding and Contracts in-line with the details on Hub model transition to implementation timeframe (see Table 1.).
 - Changing classification of 3 of the ANU6/7 positions to instead ANU8 level. Positions to be filled through a merit-based process, initially from the current cohort, prior to being open for applications from the broader internal cohort of staff.
 - Add the ANU05 Research Contracts Administrator position (omitted in the change plan in error).
- Centralisation of the HDR staff into the Research Training unit
 - Realigning the ANU08 DM GRS Operations from College to ensure adequate support across the GRS operations streams.
- Platform creation and governance model for Research Infrastructure Platforms
 - In consultation stage with COSM change plan, further review to be undertaken and presented in the COSM Implementation plan.
- R&I Portfolio Director position will be created to consolidate professional services within the Research and Innovation Portfolio, overseeing the key functions and services of both the Research Services and Research Partnerships and Translation teams. The secondment for the position of the Chief Research Partnerships and Translation will end and the vacant position will cease. The reporting lines of the Head of Engagement Partnerships and Head of Commercialisation and IP will be repointed to the R&I Portfolio Director position. (See [Appendix 1](#). Organisational Charts, current and future state Research Partnerships Translation).

Overview of Consultation Process

Consultation Period

On 1 July 2025, affected staff in the College and Portfolio were invited to attend individual meetings with senior leaders and P&C representatives to hear about the proposed change, the proposed impact on their roles, the support available to them and the proposed timelines for consultation.

On 2 July 2025, the Deputy Vice Chancellor Research and Innovation, accompanied by the Provost and Chief Operating Officer, held a Town Hall meeting with all impacted staff in the Portfolio and Colleges, 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.

The formal consultation period commenced on 2 July 2025 and closed on 23 July 2025 at 12.00pm 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 18 meetings were arranged for staff within the Colleges and Portfolio to provide an opportunity to ask questions and discuss the Change Proposal in detail. In addition, individual meetings were offered for those staff directly affected by the Change Proposal.

A recording of the Town Hall 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; and
- wellbeing and support services.

The Change Proposal was viewed 2,706 times and there were 32 views of the Town Hall recording.

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

Overview of Feedback in Response to the Proposal

During the consultation period, 148 submissions were received in response to the Change Proposal. All feedback was given serious and detailed consideration. Key themes of the feedback received during the consultation period, in no particular order, included:

- organisational structure
- role clarity
- governance
- workload and resourcing
- career progression and development

The University has given genuine 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.

| Summary of Feedback | Response |
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| Feedback relative to organisational structure and transition to implementation including service delivery | |
| <ul style="list-style-type: none"> Feedback received highlighted concerns regarding the organisational structure, including the design of Research Hubs. This feedback focused on ensuring the effective distribution of work within the Hubs and maintaining continuity of services. Feedback was received highlighting the importance of carefully considering the transition to the new Research Hubs service model. Feedback to seek further clarification concerning Research Training, focusing on service delivery model, KPI's, organisational structures, realignment and support for Delegated Authorities and Convenors. | <p>Through consultation, we have identified the need to realign all impacted college staff into the Portfolio to support service delivery and career progression opportunities. Throughout implementation, the effectiveness of the new structure will be reviewed, informing the on-going refinement to move towards the most practical and sustainable workforce model.</p> <ul style="list-style-type: none"> A key objective of the centralisation is to strengthen professional capability and create clear career development pathways. During the transition, we will identify training and development needs in collaboration with teams. A structured program will then be prioritised during implementation. Individual development plans will be discussed with realigned line managers, adherent with Focus protocols. This approach ensures staff are supported through change and positioned for long-term success. Feedback received during consultation has informed a deliberate and phased transition plan. This approach is designed to maintain current service quality while positioning the Research Hubs for long-term success. The phased approach to implementation will begin with changes to reporting lines as necessary, including for College Research Office leads and the Research Contracts team, who will report to the Head of Research Funding and Contracts (Senior Manager 3). Existing support services will continue uninterrupted during this phase. We acknowledge the need for a transition phase. This will include the holding of workshops to further review current service offerings and explore potential models, including specialisation by funding stream or academic structure. This work will lead into the finalisation of service catalogues and Service Level Agreements (SLAs). During this phase, there will be a continuation of existing services with minor adjustments. Upon finalisation of the service catalogues, positions will be allocated according to the identified resourcing needs. Transition plans will be communicated in advance, with physical relocation to Hubs anticipated for mid-December to avoid peak pre-award periods. Post-transition, we acknowledge the need for ongoing alignment and review for a successful change. Training and process alignment, across Hubs, will be overseen by the Head of Research Funding and Contracts, with support from the Research Funding Managers. Hub activity and satisfaction will be monitored, with a formal review scheduled for June 2026. The delivery model will be determined through consultation with HDR administrators and key academic stakeholders. Staff will remain in their current location until the transition to the new operating model. All staff will have the opportunity to engage with the leadership team about their role and preferences and to be involved in designing new ways of working and our service delivery frameworks. |

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| | <ul style="list-style-type: none"> Initial teams will likely be adjusted as processes are streamlined, and some processes removed with planned system improvements. The development of new ways of working will consider how each individual process is managed as well as how each cohort of HDR candidates, and their decision makers, are supported. Details are further outlined in the Implementation Timeline. To support the service delivery models, KPIs will be developed. Once introduced there will be a period of testing and refining KPIs as new system functionality is delivered and new processes are embedded. As with normal management practice, the structure of teams will be reassessed as positions become vacant through natural attrition. |
| Feedback relative to resourcing and career progression | |
| <ul style="list-style-type: none"> Feedback highlighted concerns that the position structure proposed within teams do not support career progression opportunities, would impact administrative support needs and risked the loss of institutional knowledge. Feedback highlighted inconsistencies in staff classifications for similar roles being centralised. Feedback was received suggesting administrative support would be under-resourced with the proposed restructure of Research Services. | <p>As a result of this feedback, some changes have been made to the structures/ resources within the plan.</p> <ul style="list-style-type: none"> In response to the feedback for inconsistencies in staff classifications for similar roles - further reviews will take place during transition. As an immediate step, the proposal ensures that all HDR administrators are aligned to the appropriate classification level. This promotes fairness, transparency, and consistency across the portfolio. In response to the identified need for clearer career progression and structured escalation pathways, three new Deputy Manager (ANUO8) roles will be introduced to Research Services to support leadership development and strengthen internal capability. These Deputy Manager roles will be filled through a merit-based process from the existing staff cohort. Each Research Funding Hub will be supported by two SM1 Research Funding Managers and two ANUO8 Deputy Managers, ensuring balanced leadership and operational continuity. Feedback strengthened the need to recognise methods to share and retain deep institutional knowledge. Specifically for effective decision-making, operational efficiency, and preserving organisational memory through this implementation. With addressing the need to retain administrative support, the Executive Assistant (ANUO6/7) role will not be disestablished and will be retitled and refreshed to an Office Coordinator (ANUO6/7) and now report to the Head, Research Funding and Contracts. |
| Feedback relative to systems, assurance and reporting | |
| <ul style="list-style-type: none"> Feedback was received requesting further details as to the status of the systems roll-out for Research Services. Feedback highlighted the importance of maintaining clear ownership and accessibility of research reporting. | <p>The feedback received is acknowledged and confirm there have been no changes to plan.</p> <ul style="list-style-type: none"> The case management system will ensure researchers have one point of access to all Research and Innovation services. The system will have a self-service layer, a layer where the community can submit known forms such as a Notice of Intent, or they can ask questions or seek support, with their |

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| <ul style="list-style-type: none"> • Feedback was received seeking clarity on the necessity of the proposed additional assurance resources. • Feedback received suggesting the systems support team would more suitably report to one of the two Head, RS (Senior Manager 3) roles, in contrast to the Director R&I (Senior Manager 5) role, as proposed. | <p>query triaged to the appropriate team while also ensuring full visibility and accountability. This system will track research support needs, to allow the University to balance the load and ensure requests are managed responsively even during peak periods.</p> <ul style="list-style-type: none"> • An early version of this system based on the ServiceNow capability will be released in Q3 2025, with full implementation for Research Services expected to align with the Hubs becoming operational. • Together, Research Funding and Contracts and RPT, support our research effort across the research lifecycle. The teams bring different skills and strengths to supporting research. To ensure alignment, the teams will share the same processes and systems providing transparent case management to both the various service providers and the academics stakeholder with information being stored in the system, rather than in emails. This case management system will clearly show accountability for progression and articulated hand-over points. Using agile methods, these teams will co-design larger projects, programs and bodies of work, ensuring each group brings their specialised skills to design and delivery and there is clear accountability for successful delivery. The alignment will be reviewed and refined after six months of operation. • Regarding research reporting, it is confirmed that research performance reporting will move with the Research Analytics team with their transition to the Provost Portfolio, forming the Academic Performance and Productivity Analytics unit. This ensures that the expertise, systems, and processes supporting research reporting remain together and continue to provide a consistent, high-quality service. • In addition to centrally delivered reports, self-service access to research performance data remains available through Insight and existing dashboards, enabling staff to generate tailored reports as needed. We will continue to promote and support these tools to ensure they meet the needs of researchers, administrators, and leaders across the University. • The creation of the Senior Research Assurance Officer role is to both increase capacity to manage the risk of rapidly increasing compliance requirements in our research activities, including defence, integrity and ethics, and ensure alignment with other areas of the University sharing these responsibilities. This investment will see more timely and united risk management capabilities. • The Research Systems team provides business systems support and delivery across the whole R&I portfolio. For this reason, it is appropriate that it reports to the Director, R&I rather than one of the RS Head positions. |
| Feedback relative to workload | |
| <ul style="list-style-type: none"> • Feedback was received on current levels of workload and sought more clarity around the proposed workload-split, roles | <p>Feedback was considered and changes were made to the service function ownership and commercialisation contracts.</p> |

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| and responsibilities between the different teams in proposed centralisation as well as the governance structures relative to the Research Funding and Contracts, and RPT teams' alignment. | <ul style="list-style-type: none"> • Feedback was acknowledged that the expertise required to support commercialisation contracts does not exist within the current team and cannot be quickly developed, especially considering current workloads. This service will not be performed by the current team and will instead be considered separately by the RPT team and the University Legal Office. • The existing workload of the Research Contracts team will be addressed through streamlined pathways for certain contracts, and better integration with Research Funding teams to reduce duplication of activity and improve the capture of necessary information early in the research lifecycle. |
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Other Feedback

Many of the submissions from our community included broader feedback and questions on the Portfolio and its ongoing development. This is welcomed feedback and while not specific to the approach and principles, it has been considered, summarised, and addressed below.

Facilities and Staff Locations

Planning is underway to refit part of the Anthony Lowe Building for the Portfolio, with updates anticipated at the end of 2025. No immediate changes to staff locations are proposed, though adjustments will be made over time to optimise distribution and balance proximity. Locations will be finalised during the three-month transition period, with central hot desks available to support cross-portfolio collaboration.

Director, R&I Portfolio

A new Portfolio Director position will be created to consolidate professional services within the Research and innovation Portfolio, overseeing the key functions and services of both the Research Services and Research Partnerships and Translation teams. The secondment for the position of Chief Research Partnerships and Translation has ended and the vacant position will cease. The Head of Engagement and Partnerships and Head of Commercialisation and IP reporting lines will change to the R&I Portfolio Director.

Platform Design and Governance

Governance structures, including the Research Infrastructure Committee, will be improved with steering groups established to guide long-term Research Infrastructure investments. Feedback on Research Platforms from the CoSM Change Proposal will form part of its Implementation Plan. Development of Research Platforms will require discovery and co-design work.

ANU Enterprise (ANUE)

ANUE is a wholly owned subsidiary of ANU, operating as a separate legal entity without operational funding from the University. It delivers project or service-specific activities supporting research and innovation, which have been part of the R&I ecosystem since 2016. Services are regularly reviewed to ensure cost-effective value to the ANU community, with a review scheduled for 2025.

Academic Productivity Performance Analytics (APPA)

APPA will support the Provost in leading the University's academic planning through implementing performance frameworks and analytics to foster a high-performing and inclusive academic culture. The Director, Academic Performance and Productivity will establish a data-informed framework across teaching, research, and engagement; drive initiatives to improve

performance; and build a culture of continuous improvement. As these systems do not currently exist in a coordinated form, the role requires senior-level authority and expertise during the establishment phase to lead design, alignment, and implementation at scale.

Naming of the Graduate Research School

Formal advice has been sought in regard to the decision to use the Graduate Research School name. This advice shows that this naming convention is allowable under existing policy and has been endorsed by the COO. The formal advice is attached as an appendix to this document.

Overview of changes to Research and Innovation Portfolio

Consistency with Renew ANU Change Principles

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

Approach to change

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

Academic and research principles

| Principle | Description |
|---|--|
| National mission and academic excellence | Academic structures are aligned with ANU's national mission, research priorities, and global standing. |
| Strategic alignment and financial sustainability | Academic and research activities are supported by data-driven, financially sustainable planning. |
| Program and delivery review | Continuous assessment of academic programs ensures relevance, innovation, and integration of digital learning. |

Operating model principles

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

Office of DVCRI

The Office of the DVCRI will create a new Portfolio Director position which will consolidate the administrative and operational management of professional services across the Portfolio. The R&I Portfolio Director will be responsible for the operational management of Research Services and Research Partnerships and Translation through taking supervision of the Head of Research Funding and Contracts, the Manager Research Systems, the Head Research Ethics and Integrity, the Head of Engagement Partnerships, and the Head of Commercialisation and IP. The vacant Executive Officer role is to be disestablished. The Executive Assistant and Senior Advisor positions in the ODVCRI, in addition to supporting the DVCRI, will provide administrative support to the Director.

In accordance with the Research & Innovation Strategy, the research communications and impact functions reflect the remit of the Portfolio to promote key ANU impact stories and support collaborations across ANU that translate research and engagement activity across disciplines into impact. A more detailed design of the research communications function will be undertaken in conjunction with the central marketing and communications portfolio as part of their future planning activities.

Research Training

The Research Training team will see the establishment of the Graduate Research School and centralisation of all Higher Degree Research (HDR) administration and support staff from across the University. A new position Associate Director, Graduate Research School (SM2) will be established to lead the new integrated service model. This will complement existing initiatives to achieve increased efficiency and effectiveness of administration and support across the HDR lifecycle, including through streamlining and reducing process complexity, removing manual processes, removing duplication and establishing better systems and data integration. The Graduate Research School structure will bring together specialist HDR expertise and ensure more

coordinated, holistic support across the University. It will provide workforce development pathways and balanced workloads to ensure all HDR programs across the University receive the same level of administrative support.

The Graduate Research School will consist of four administrative pillars that will provide administrative support across the HDR lifecycle. The four pillars span recruitment, including admissions and scholarships, candidature management including milestones and examinations, and governance, including external opportunities and industry engagement. The Graduate Research School will continue to support the development of skills for HDR candidates and HDR supervisors, with robust supervisor and HDR candidate skill development support. It is an increase of one ANU08 position which was identified through the consultation period as a College staff member, an oversight during the development of the change plan and now directly mapped into the structure.

As part of this change plan, we are realigning College staff into the central Graduate Research School. This realignment will enable a dedicated discovery phase to better understand current operations, inform the integration of new technology systems, and support improvements to processes and efficiency. Our intention is to approach any future changes gradually and with care, guided by evidence and the needs of the function.

The transition phase will run until end 2025 and will start on Monday 22 September with supervisory lines moving on Monday 13 October. We will use a placement process to assign staff into new roles to ensure skills and experience align, and are best fit for operational continuity. All staff coming into the Graduate Research School from the Graduate Research Office, School or Colleges will have an individual meeting with members of the Graduate Research School leadership team in the week beginning Monday 22 September. At this meeting they will identify their expertise and preferred work areas. At this meeting they will also have the opportunity to discuss development needs and future career plans.

They will then be placed into one of the four administrative streams based on their preferences and the volume of work. Reporting lines for ANU6/7 staff within the four streams will be to the ANU08 Deputy Manager who heads the stream. Reporting lines for the ANU05 and ANU04 staff will be to either an ANU6/7 role within the stream or the ANU08 who leads the stream.

The Graduate Research School will conduct a Ways of Working Workshop in the week beginning Monday 13 October. This workshop, over two days, will include team building activities, agreement on our culture and expectations for service delivery and behaviour. The HDR Service Catalogue will be discussed and refined and a full range of tasks identified. The workshop will also be an opportunity to assign staff to 'Discovery teams'.

In the week beginning 20 October new working processes will be developed by the Graduate Research School with all staff members having the opportunity to contribute to the development of new processes through Discovery Teams. Each task will have an associated Discovery Team who design or streamline the process to be used across the university.

Once a week the Discovery teams will report back on progress. Some processes will be developed quickly; others may take more time. As each process is agreed it will also have an agreed switch over date. Some processes may intersect with planned system improvements or lead to new ones. The IT Research Stream Candidature Lifecycle team will attend the weekly progress reports to integrate new processes with new systems. It is expected most staff will spend between 3 and 5 hours a week working in one or more Discovery Teams.

Some processes involve school based HDR Convenors, program Delegated Authorities, and College Associate Deans HDR. We will work with these groups regularly through the design of new processes. We will report regularly to this group of HDR decision makers.

Some processes intersect with College, School or other central teams. For these we will reach out to the appropriate groups to work through responsibility and process.

During this implementation phase staff will mostly remain in their current location. There may be some movement to distribute support across the campus and to ensure managers are working together. Staff will continue to work using their existing procedures until new ones are in place.

Staff may be redistributed across the streams after new working processes are established, after consultation and appropriate notice. It is anticipated that adjustments will need to be made in future to optimise working arrangements depending on a variety of factors including individual staff arrangements, School and/or College need and system improvements.

The Graduate Research School will work with HDR Convenors, program Delegated Authorities and College Associate Deans to establish ways to support for these roles. We will collectively determine required data, and reporting needs to ensure these decision makers have the information they need to perform their roles. We thank those who have provided information about their data needs so far.

The primary point of contact for HDR candidates and supervisors will continue to be existing School, College or GRO functional accounts until a Service Now platform is developed for HDR administration and support. This is expected to be in place by the end of 2025.

| Timeline for Research Training, Graduate Research School Transition to Implementation (Dates indicated below are an approximate timeframe and are subject to change) | |
|--|--|
| 22 September 2025 (week commencing) | <ul style="list-style-type: none"> • Start of Transition Phase • Individual meetings to commence • Staff from Graduate Research Office, Schools and Colleges meet with Graduate Research School leadership • Discuss skills, expertise, preferences, development and training needs, career plans |
| 13 October 2025 (week commencing) | <ul style="list-style-type: none"> • Reporting line changes • Ways of working workshops (culture, team building, service expectations, HDR service catalogue review, task identification, formation of Discovery Teams) |
| 20 October 2025 (week commencing) | <ul style="list-style-type: none"> • Process development begins • Discovery Teams start designing and streamlining new working processes • Weekly progress reporting commences • IT Research Stream Candidature Lifecycle team integrates process changes with systems improvements |
| October – December 2025 | <ul style="list-style-type: none"> • Discovery teams continue (expected staff contributions of up to 5 hours per week) • Processes developed and assigned switch-over dates • Collaboration with HDR convenors, delegated authorities, Associate Deans HDR • Engagement with College, School and central teams for intersecting processes • Staff remain in current locations with possible re-distribution based on needs analysis • Continued use of existing procedures until new procedures are designed, agreed and implemented |
| End of December 2025 | <ul style="list-style-type: none"> • Expected completion of transition to implementation • Service Now platform for HDR support expected to be operational |

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| | <ul style="list-style-type: none"> Staff redistribution may occur based on new processes and operational needs |
| January 2026 Post-implementation | <ul style="list-style-type: none"> Track alignment and continual improvement of processes |

Research Services

Research management and administration service positions from across the University, inclusive of pre-award and post-award support, is to be consolidated into a central team within Research Services, reporting into the Head of Research Funding and Contracts. This will result in reduced duplication and fragmentation, greater consistency in processes and in service support, balanced workloads through data-driven resource allocation and improved professional workforce development pathways.

In response to consultation feedback, the structure of the Research Funding team will include an additional three ANU08 positions in lieu of three of the ANU06/7 positions originally proposed.

The Executive Officer is to be retained. The position description will change to a Manager, Research Funding and is to be realigned through the Hub Design to best support the transition.

This improved structure will ensure each Research Funding Hub is supported by two Research Funding Managers SM1's and two Deputy Manager ANU08's per stream to enable clearer line management of the research administrators at the ANU06/7 and ANU05 levels for workload management and reporting. It is anticipated during the transition period that staff may be realigned within this structure.

Transition approach: staff currently in ANU06/7 roles within this function will have the opportunity to express interest in the new ANU08 positions. Appointments will be made through a merit-based assessment process. We anticipate that these roles can be filled from within the existing cohort, ensuring that no current staff at the ANU06/7 level are at risk of redundancy as a result of this adjustment.

As the revised structure is designed to retain current positions, if all three ANU08 positions are not able to be filled immediately from within the current team, the existing ANU06/7 roles are to be temporarily retained. During this period, development support will continue to be provided, with a view to progressing toward the revised structure over time. Once appointments to the ANU08 roles are finalised, the corresponding vacated ANU06/7 positions are to be disestablished.

The current ANU6/7 Executive Assistant is to be retained. The position description will change to Officer Coordinator and reporting line change to the Head, Research Funding and Contracts.

The Research Contracts team is to be realigned to the Head of Research Funding and Contracts. An error in the change plan omitted the existing ANU05 Research Contracts Administrator, the position is now accurately reflected in the organisational structure for Research Services.

A title refresh for existing Head, Research Governance to a new title, Head, Research Ethics, Integrity and Compliance to increase clarity between roles.

To help the University adapt to increasing compliance requirements relating to foreign interference, defence export controls and research integrity, a Senior Research Assurance Officer and a Research Assurance Officer position will be created, enabling work across all areas requiring compliance activity. This will also improve workforce development pathways for staff supporting compliance and assurance activity.

Realignment of staff into the Research Services area will commence in the week of the 8th September.

The Chief, Research & Information Services together with the Research Analytics team be directly transferred to the Office of the Provost as the Academic Performance and Productivity Analytics

(APPA) team, positions will be retitled and refreshed accordingly. The transfer will occur on Monday 22nd September 2025. See Office of the Provost Future Organisational Chart (refer to [Appendix 1](#)).

With these changes the vacant Head, Research Performance is to be disestablished.

As stated above the newly created R&I Portfolio Director position in the ODVCRI will be responsible for the operational management of the Research Services team. The Head of Research Funding and Contracts, Manager, Research Systems, and the Head Research Ethics and Integrity will report to the Director.

| Timeline for Research Services Hubs Transition to Implementation (Dates indicated below are an approximate timeframe and are subject to change) | |
|--|--|
| August 2025 | <ul style="list-style-type: none"> • Start of Implementation • Reporting line of College Research Office leads and Contract team changed to Head of Research Funding and Contracts • Begin 3-month transition period led by the Head of Research Funding and Contracts |
| Commencing September 2025 (weeks 1-6) | <ul style="list-style-type: none"> • Workshop phase • Investigate current service offerings • Co-design and test different Hub models, data driven analysis • Possible models may be geographical, funding stream specialisation, aligned with academic structures, other research activity characteristics or a combination |
| October 2025 (weeks 7-12) | <ul style="list-style-type: none"> • Match staffing to Hub designs based on level, experience and interest and need • Develop and communicate management transition plans for ongoing work. • Ensure continuity of service during transition |
| November 2025 | <ul style="list-style-type: none"> • Preparation for launch of Hub design • Communicate Hub structure, composition and transition plans • Ensure clear pathway for academic support |
| December 2025 | <ul style="list-style-type: none"> • Operational launch • Research Funding Hubs go live • Timing of this is designed to minimise impact on researchers and pre-award activity |
| December 2025 – June 2026 Post-Launch | <ul style="list-style-type: none"> • Training and alignment • Track Hub alignment and continual improvement of model |
| June 2026 Review | <ul style="list-style-type: none"> • Formal review of outcomes and performance of the Hub model |

Research Infrastructure & Entities

The University will amend governance frameworks supporting the University's major infrastructure, building strategic connection across the overlapping interests of Research Platforms, major teaching infrastructure, capital planning and the Digital Master Plan. Focusing on

the University's major long-term investments in research infrastructure, including Platforms, the Research Infrastructure Committee (RIC) will develop a set of performance measures for research platforms, and will take a university-wide approach to address the regulatory and strategic context of our infrastructure holdings, such as linking physical and digital access controls to training and developing new models for capital depreciation.

Implementation of Research Platforms will be supported by small steering groups formed with representation from R&I and senior College stakeholders. The role of these groups is to agree the operational model and budget (based on an appropriate mix of recurrent and external funding) and develop and track specific performance measures for the Research Platform over time.

The COSM Implementation Plan will outline the agreed Research Infrastructure Platform structure.

Research Partnerships and Translation

The secondment for the position of the Chief, Research Partnerships and Translation will end on Tuesday 9th September and the vacant position will cease. The reporting lines of the Head of Engagement Partnerships and Head of Commercialisation and IP will be repointed to the R&I Portfolio Director position on the same date.

Impacts of the change to be implemented

The University will proceed with the following changes:

| Position Count Impact Summary | | Change Proposal | Implementation Proposal |
|-------------------------------|---|-----------------|-------------------------|
| Action | Current Position Count | 117 | 117 |
| Disestablished | Less positions currently vacant to be disestablished | -5 | -6 |
| | Less positions disestablished through VSS (Including SIS) | -9 | -9 |
| | Less other positions to be disestablished | -4 | 0 |
| Realigned to provost | Realigned to provost office | -7 | -7 |
| Total | | 92 | 95 |
| New | Plus new roles | 6 | 6 |
| Subtotal | | 98 | 101 |
| Realigned | CASS | 11 | 11 |
| | CAP | 8 | 8 |
| | CBE | 5 | 6 |
| | CLGP | 9 | 9 |
| | COSM | 27 | 27 |
| | CSS | 13 | 13 |
| | Less positions disestablished through VSS & vacant | -10 | -10 |

| | | |
|-----------------------|-----|-----|
| Future Position Count | 161 | 165 |
|-----------------------|-----|-----|

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. 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. The Psychosocial Risk Assessment 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;
- Carefully considered the future Data, Information and Analytics 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 the [Psychosocial risk assessment - DVCRI](#))

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.

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**. This includes the positions disestablished in the context of VSS departures.

The University will actively work with staff on their options in accordance with clause 57 and 70 of the Enterprise Agreement. Only where redeployment or other internal alternatives are not possible would a staff member's position be formally declared redundant.

| Team | Current Position | Classification | Position No. | # Position | Position Outcome | Occupant Impact |
|--|----------------------------------|------------------|----------------|------------|-----------------------|-----------------|
| Officer of the DVCRI | | | | | | |
| Office of the DVCRI | Executive Officer | ANUO8 | 39237 (vacant) | 1 | Vacant - Disestablish | Nil - Vacant |
| Research Training and Development | | | | | | |
| Graduate Research Office | HDR Coordinator | ANU Officer 6/7 | 33725 (VSS) | 1 | VSS - Disestablish | Nil - VSS |
| Graduate Research Office | Administration Officer | ANU Officer 5 | 31775 (Vacant) | 1 | Vacant - Disestablish | Nil - Vacant |
| ANU College of Arts & Social Science | Deputy Manager Research Office | ANU Officer 8 | 40675 (Vacant) | 1 | Vacant - Disestablish | Nil - Vacant |
| ANU College of Science & Medicine | HDR Governance Officer | ANU Officer 8 | 31748 (VSS) | 1 | VSS - Disestablish | Nil - VSS |
| ANU College of Science & Medicine | Snr Student Admin Officer (BTLC) | ANU Officer 6/7 | 3724 (VSS) | 1 | VSS - Disestablish | Nil - VSS |
| ANU College of Systems and Society | Snr School Administrator - HDR | ANU Officer 6/7 | 39093 (VSS) | 1 | VSS - Disestablish | Nil - VSS |
| ANU College of Business & Economic | Snr Student Services Officer | ANU Officer 6/7 | 6279 (Vacant) | 1 | Vacant - Disestablish | Nil - Vacant |
| ANU College of Arts & Social Science | Deputy Man. Student Admin | ANU Officer 8 | 35524 (Vacant) | 1 | Vacant - Disestablish | Nil - Vacant |
| ANU College of Systems and Society | Deputy Manager, Research Ser | ANU Officer 8 | 34025 (VSS) | 1 | VSS - Disestablish | Nil - VSS |
| Research Services | | | | | | |
| Research Services | Head, Research Performance | Senior Manager 3 | 14781 (Vacant) | 1 | Vacant - Disestablish | Nil - Vacant |

| | | | | | | |
|--|--|------------------|--------------------------------------|---|-----------------------|--------------|
| ANU College of Systems and Society | Deputy Manager Research Office | ANU Officer 8 | 36069 (VSS) | 1 | VSS - Disestablish | Nil - VSS |
| ANU College of Science & Medicine | Manager, Research Office | Senior Manager 2 | 15028 (VSS) | 1 | VSS - Disestablish | Nil - VSS |
| Scholarly Information Systems | | | | | | |
| Scholarly Information Systems | Loans Desk Assistant | ANU Officer 2/3 | 414 (VSS), 386 (VSS) | 2 | VSS - Disestablish | Nil - VSS |
| Scholarly Information Systems | Document Supply Assistant | ANU Officer 4 | 36251 (VSS) | 1 | VSS - Disestablish | Nil - VSS |
| Scholarly Information Systems | Senior Fac Officer | ANU Officer 6/7 | 320 (VSS) | 1 | VSS - Disestablish | Nil - VSS |
| Scholarly Information Systems | Repository Serv Officer | ANU Officer 4 | 24926 (VSS) | 1 | VSS - Disestablish | Nil - VSS |
| Scholarly Information Systems | Trainer/Program Admin | ANU Officer 6/7 | 950 (VSS) | 1 | VSS - Disestablish | Nil - VSS |
| Scholarly Information Systems | Bibliog Access Coordinator | ANU Officer 6/7 | 19939 (VSS) | 1 | VSS - Disestablish | Nil - VSS |
| Scholarly Information Systems | Learning Advisor | ANU Officer 8 | 13181 (VSS) | 1 | VSS - Disestablish | Nil - VSS |
| Research Partnerships and Translation | | | | | | |
| Research Partnerships and Translation | Chief, Research Partnerships and Translation | Senior Manager 5 | Secondment- No Position Number | 1 | Vacant - Disestablish | Nil - Vacant |

Positions to cease: vacant - 8, VSS - 15, – total 23

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 |
|--------------------------------------|-----------------------------------|---|-----------------------|--------------|-------------|---|---|
| Office of the DVCRI | | | | | | | |
| Office of the DVCRI | Marketing & Comms Manager | Research Communications Manager | ANU Officer 8 | 20692 | 1 | Position retitled to Research Communications Manager | PD refresh and position retitle |
| Office of the DVCRI | Snr Comms & Marketing Officer | Research Comms Officer | ANU Officer 6/7 | 38830 | 1 | Position retitled Research Comms Officer | PD refresh and position retitle |
| Office of the DVCRI | Research Eng & Impact Comms Co | Impact Design Lead | ANU Officer 8 | 3624 | 1 | Position retitled to Impact Design Lead | PD refresh and position retitle |
| Research Infrastructure and Entities | | | | | | | |
| Research Infrastructure and Entities | Operations & Business Manager | Associate Director Research Infrastructure | Senior Manager 2 | 36259 | 1 | Position retitled to Associate Director Research Infrastructure | PD refresh and position retitle |
| Research Training | | | | | | | |
| Graduate Research School | PVC Graduate Research | PVC Research Training | PVC Graduate Research | 31382 | 1 | Position retitled - PVC Research Training | PD refresh and position retitle |
| Graduate Research School | Executive Project & Admin Officer | <i>No change</i> | ANU Officer 6/7 | 37048 | 1 | Reporting line change to Associate Director Graduate Research School | Position retitled and reporting line change |
| Graduate Research School | HDR Indus Engage Consult | DM GRS Governance and Opportunities | ANU Officer 8 | 38853 | 1 | Position retitled and reporting line change to Associate Director Graduate Research School | Position retitled and reporting line change |
| Graduate Research School | Dep Man HDR Admin | Deputy Manager GRS Operations (Recruitment, Admissions, Scholarships) | ANU Officer 8 | 33549 | 1 | Position retitled and reporting line change to Manager GRS Operations & retitled to Deputy Manager GRS Operations (Recruitment, Admissions, Scholarships) | Position retitled and reporting line change |

| | | | | | | | |
|--------------------------|------------------------------|------------------------|------------------|----------------|---|--|---|
| Graduate Research School | Manager, HDR Operations | Manager GRS Operations | Senior Manager 1 | 32369 | 1 | Position retitled and reporting line change to Associate Director Graduate Research School | Position retitled and reporting line change |
| Graduate Research School | HDR Examinations Coordinator | HDR Coordinator | ANU Officer 6/7 | 38823 33724 | 2 | Reporting line change to DMS GRS & Position retitled to HDR Coordinator | Position retitled and reporting line change |

| | | | | | | | |
|--------------------------------------|---|-----------------|-----------------|---|---|---|---|
| Graduate Research School | HDR Candidature Officer HDR Officer HDR Examinations Officer HDR Pre-Candidature Officer | HDR Officer | ANU Officer 5 | 33726 36237 33713 39478 33644 34363 35166 | 7 | Reporting line change to DMS GRS & position retitled to HDR Officer | Position retitled and reporting line change |
| Graduate Research School | HDR Examinations Officer | HDR Officer | ANU Officer 4 | 33708 | 1 | Reporting line change to DMS GRS & Position retitled to HDR Officer | Position retitled and reporting line change |
| Graduate Research School | HDR Officer | No change | ANU Officer 4 | 33860 36476 | 2 | Reporting line change to DMS GRS | Position retitled and reporting line change |
| ANU College of Arts & Social Science | HDR Candidate Officer Administration Officer | HDR Officer | ANU Officer 5 | 35835 35478 | 2 | Realigned to Research Training, reporting line change to DMS GRS & Position retitled to HDR Officer | Realignment and Position retitle |
| ANU College of Arts & Social Science | Student Advisor | HDR Coordinator | ANU Officer 6/7 | 35529 35531 | 2 | Realigned to Research Training, reporting line change to DMS GRS & Position retitled to HDR Coordinator | Realignment and Position retitle |
| ANU College of Asia & the Pacific | Administration Officer Student Administration Officer Student Admin Officer | HDR Officer | ANU Officer 5 | 33515 34124 | 2 | Realigned to Research Training, reporting line change to DMS GRS & Position retitled to HDR Officer | Realignment and Position retitle |
| ANU College of Asia & the Pacific | Senior Officer, Student Admin | HDR Coordinator | ANU Officer 6/7 | 26661 | 1 | Realigned to Research Training, reporting line change to DMS GRS & Position retitled to HDR Coordinator | Realignment and Position retitle |
| ANU College of Business & Economic | Student Services Officer | HDR Officer | ANU Officer 5 | 20950 | 1 | Realigned to Research Training, reporting line change to DMS GRS & Position retitled to HDR Officer | Realignment and Position retitle |

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|------------------------------------|---|--|-----------------|--|---|--|----------------------------------|
| | | | | | | | |
| ANU College of Business & Economic | Student Services Admin Asst | HDR Officer | ANU Officer 4 | 35586 | 1 | Realigned to Research Training, reporting line change to DMS GRS & Position retitle | Realignment and Position retitle |
| ANU College of Business & Economic | Dep Mgr, Prizes & Scholarships | Deputy Manager GRS Operations (Examinations, prizes, events) | ANU Officer 8 | 32732 | 1 | Realigned to Research Training, reporting line change to Manager GRS Operations & retitled to Deputy Manager GRS Operations (Examinations, prizes, events) | Realignment and Position retitle |
| ANU College of Law, Gov. & Policy | Student Administration Officer | HDR Officer | ANU Officer 5 | 22716 27471 | 2 | Realigned to Research Training, reporting line change to DMS GRS & Position retitled to HDR Officer | Realignment and Position retitle |
| ANU College of Law, Gov. & Policy | Senior Administration Officer Snr Officer, HDR Student Admin | HDR Coordinator | ANU Officer 6/7 | 22376 26744 | 2 | Realigned to Research Training, reporting line change to DMS GRS & Position retitled to HDR Coordinator | Realignment and Position retitle |
| ANU College of Law, Gov. & Policy | HDR Research Skills Advisor | <i>No change</i> | ANU Officer 8 | 291 | 1 | Realigned to Research Training, reporting line change to Director HDR Development | Realignment and Position retitle |
| ANU College of Science & Medicine | Senior Student Admin Officer Senior HDR Administrator Snr Officer, Student Admin Senior Student Admin Officer HDR Coordinator | HDR Coordinator | ANU Officer 6/7 | 14969 40542 14450 1146 13956 | 5 | Realigned to Research Training, reporting line change to DMS GRS & Position retitled to HDR Coordinator | Realignment and Position retitle |
| ANU College of Science & Medicine | Student Administration Officer | HDR Officer | ANU Officer 5 | 18437 | 1 | Realigned to Research Training, reporting line change to DMS GRS & Position retitled to HDR Officer | Realignment and Position retitle |

| | | | | | | | |
|---|---|---|------------------|-------------------------|---|---|--|
| ANU College of Systems and Society | HDR Administration Manager | Deputy Manager GRS Operations (Candidature Management) | ANU Officer 8 | 39734 | 1 | Realigned to Research Training, reporting line change to Manager GRS & Position retitled to Deputy Manager GRS Operations (Candidate Manager) | Realignment and Position retitle |
| ANU College of Systems and Society | Snr Officer, HDR Student Admin Snr Administrator (Education) Senior HDR Administrator | HDR Coordinator | ANU Officer 6/7 | 19675 3851 34545 | 3 | Realigned to Research Training, reporting line change to DMS GRS & Position retitled to HDR Coordinator | Realignment and Position retitle |
| ANU College of Systems and Society | School Administrator | HDR Officer | ANU Officer 5 | 19756 | 1 | Realigned to Research Training, reporting line change to DMS GRS & Position retitled to HDR Officer | Realignment and Position retitle |
| Research Services | | | | | | | |
| Research Services | Executive Officer | Manager, Research Funding | Senior Manager 1 | 36777 | 1 | Position retitled to Manager, Research Funding and realigned to Research Funding and Contracts | PD Refresh and Position retitled to Manager, Research Funding |
| Research Services | Executive Assistant | Office Coordinator | ANU Officer 6/7 | 33224 | 1 | Position retitled to Office Coordinator, reporting line change to Head, Research Funding and Contracts | PD Refresh and Position retitled to Office Coordinator |
| Research Ethics, Integrity and Compliance | Head, Research Operations | Head Research Ethics, Integrity and Governance | Senior Manager 3 | 33050 | 1 | Position retitled and Reporting line change to Director, R&I Portfolio | Position retitled and reporting line change |
| Research Services | Chief Res & Info Services | Director Academic Performance & Productivity Analytics. | Senior Manager 5 | 38343 | 1 | Realigned and reporting line change: Provost, Including realignment to: Academic Performance and Productivity Analytics | Reporting line and title change to the provost office & PD refresh |
| Research Services | Mgr, Research Reporting & Analytics | <i>No change</i> | Senior Manager 2 | 32081 | 1 | Realigned and reporting line change: Academic, Performance and Productivity Analytics | Reporting line and title change to the provost office |
| Research Services | Research Data Analyst Research Data Officer Publication | <i>No change</i> | ANU Officer 6/7 | 37378 36000 33908 | 3 | Realigned and reporting line change: Academic Performance and Productivity Analytics | Reporting line and title change to the provost office |

| | | | | | | | |
|--------------------------------------|---|-----------------------------|------------------|----------------------------------|---|--|---|
| Research Services | Senior Research Data Analyst Data Scientist | No change | ANU Officer 8 | 36850 39164 | 2 | Realigned and reporting line change: Academic Performance and Productivity Analytics | Reporting line and title change to the provost office |
| Research Services | Research Compliance & Information Officer Compliance & Information Officer | No change | ANU Officer 6/7 | 23498 37288 41846 | 3 | Reporting line change to Senior Research Assurance Officer & PD refresh | Reporting line change & PD refresh |
| Research Services | Manager Research Systems | No change | Senior Manager 1 | 7184 | 1 | Reporting line change to Director, R&I Portfolio | Reporting line Change |
| Research Services | Research Support officer | Research Support officer | ANU Officer 5 | 39087 39418 | 2 | Reporting line change to Manager Research Funding & PD refresh Research Services | Reporting line change & PD refresh |
| Research Services | Senior Administration Officer | Research Management Officer | ANU Officer 6/7 | 39037 | 1 | Reporting line change to Manager Research Funding & PD refresh Research Services | Reporting line change & PD refresh |
| ANU College of Asia & the Pacific | Research Services manager | Manager, Research Funding | Senior Manager 1 | 19035 | 1 | Position retitled to Manager, Research Funding and realigned to Research Funding and Contracts | PD Refresh and Position retitled to Manager, Research Funding |
| ANU College of Systems and society | Manager, Res Ser & Bus Dvp | Manager, Research Funding | Senior Manager 1 | 33281 | 1 | Position retitled to Manager, Research Funding and realigned to Research Funding and Contracts | PD Refresh and Position retitled to Manager, Research Funding |
| ANU College of Systems and society | Research Services Coordinator Service Coordinator - Grants | Research Management Officer | ANU Officer 6/7 | 20962 39570 35873 33835 | 4 | Realigned to Research Services, Reporting line change to Manager Research Funding & PD refresh | Realignment to Research Services and Position retitle |
| ANU College of Systems and society | Services Officer - I&G | Research Support Officer | ANU Officer 5 | 36699 | 1 | Realigned to Research Services, Reporting line change to Manager Research Funding & PD refresh | Realignment to Research Services and Position retitle |
| ANU College of Arts & Social Science | Senior Finance Officer Senior Research Coordinator | Research Management Officer | ANU Officer 6/7 | 3264 18413 41186 | 3 | Realigned to Research Services, Reporting line change to Manager Research Funding & PD refresh | Realignment to Research Services and Position retitle |

| | | | | | | | |
|--------------------------------------|---|----------------------------------|------------------|--|----|--|---|
| ANU College of Arts & Social Science | Research Services Officer | Research Support Officer | ANU Officer 5 | 32172 | 1 | Realigned to Research Services, Reporting line change to Manager Research Funding & PD refresh | Realignment to Research Services and Position retitle |
| ANU College of Asia & the Pacific | Research Services Officer | Research Support Officer | ANU Officer 5 | 34754 (Vacant) | 1 | Realigned to Research Services, Reporting line change to Manager Research Funding & PD refresh | Realignment to Research Services and Position retitle |
| ANU College of Asia & the Pacific | Senior Project Officer Research Services Coordinator | Research Management Officer | ANU Officer 6/7 | 36984 28847 | 2 | Realigned to Research Services, Reporting line change to Manager Research Funding & PD refresh | Realignment to Research Services and Position retitle |
| ANU College of Asia & the Pacific | Deputy Manager Research Service | Deputy Manager, Research Funding | ANU Officer 8 | 26066 | 1 | Realigned to Research Services, Reporting line change to Manager Research Funding & PD refresh | Realignment to Research Services and Position retitle |
| ANU College of Business & Economic | Deputy Mgr, Research Services | Deputy Manager, Research Funding | ANU Officer 8 | 7625 | 1 | Realigned to Research Services, Reporting line change to Manager Research Funding & PD refresh | Realignment to Research Services and Position retitle |
| ANU College of Business & Economic | Finance & Research Coord | Research management Officer | ANU Officer 6/7 | 32734 | 1 | Realigned to Research Services, Reporting line change to Manager Research Funding & PD refresh | Realignment to Research Services and Position retitle |
| ANU College of Law, Gov. & Policy | Research Manager | Deputy Manager, Research Funding | ANU Officer 8 | 15675 | 1 | Realigned to Research Services, Reporting line change to Manager Research Funding & PD refresh | Realignment to Research Services and Position retitle |
| ANU College of Law, Gov. & Policy | Research Services Officer | Research Support Officer | ANU Officer 5 | 19458 | 1 | Realigned to Research Services, Reporting line change to Manager Research Funding & PD refresh | Realignment to Research Services and Position retitle |
| ANU College of Law, Gov. & Policy | Research Services Coordinator | Research Management Officer | ANU Officer 6/7 | 32934 25386 | 2 | Realigned to Research Services, Reporting line change to Manager Research Funding & PD refresh | Realignment to Research Services and Position retitle |
| ANU College of Science & Medicine | Senior Manager CoSM | Manager, Research Funding | Senior Manager 1 | 23383 21081 22767 | 3 | Position retitled to Manager, Research Funding and realigned to Research Funding and Contracts | PD Refresh and Position retitled to Manager, Research Funding |
| ANU College of Science & Medicine | Senior Research Mgmt Officer; Senior Administration Officer; Research Services Officer; | Research management Officer | ANU Officer 6/7 | 1712; 19311 23235; 21947 5328; 31049 1799; 38397 | 13 | Realigned to Research Services, Reporting line change to Manager Research Funding & PD refresh | Realignment to Research Services and Position retitle |

| | | | | | | | |
|--------------------------------------|---|-----------------------------|---------------|---|---|--|---|
| | Senior Admin Officer (RM); Research Services Coordinator; Service Coordinator Grants | | | 23576; 22053 24449; 36911 38677 (Vacant) | | | |
| ANU College of Science & Medicine | Research services Officer Services Officer - I&G | Research Support Officer | ANU Officer 5 | 20909 (Vacant) 26923 | 2 | Realigned to Research Services, Reporting line change to Manager Research Funding & PD refresh | Realignment to Research Services and Position retitle |

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.

| Team | Position title | Position No. | # Positions | Position Outcome |
|-------------------|--------------------------|----------------------------------|-------------|---|
| Research Services | Administration Assistant | 39625 (Vacant) 39626 (Vacant) | 2 | Vacant fixed term (budgeted) no longer required |

Fixed Term: 2 Vacant (budgeted) no longer required – 2 Total

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 | # Positions | Position Outcome |
|--------------------------------------|---|----------------|-------------|----------------------|
| R&I Portfolio | | | | |
| Portfolio Executive | Director, R&I Portfolio | SM5 | 1 | Position established |
| Research Training | Associate Director, Graduate Research School | SM2 | 1 | Position established |
| Research Services | Senior Research Assurance Officer | ANU08 | 1 | Position established |
| Research Services | Research Assurance Officer | ANU06/7 | 1 | Position established |
| Research Infrastructure and Entities | Associate Director Centres & Initiatives Governance | SM2 | 1 | Position established |
| Research Infrastructure and Entities | Project and Governance Officer | ANU06/7 | 1 | Position established |

Total: 6 positions to be established

Timeline for Implementation

| Milestone | Date |
|--|--|
| Meetings with directly affected staff | 1 & 2 July 2025 [completed] |
| Release of change proposal & consultation opens | Wednesday 2 July 2025 [completed] |
| Close consultation period (12:00 pm AEST) | Wednesday 23 July 2025 [completed] |
| Collation of feedback and preparation of Implementation Plan | From Wednesday 23 July 2025 [completed] |
| Release of Implementation Plan | Thursday 21 August 2025 |
| Anticipated commencement of implementation | From Monday 8 th September 2025 |

During this implementation 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 Implementation Plan 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.

Key contacts

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

| Name | Position | Contact details |
|-----------------------------|---|--|
| Professor Lachlan Blackhall | Deputy Vice-Chancellor Research and Innovation | dvc.research@anu.edu.au |
| Professor Ann Evans | Pro Vice-Chancellor Graduate Research | pvc.gr@anu.edu.au |
| Professor Tim Senden | Pro Vice-Chancellor Research Infrastructure and Entities (Incoming) | pvc.rie@anu.edu.au |
| Sophie Holloway | Chief, Research Services | chief.ri@anu.edu.au |
| Anthony Pages | Chief, Research Partnerships and Translation | chief.rpt@anu.edu.au |
| Luke D'Aquino | HR Business Partner | HRBP.Renew@anu.edu.au |
| Emily Fisk | Manager, Organisational Change | Org.Change@anu.edu.au |

Further Information

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

Supporting our people through change

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

Manager and Leadership Support

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

People and Culture Division

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

Employee Assistance Program (EAP)

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

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

Staff seeking additional support or advice can contact:

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

Financial Advice

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

Career Transition Support

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

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

Referenced documents

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

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

Appendices

[Appendix 1 – Current and Future Organisational Structure Chart](#)

[Appendix 2 – Position Descriptions for new roles](#)

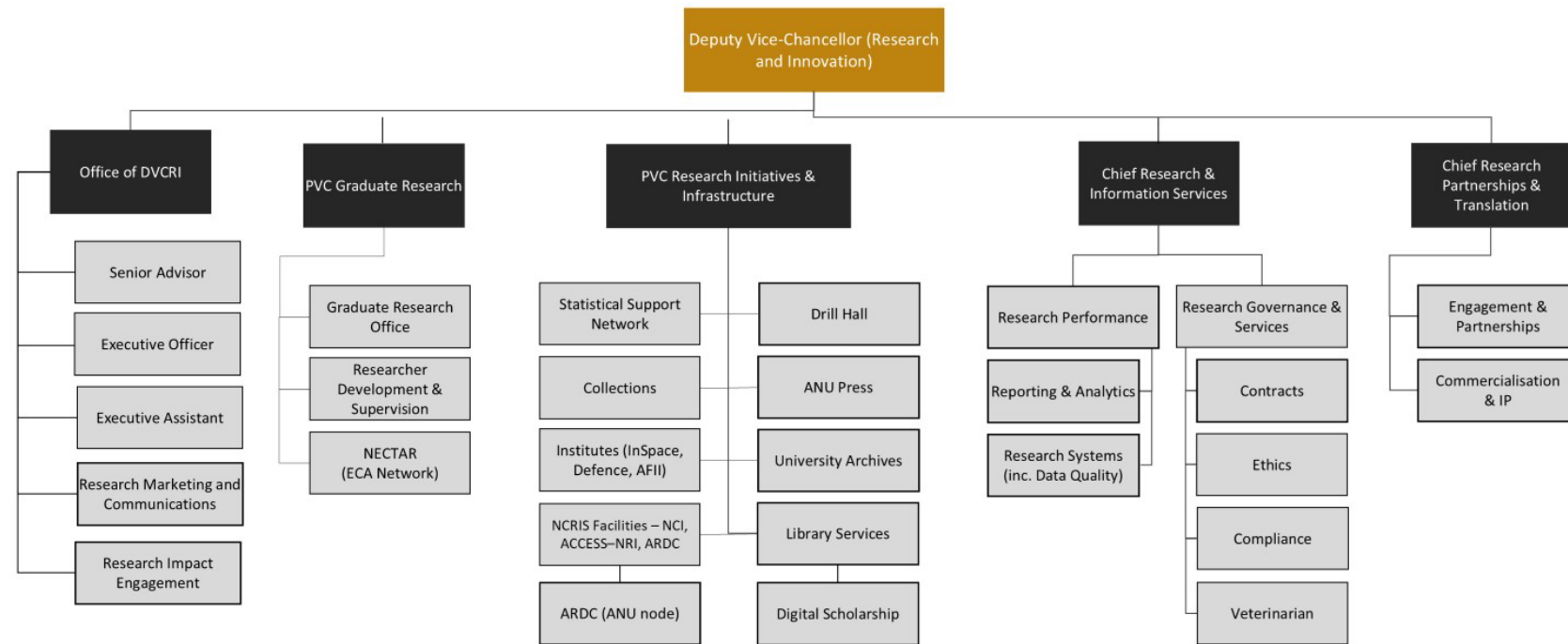
[Appendix 3 – WHS Psychosocial Risk Assessment](#)

[Appendix 4 – Organisational Change Proposal \[released 2 July 2025\]](#)

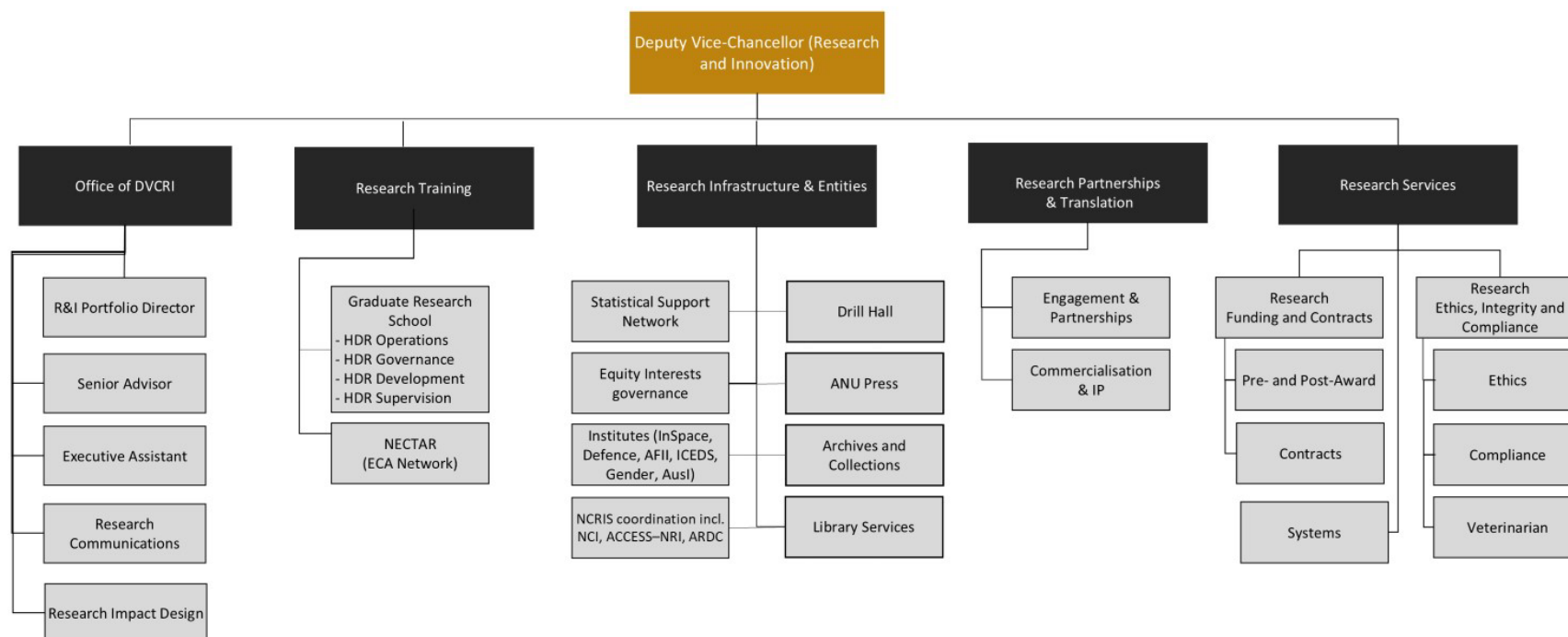
[Appendix 5 – Name Change Graduate Research School](#)

Appendix 1 Current and Future State Organisational Structure Charts

Current state – DVCRI Functions

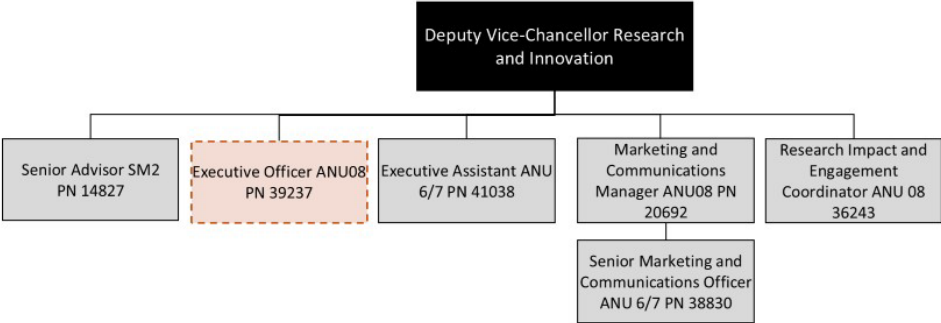


Future state – DVCRI functions



TEQSA PROVIDER ID: PRV12002 (AUSTRALIAN UNIVERSITY) CRICOS PROVIDER CODE: 00120C

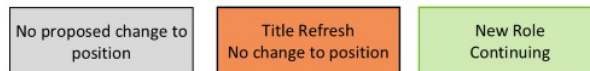
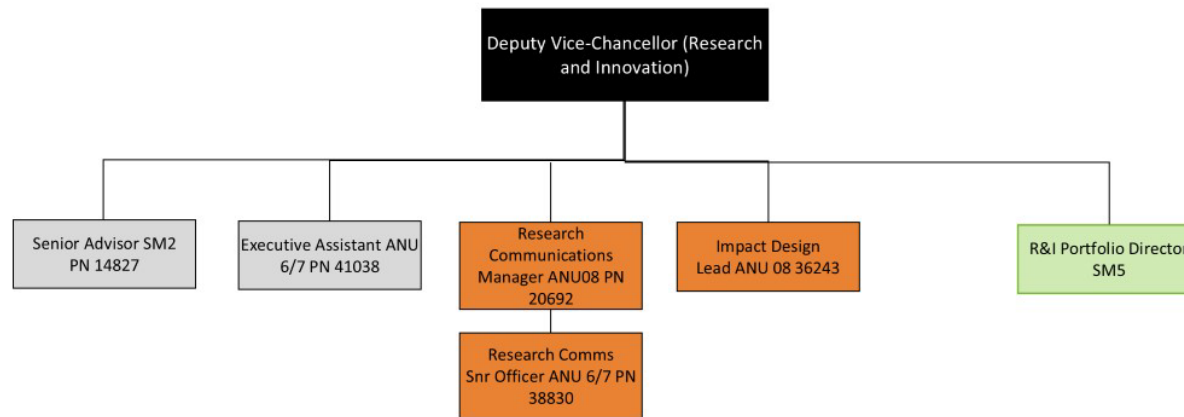
Current state – Office of DVCRI



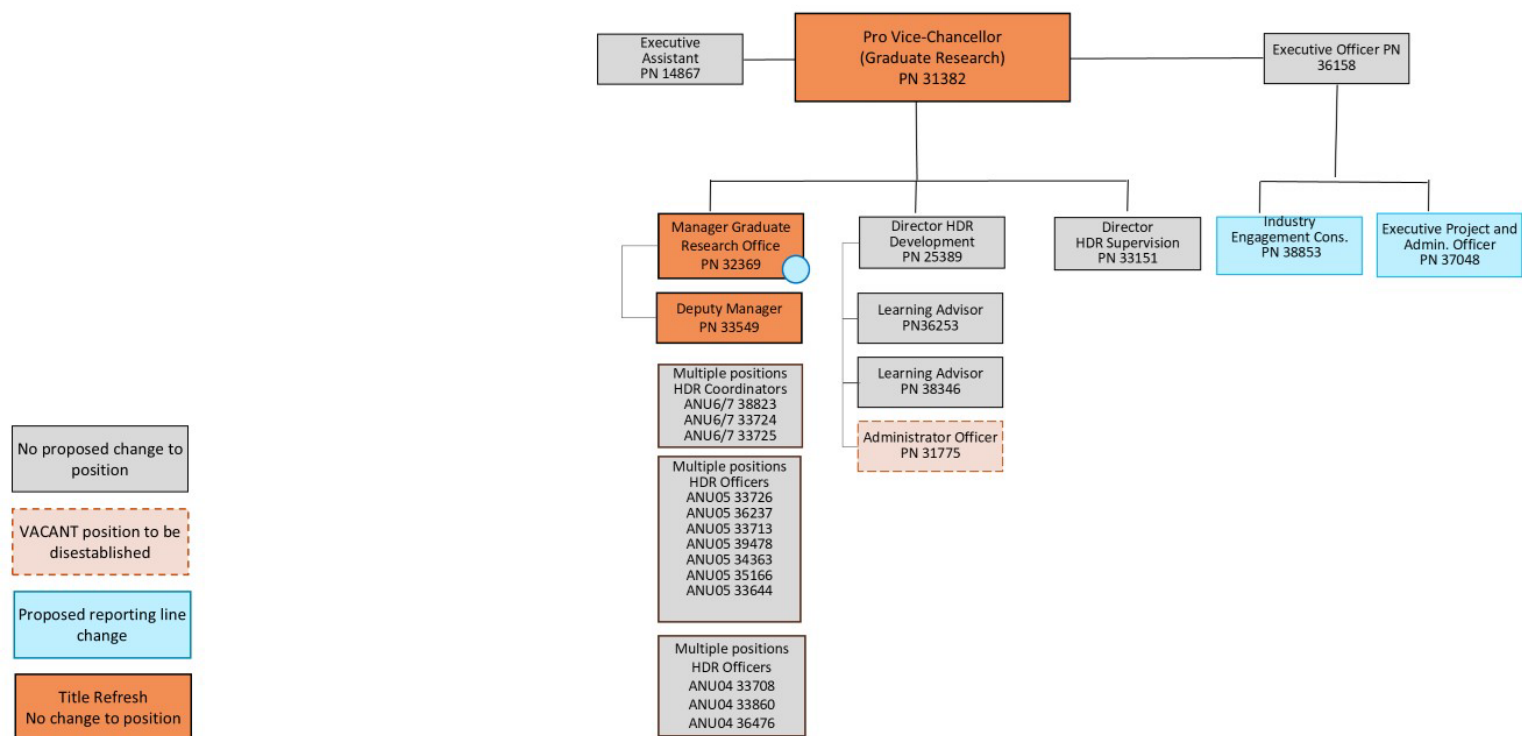
VACANT position to be disestablished



Future state – Office of DVCRI

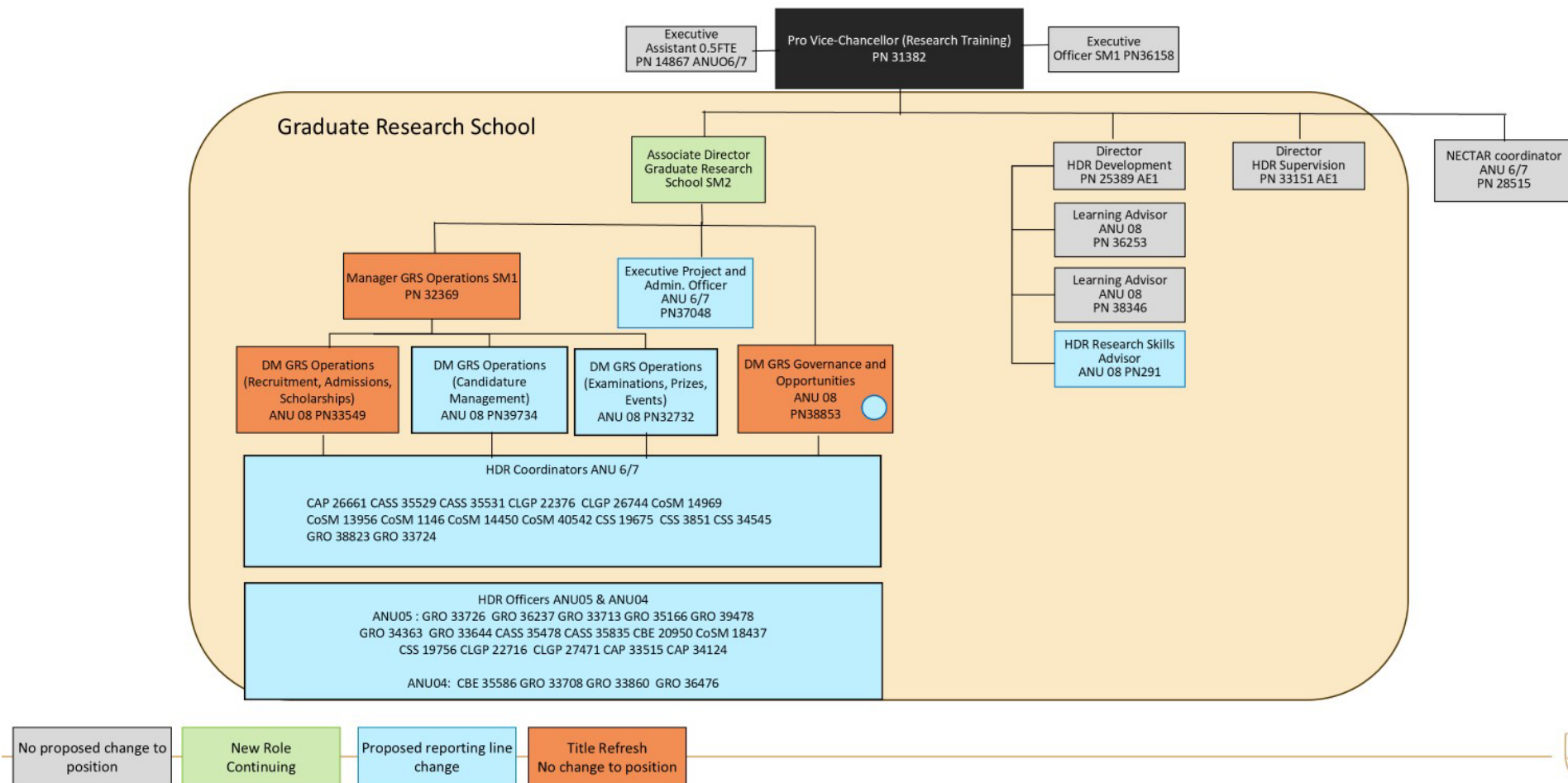


Current state – PVC Graduate Research



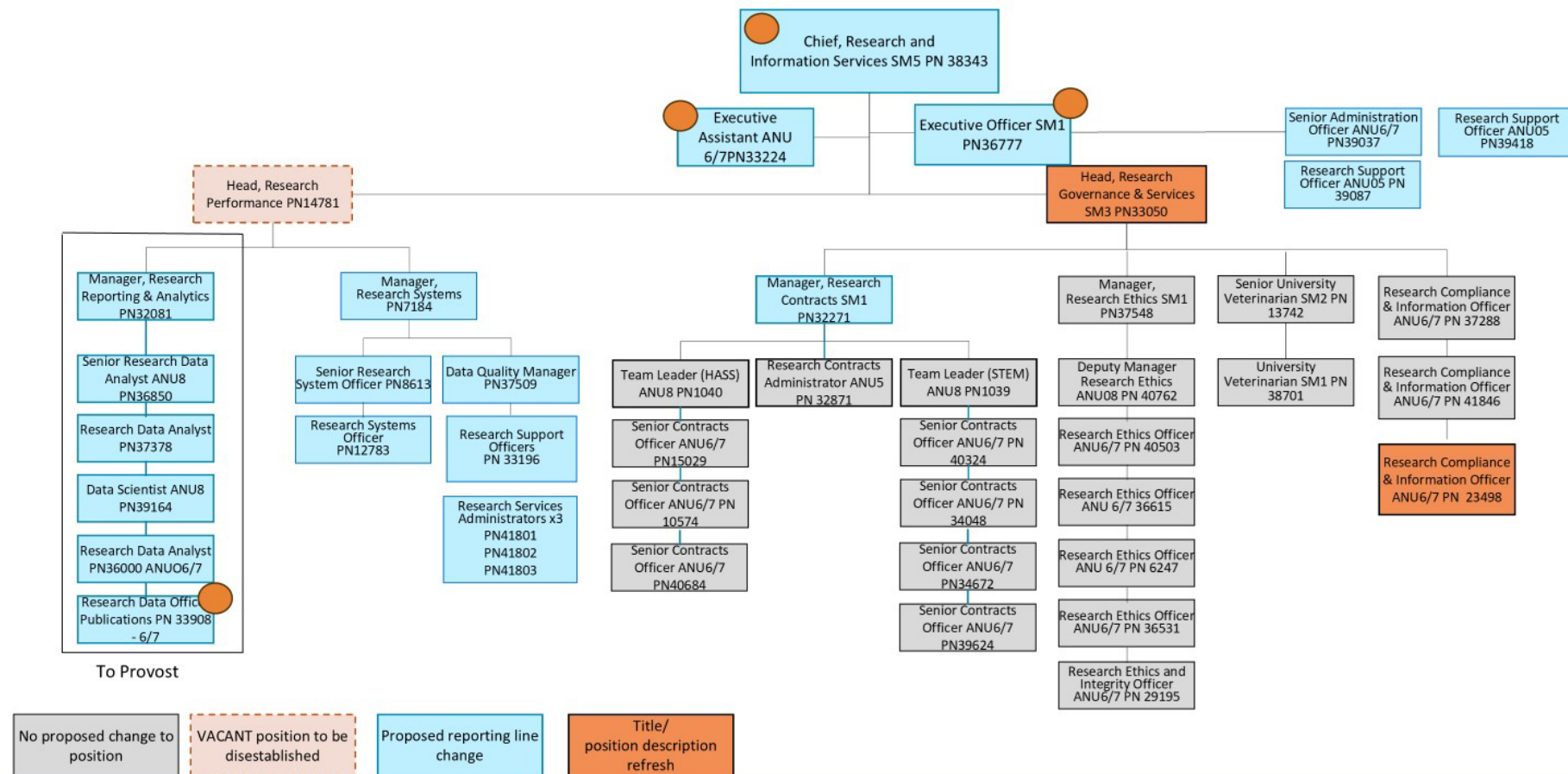
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Future state – Research Training

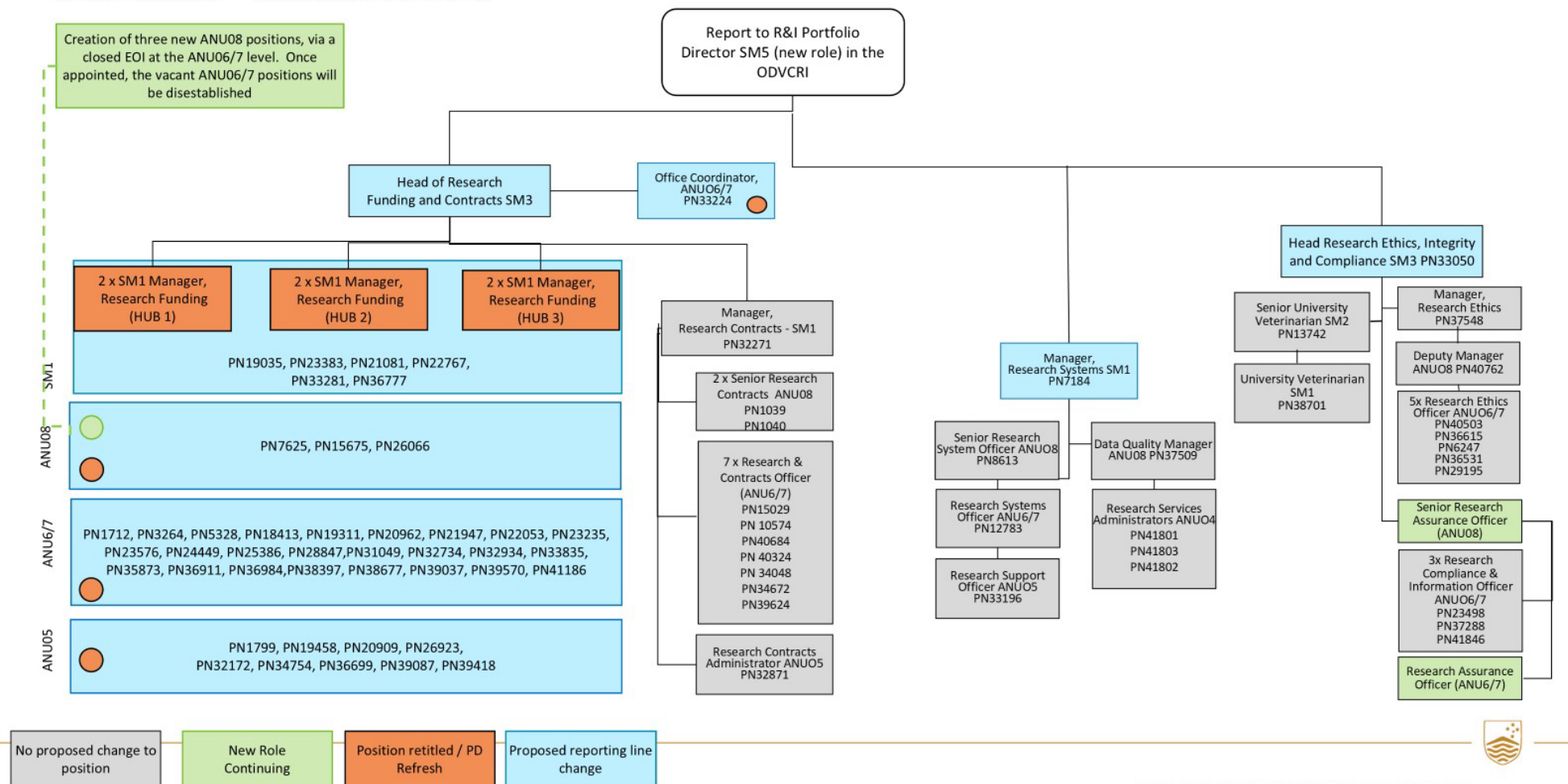


TEQSA PROVIDER ID: PRV12002 (AUSTRALIAN UNIVERSITY) CRICOS PROVIDER CODE: 00120C

Current state – Research Information Services

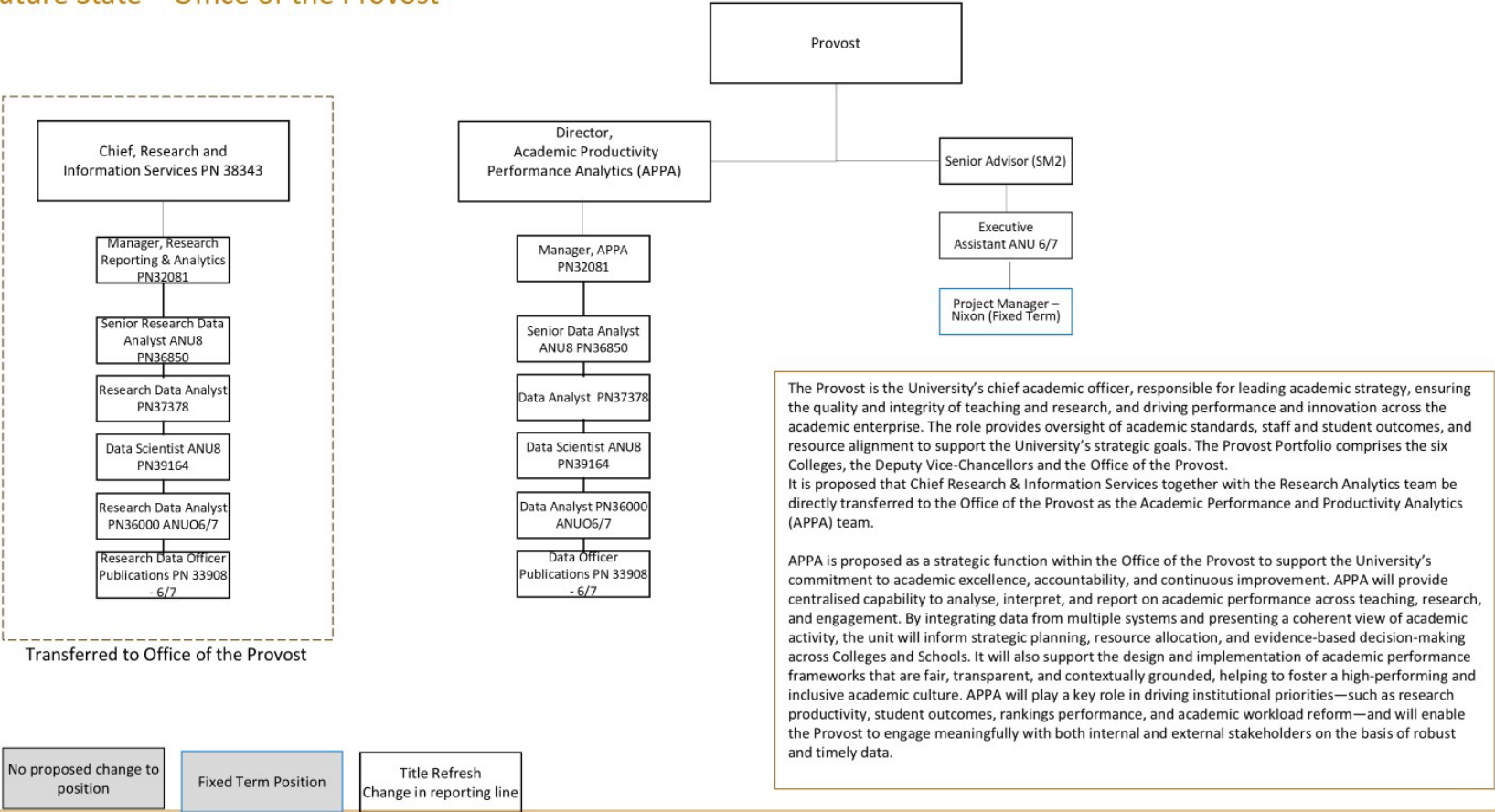


Future state – Research Services

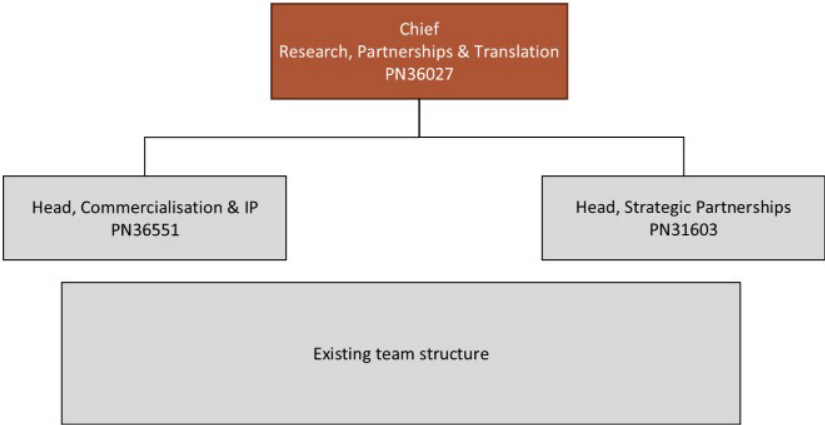


TEQSA PROVIDER ID: PRV12002 (AUSTRALIAN UNIVERSITY) CRICOS PROVIDER CODE: 00120C

Future State – Office of the Provost



Current state – Research Partnerships and Translation

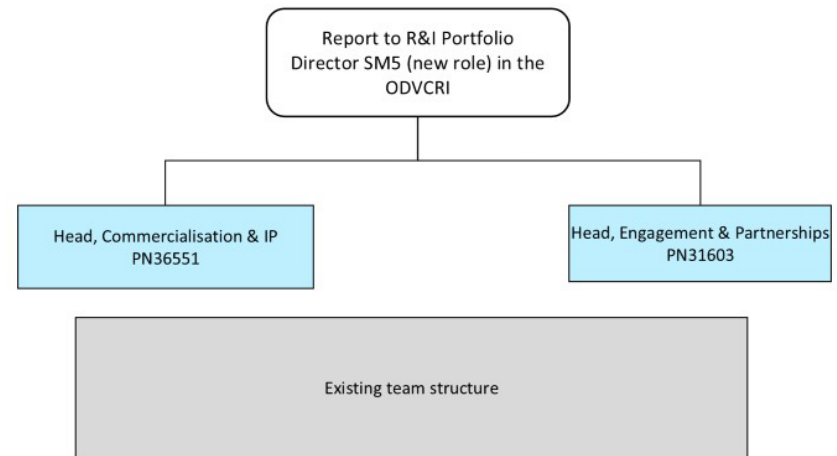


No proposed change to position

Position to be disestablished



Future state – Research Partnerships and Translation



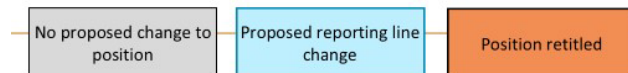
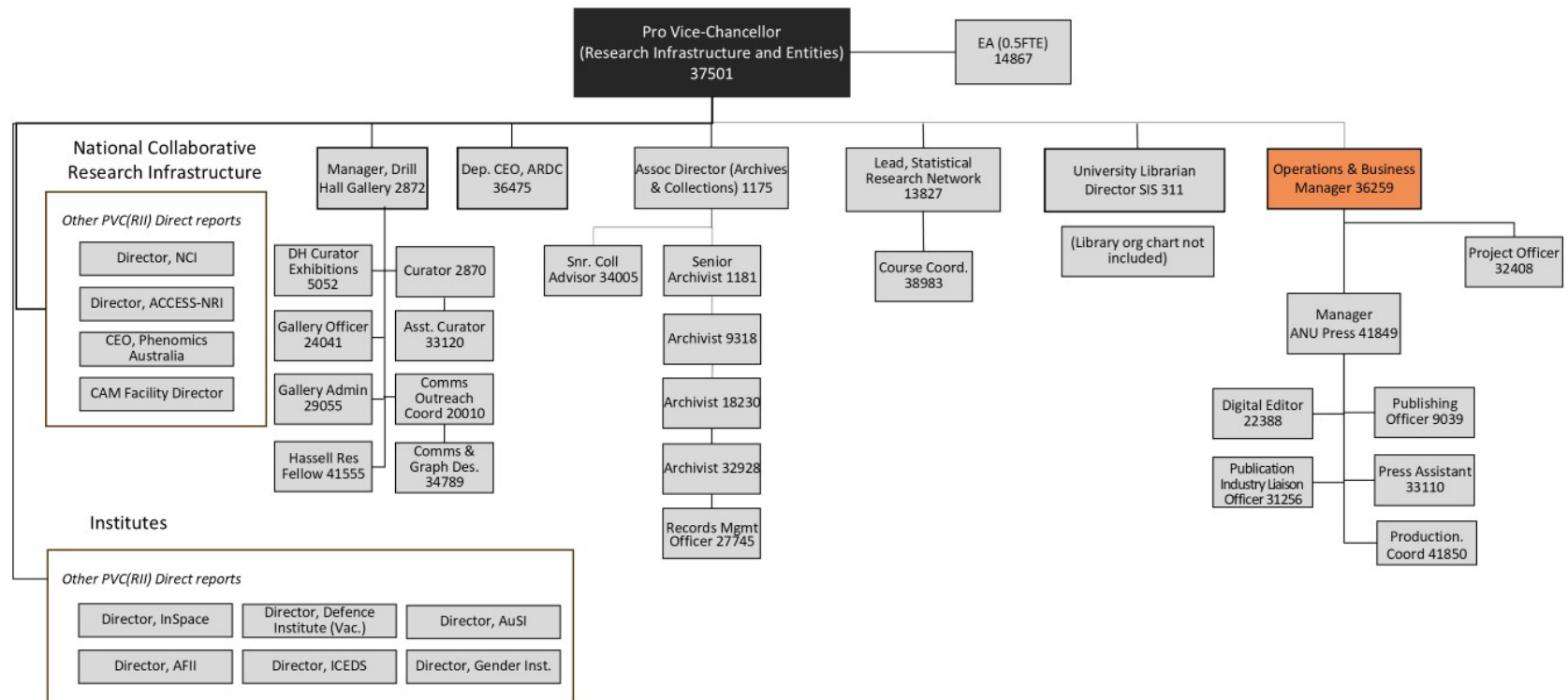
Proposed reporting line
change

No proposed change to
position



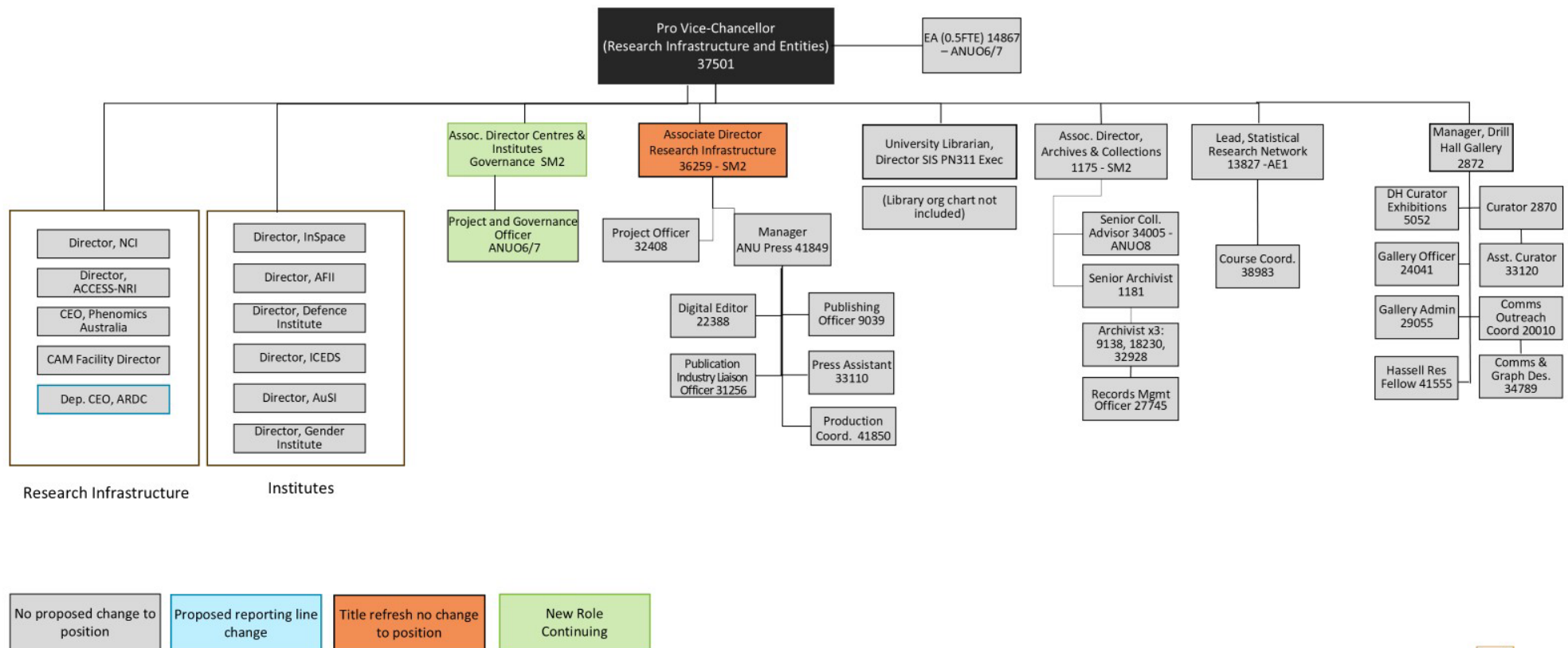
TEQSA PROVIDER ID: PRV12002 (AUSTRALIAN UNIVERSITY) CRICOS PROVIDER CODE: 00120C

Current state – Research Initiatives and Infrastructure



TEQSA PROVIDER ID: PRV12002 (AUSTRALIAN UNIVERSITY) CRICOS PROVIDER CODE: 00120C

Future state – Research Infrastructure & Entities



TEQSA PROVIDER ID: PRV12002 (AUSTRALIAN UNIVERSITY) CRICOS PROVIDER CODE: 00120C

Appendix 2 – Position Descriptions

(Click link [here](#))

Office of the DVCRI

- Director, Research and Innovation Portfolio – Senior Manager 5

Research Training

- Associate Director, Graduate Research School – Senior Manager 2

Research Services

- Senior Research Assurance Officer – ANU Officer 8
- Research Assurance Officer – ANU Officer 6/7

Research Infrastructure and Entities

- Associate Director Centres & Initiatives Governance – Senior Manager 2
- Project and Governance Officer – ANU Officer 6/7

Appendix 3 – 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 - DVCRI](#)

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 | <ul style="list-style-type: none">- Clear detailed communication and consultation about the impacts of change and measures to eliminate or minimise the impact of psychosocial hazards.- Accurate job design. |
| Job demands | <ul style="list-style-type: none">- Set and communicate realistic job expectations- Implement workload monitoring |

| | |
|---|---|
| Lack of role clarity | <ul style="list-style-type: none"> - Accurate job design. - Clear communication at team or individual work level about operational functions or roles. |
| Poor support | <ul style="list-style-type: none"> - Targeted EAP and Advisor to Staff support services. - Access to information, tools and resources to help manage through change. - Regular communication at divisional and team level. |
| Poor organisational change management | <ul style="list-style-type: none"> - Clear detailed communication and consultation about the impacts of change and measures to eliminate or minimise the impact of psychosocial hazards. |
| Conflict or poor workplace relationships and interactions | <ul style="list-style-type: none"> - Regular communication at divisional and team level. - Managerial support in leading change in the workplace. - Timely response to issues raised or observed in the workplace. |

Appendix 4 – Organisational Change Proposal [released 2 July 2025]

(Click [link here](#))

Appendix 5 – Name Change Graduate Research School

(Click link [here](#))