

Campus Environment Portfolio

Implementation Plan

Australian National University

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Introduction

On Thursday 14 August 2025, the University released an [Organisational Change Proposal for the Campus Environment Division](#) (herein referred to as the Division) to the Campus Environment Division Staff. The formal consultation period ran from 14 August 2025 to 4 September 2025.

This document, the Implementation Plan:

- summarises the key details of the Change Proposal
- sets out the consultation process undertaken
- provides a summary of feedback received from staff in relation to the Change Proposal as well as the University's specific responses to feedback received
- confirms the adjustments that have been made to the Change Proposal following the consultation process and the changes that are proposed to take place
- details the proposed implementation schedule for the changes

in accordance 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 including: persistent financial challenges; declining international rankings; a decentralised operating model; and external uncertainty 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.

Voluntary Separation Scheme (VSS) – Second Round

On 26 August 2025, the University announced a second Voluntary Separation Scheme (VSS). Staff within the Division were invited to apply under the provisions of this scheme between 29 August 2025 and 12 September 2025. This scheme operated under terms similar to, but distinct from, the initial VSS round.

Applications from this second round have not been reflected in this Implementation Plan. The University has approved a further 11 voluntary separations within the Division; however, these remain subject to staff acceptance through the execution of deeds of release. As these discussions are ongoing, the organisational structures presented here reflect the Division's configuration excluding the potential VSS separations. Once a VSS is formally accepted, the relevant position will be closed and treated as a genuine redundancy in line with the approved process.

These approvals have been made following a holistic assessment of the Portfolio's operational and workforce needs, with the future-state structure designed to enable redistribution of duties and continuity of operations where voluntary separations proceed.

Overview of Consultation Process

Consultation Period

On 11 August 2025, directly affected staff in the Colleges and Division were invited to attend individual meetings with senior leaders and People & Culture representatives to hear about the proposed changes, the expected impact of the proposed changes on their roles, the support available to them and the proposed timelines for consultation about the proposed changes.

On 14 August 2025, the Chief Campus Environment Officer, accompanied by the Chief Operating Officer, held a recorded Town Hall meeting for the Division and affected staff in the 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.

A further Q&A session was held on 22 August with directly impacted staff and the NTEU. The session was scheduled on this day to allow staff time to review the proposal and prepare questions.

The formal consultation period commenced on 14 August 2025 and closed on 4 September 2025 (12.00pm AEST). Staff were able to submit feedback via an online form or by emailing their HR Business Partner or leader before the closing date.

Impacted staff in Colleges were identified and the University engaged with General Managers from each College regularly through to August, ensuring consistent communication and inviting feedback opportunities. During this period, information sessions, portfolio focus sessions and one on one discussions with affected staff took place including structured meetings discussing potential dates for the proposed changes to be implemented, allowing for iterative input from all participants as the Change Proposal evolved.

Through one-on-one meetings, fortnightly email updates and regular Campus Environment (CE) Focus sessions, staff were given a platform to raise concerns, seek clarification, and make contributions to the proposed future state. Additional engagement included targeted discussions with Health and Safety Representatives (HSRs), School Directors, and Union representatives (NTEU), ensuring a broad and inclusive approach. The process culminated in further discussions in August, reinforcing CE's commitment to transparency and collaboration throughout the change process.

The Change Proposal was viewed 1466 times and there were 85 (75 unique) views of the Town Hall recording. The consultations, ensuing discussions and feedback received have informed the development of this Implementation Plan.

Overview of Feedback in Response to the Proposal

During the consultation period, 140 feedback and question submissions were received in response to the Change Proposal. All feedback was given genuine and detailed consideration. The key themes of feedback received during the consultation period are:

Organisational Structure

- An independent, strategically positioned procurement function is necessary to safeguard governance, accountability and ensure value for money.
- Some staff are concerned there will be a reduction in emphasis on sustainability for the University.

Service Delivery

- Local knowledge and site-based facilities should be preserved as they support operational efficiency and prevent service gaps.
- Staff are concerned about the impact of staffing and service levels on teaching spaces, examinations, and events underpin student experience and academic delivery.
- Smart buildings and digital infrastructure expertise enable energy efficiency and cost savings aligns with strategic goals

Technical and Laboratory Risks

- Adequate technical and facilities capacity is essential to protect research infrastructure, specialist equipment, and the University's global research standing.
- Specialist capability in areas like electrical, fire, and hazardous materials is valuable.
- Local knowledge and site-based facilities need to be ensured as they support value in operational efficiency and prevent service gaps.

Workload, Resourcing and Role Clarity

- Consistent service coverage at remote sites, including after-hours support at Kioloa Coastal Campus, should be ensured.
- Robust security oversight and on-site emergency preparedness is important and should be ensured.
- The cost of contracted work could negatively impact savings achieved through change.

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
Organisational structure and transition to implementation including service delivery	
Feedback received highlighted: Concerns regarding centralisation of tasks and continuity of services with Colleges. The importance of carefully considering the transition to the new Cross-campus team. More clarity is needed on how the Security team is structured and supports safety and the wider ANU community. Concerns with the proposed staff reduction at Kioloa and the operational impact of reducing the on-site presence to a single person.	• 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. • A key objective of the centralisation is to strengthen professional capability and create clear career 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, in line with Focus protocols. This approach ensures staff are supported through change and set up for long-term success. • Feedback received during consultation has informed a need to have a phased transition plan. This approach is designed to maintain current service quality while positioning the appropriate Cross-campus skills for long-term success with college stakeholders. • The phased approach to implementation will begin with changes to reporting lines as necessary, including Key Zone leaders for the Cross-campus team, who will report to the Associate Director Campus Operations (Senior Manager 2). Existing support services will continue uninterrupted during this phase. • The delivery model will be determined through consultation with key academic and College 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. • Initial teams may 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 team, and their decision makers, are supported. Details are further outlined in the transition timeline located in this document. • 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. • The proposed changes at Kioloa were reviewed, and it was agreed that the 2/3 Facility Officer role will be retained to support teaching and learning activities and ensure a Campus Environment presence, particularly during peak usage periods.
Technical knowledge and laboratory risks	
Feedback highlighted: Concerns about the exclusion of research equipment maintenance from facility staff responsibilities, particularly regarding roles critical to supporting specialised equipment. The importance of responsiveness and technical expertise in maintaining continuity and quality of research outputs. Potential risks to service delivery and research continuity, especially in infrastructure-intensive schools, with possible financial and safety implications.	• Campus Environment has committed to engaging with the Schools and Colleges and the Research and Innovation Portfolio to establish a governance group to look at the intersection of base building infrastructure and research equipment. This group will focus on any potential gaps or risks to research infrastructure as a result of facilities-based work and ensure that robust processes are put in place and adhered to. • As part of the cross-campus team transition, processes will be implemented to ensure any facilities related work that has the potential to impact research continuity are embedded and well understood across internal and external stakeholders. These processes will be in place to ensure risk to research infrastructure is reduced and mitigated. • Cross-campus teams will have direct access to facilities management systems; morning briefings will focus on any works that may be occurring in sensitive research areas. Resources to provide clear oversight will be assigned. • The creation of a cross-campus team within the Campus Environment Division will deepen understanding of research equipment installations. This will enable the Divisions engineers to provide clearer solutions for base building engineering systems and their interaction with research equipment. • Establishment of a cross-campus team allows for a global view of the intersection between base building assets and research equipment, ensuring consistent processes are developed University wide. The team-based approach now ensures multiple layers of visibility across implementation of these processes and removes single points of failures and reduces risk to research continuity. • Following consultation, CE has confirmed that testing and tagging duties will remain with current teams to protect research infrastructure. These duties will be realigned under the Maintenance Portfolio, with additional training and support provided.

Workload, resourcing and role clarity	
Feedback highlighted: The need for greater clarity around proposed workload distribution, team roles and responsibilities, and governance structures for technical and laboratory services under the centralisation model. Concerns about changes to UniSafe, specifically regarding operational effectiveness, communication processes, incident management, and overall campus safety. Concerns about reduced security operations, particularly the impact on responsiveness to student and staff needs, and the potential risks to community safety and compliance with reporting requirements.	- Following detailed consultation, 18 roles have been realigned to the Campus Environment Division, reflecting activities that align with the division's responsibilities. The Cross-campus teams were initially allocated 22 roles, which increased to 25 roles after consultation with General Managers to provide additional field support. With the realignment of the 18 College facilities-based roles, the Cross-campus team now comprises 32 roles, enhancing workload management and support for high-risk operational areas across the University. - The UniSafe team will benefit from a strengthened management structure through the recruitment of a Senior Manager 3 (SM3) Associate Director. This role will lead the development and implementation of a strategic security framework, improving incident response, communication protocols, process oversight, and governance of the MSS contract. - MSS guarding resources remain unchanged. The enhanced strategic oversight will ensure appropriate scaling of services to meet demand, particularly during surge periods. - The Change Proposal identified significant duplication of administrative tasks, with UniSafe staff performing duties already contracted to MSS. The appointment of the SM3 Associate Director will ensure these responsibilities are appropriately managed through the MSS contract. Additionally, administrative positions within the security business unit have been retained and will maintain continuity and support MSS. - The proposed changes will not affect the responsiveness to student and staff needs, nor will they introduce risks to campus safety. MSS guarding resources remain unchanged, and the strengthened management approach will support consistent and reliable service delivery.
Existing vendor arrangements	
Feedback highlighted: Concerns with safety and services with contract arrangements through vendors.	- CE has stringent contracts in place with trade contractors that require ongoing demonstrated compliance with all legislative WHS and maintenance compliance. This is supported by the University's contractor induction process that ensures contracted vendors do not get access to buildings without completing relevant induction requirements. - The quality of services delivered by vendors will be monitored and managed at various levels. These include direct supervision and feedback from the Cross-campus team, direct feedback from customers via the Facilities

	Management system and 'fixmycampus', contract meetings, measurement of delivery against KPI's through works and data audits, and financial penalties written into contracts if service levels do not meet KPI's.
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Other Feedback

Many of the submissions from our community included broader feedback and questions on the Division 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.

Staff locations

No immediate changes to staff locations are planned, but over time some adjustments may be made to better balance distribution and proximity.

Landscape, conservation, role reviews

There won't be immediate changes to these roles, though we may review them in the future as opportunities arise, such as VSS take-ups, new revenue streams, or vacancies.

Maintenance of teaching spaces and Kioloa Campus

All positions at Kioloa will be retained, with roles continuing to be refined to improve operational efficiency. Feedback has emphasised the importance of maintaining building custodian duties. CE is committed to supporting existing building custodian roles and responsibilities, held by realigned staff, across the University. The CE Implementation Plan does not change the current custodianship duties or the staff responsible for them. These roles require a consistent, on-site presence, which in most cases is not compatible with the mobile nature of the Cross-campus Operations team. CE will enhance support for these roles through improved training, streamlined issue reporting, and timely resolution processes. Through the CE transition program, a sustainable and consistent University wide approach to the custodianship model will be established through consultation and planning with the wider ANU community.

Workplace health & safety (WHS) and CE responsibilities

Clear role definitions are important to avoid gaps in custodianship, emergency planning, or WHS responsibilities. The transition will include an investigative phase to understand current responsibilities and determine the best way to allocate tasks. The Cross-campus team will help improve safety by applying consistent, university-wide practices and enhancing hazard management.

Procurement and Contracts Team realignment

Some concerns were raised about governance and potential conflicts of interest. CE will continue to oversee compliance and KPI reporting, so safeguards remain in place. Realignment is intended to clarify responsibilities and improve efficiency, particularly for capital works and contract management.

Environmental Sustainability Team realignment

Concerns were raised about the impact on sustainability goals. The University remains fully committed to its environmental targets, and CE will continue to report progress against the Environmental Management Plan, despite the new reporting line.

Summary of Amendments to Original Change Proposal

In response to consultation feedback, amendments to the original Change Proposal, have been made. Since the release of the Change Proposal, the University has also updated its financial

position, and a number of staff have elected to separate from their employment with the University under the Voluntary Separation Scheme (VSS). As a result of these factors, those staff participating in the VSS whose roles were previously at risk of disestablishment, will not be made involuntarily redundant. The revisions to this plan ensure that all other staff will retain their employment with the University, with only minor adjustments to role duties being made to support the future state of the Campus Environment Division. The changes can be summarised as follows:

- The Cross-campus team within the Operations portfolio had originally proposed to be comprised of 25 positions, this has now increased to 32. All of the 4 new positions identified within that proposed structure remain.
- Following consultation, further consideration has been given to filling newly created vacant roles within the Operations business unit, particularly within the Cross-campus team. These roles will be filled through a merit-based process, beginning with candidates from the current Operations cohort. If suitable candidates are not identified internally, the roles will then be opened to the broader internal staff cohort.
- The Maintenance team within the Operations portfolio was originally proposed to be comprised of 10 positions; and has now increased to 15. Notably, the Test and Tag team – initially proposed for realignment into the Cross-campus team – has now been aligned to the Maintenance team.
- Following consultation with internal stakeholders and impacted staff, ANU has agreed that the Test and Tag team will remain within its current unit. However, the team will be formally realigned into the Maintenance portfolio to ensure a direct and effective connection with Campus Environment operations.
- We are committed to supporting the team's growth and development, including opportunities for cross-skilling and career progression. The Test and Tag team will continue to hold responsibility not only for research infrastructure, but also for delivering test and tagging services across the entire campus. This approach leverages the team's technical expertise to ensure consistency, compliance, and high-quality service University-wide.
- The Capital Works, Contracts and Procurement team, originally positioned to be comprised of 11 roles, will increase to 12 roles with the inclusion of the Hazardous Materials Officer.
- The Security Team within the Operations Portfolio, originally proposed to be comprised of 5 positions in the future state organisational structure, has increased to 9 roles.
- The Remote Sites team has increased by 1x Kioloa Facilities Officer.

The below table summarises the confirmed actions to be taken in each Campus Environment Area.

Campus Environment	
Area	Summary of confirmed actions
Corporate, Strategy and Planning	• Consolidation of key strategy and revenue functions into a single portfolio. • Enhanced collaboration across sustainability, asset replacement, and space planning, to drive forward space utilisation and long-term asset planning, achieve the University's environmental sustainability targets and provide critical support to teaching and research. • Revenue functions realigned to the Commercial Planning and Strategy Portfolio (initially addressed in Stage 1).
Operations	• Realignment and consolidation of maintenance, operations, and project delivery functions. • Lifecycle-based asset management approach from acquisition to disposal. • Integration of technical expertise with customer-focused teams to better support Schools and Colleges.

	• Implementation of a single Facilities Management System (Archibus) to enable advanced tools like dashboards and AI.
University House	• No structural changes proposed at this st. • University House remains closed and is currently developing a business case for its future operating model to support accommodation services.

Summary of the Changes for Implementation

Operations

Campus Environment will establish a new Director Operations (SM4) within the portfolio. This new position will be established to lead the new integrated service model. This role will be responsible for maintenance, cleaning, waste management, security, landscape and conservation, and management of the ANU remote sites at the North Australia Research Unit (NARU), Kioloa, Siding Spring Observatory (SSO) and Mount Stromlo Observatory (MSO). This role will complement existing initiatives to achieve increased efficiency and effectiveness of the delivery of operational services within the Division of Campus Environment. This role will provide strategic oversight and operational support for a range of services across the Acton campus and Remote Sites. The Director will provide leadership in supporting the Division's business plans and facilitating the achievement of the University's strategic goals as described in the ANU Strategic Plan.

The Operations Portfolio will be expanded, with the re-alignment of facilities operational staff from colleges, the inclusion of Capital Works, Contract Management and Procurement, and the WHS function for the Division. The Operations Divisional Unit will bring together specialist facilities expertise, and ensure more coordinated, holistic support across the University. It will provide workforce development pathways and balanced workloads to ensure collaborative programs across the University and help ensure consistency of service and support.

The new structure, led by a new Operations Director (D4), brings together maintenance, operations, and project delivery functions into a single, streamlined model that optimises the management of ANU assets across their full lifecycle. By combining technical expertise with customer-focused teams, the Operations portfolio will provide exceptional support to schools and colleges, directly enabling world-class research and teaching. This realignment is underpinned by a single Facilities Management System (Archibus), leveraging interactive dashboards and AI to future-proof the University and deliver smarter, data-driven asset management.

The new structure and focus on contractor management will also provide Campus Environment the ability to reduce vendor spend across several high value areas that currently have contractor management functions outsourced.

The Maintenance and Cross-campus teams will adopt a structured transition approach during implementation. This will include mapping roles to specific locations and zones, providing staff with clear visibility of their assigned responsibilities and work areas. As part of this process, staff will be given the opportunity to express interest in their preferred work location, which will be considered during the transition phase. Through consultation, further consideration has been given to the appointment of newly created vacant roles within the Operations business unit, particularly those within the Cross-campus team. These positions will be filled through a merit-based process,

beginning with candidates from within the Operations cohort. If no one suitable is identified, the roles will then be opened to the broader internal staff cohort.

The following table details a high-level transition plan for Cross Campus and Maintenance teams. The plan focuses on high engagement to extend Campus Environments knowledge of skills, expertise and work preferences and will extend into workshops to co-design procedures with new staff. During the transition phase staff will remain in current locations, with possible re-distribution based on needs analysis, and continue to use existing procedures until new procedures are designed, agreed and implemented.

Timeline for Campus Environment Transition to Implementation – Cross-campus and Maintenance teams (Dates indicated below are an <u>approximate timeframe</u> and are subject to change)	
Phase 1 30 October 2025	• Start of Transition Phase • Leadership meetings with impacted staff • Engagement with college based HSR's to inform changes and ensure appropriate psychosocial mitigation actions are in place. • Individual meetings to commence. • Discuss skills, expertise, preferences, work locations, development and training needs, career plans. • PPE allocation for Cross-campus team • 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. • Engagement with School Managers and Directors • EOI's and recruitment of roles commence. Training • Campus Environment Inductions • Vendor contracts familiarisation - Part 1.
Phase 2 12 November 2025	• Reporting lines for SM1 and level 8 roles change • Ongoing engagement with college based HSR's. • Ways of Working Workshops (culture, team building, service expectations, Service Charter review, task identification, on-call and leave arrangements, formation of teams) • Transition teams formed • 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. • Engagement with School Managers and Directors • Recruitment of vacant roles • Confirm processes to capture, perform and close out all assigned work tasks. Training • Archibus • Procurement rules • Vendor contracts familiarisation - Part 2.
Phase 3 3 December 2025	• Reporting line changes • Ongoing engagement with college based HSR's Zone, HSR's familiarisation. • Customer engagement

	• Staff remain in current locations. • Continued use of existing procedures until new procedures are designed, agreed and implemented. • Engagement with School Managers and Directors • Teams start designing and streamlining new working processes. • Team huddles commence. • Weekly progress reporting commences. Training • Using Teams and file storage • Archibus.
Phase 4 7 January 2026	• Staff remain in current locations with possible re-distribution based on needs analysis or new work locations are designed, agreed and implemented. • Ongoing engagement with college based HSR's and continued use of existing procedures until new procedures are designed, agreed and implemented. • Engagement with School Managers and Directors • Zone familiarisation • Customer engagement • Teams continue designing and streamlining new working processes. • Team huddles commence. • Weekly progress reporting commences. Training • Archibus.

Security, Capital Works, Contract Management and Procurement, and WHS

The following table details a high-level transition plan for Security, Capital Works, Contract Management and Procurement, and the WHS teams. The plan focuses on high engagement for Campus Environments knowledge of skills, expertise and work preferences.

Timeline for Campus Environment Transition to Implementation – Security, Capital Works, Contract Management and Procurement, and the WHS (Dates indicated below are an <u>approximate timeframe</u> and are subject to change)	
Phase 1 30 October 2025	• Start of Transition Phase • Leadership meetings with impacted teams • Individual meetings to commence. • Discuss skills, expertise, preferences, work arrangements, development and training needs, career plans with all staff • Continued use of existing procedures until new procedures are designed, agreed and implemented. • EOI's and recruitment of vacant roles commence. • Commence team meetings.
Phase 2 12 November 2025	• Reporting lines change where required. • Ways of Working Workshops (culture, team building, service expectations, Service Charter review, task identification, on-call and leave arrangements) to confirm roles and responsibilities. • Ongoing recruitment of vacant roles

	• Manager/Supervisor 1:1 meeting commence. • Team meetings continue
Phase 3 3 December 2025	• Transition into business-as-usual operations based on defined roles and responsibilities of new teams captured through PD's and ways of working workshops • Ongoing recruitment of vacant roles • Manager/Supervisor 1:1 meetings continue. • Team meetings continue. • 2026 Focus goals discussed.
Phase 4 7 January 2026	• Business-as- usual operations • Finalisation of any outstanding recruitment • Manager/Supervisor 1:1 meetings continue. • Team meetings continue. • 2026 Focus goals agreed.

Commercial Planning and Strategy

As part of the Campus Environment Change Plan, key strategy and revenue functions will be realigned into a consolidated portfolio to strengthen strategic capability and improve coordination across the University. This consolidation is designed to enhance data-driven decision-making by fostering closer collaboration between functions such as sustainability, asset replacement planning, and space optimisation. These areas are critical to supporting the University's teaching and research priorities, ensuring that infrastructure investments are aligned with academic and operational needs.

The integration of revenue functions – initially addressed in the Stage 1 change proposal – has now been formalised through their realignment into the Commercial Planning and Strategy Portfolio. This move supports a more cohesive approach to financial planning, commercial strategy, and long-term campus development, enabling the University to better leverage its assets and deliver value across the institution.

The following table details the high-level transition plan for the Commercial, Planning and Strategy team, plus all other non-Cross-campus or Maintenance teams.

Timeline for Campus Environment Transition to Implementation – Commercial Planning and Strategy team (Dates indicated below are an <u>approximate timeframe</u> and are subject to change)	
Phase 1 30 October 2025	• Start of Transition Phase • Leadership meetings with impacted teams • Individual meetings to commence. • Discuss skills, expertise, preferences, work arrangements, development and training needs, career plans with all staff • Continued use of existing procedures until new procedures are designed, agreed and implemented. • EOI's and recruitment of vacant roles commence. • Commence team meetings.
Phase 2 12 November 2025	• Reporting lines change where required. • Ways of Working Workshops (culture, team building, service expectations, Service Charter review, task identification, on-call and leave arrangements) to confirm roles and responsibilities. • Ongoing recruitment of vacant roles • Manager/Supervisor 1:1 meetings commence. • Team meetings continue.

Phase 3 3 December 2025	• Transition into business-as-usual operations based on defined roles and responsibilities of new teams captured through PD's and ways of working workshops • Ongoing recruitment of vacant roles • Manager/Supervisor 1:1 meetings continue. • Team meetings continue. • 2026 Focus goals discussed.
Phase 4 7 January 2026	• Business-as- usual operations • Finalisation of any outstanding recruitment • Manager/Supervisor 1:1 meetings continue. • Team meetings continue. • 2026 Focus goals agreed.

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 changes summarised in this comparison table which shows the difference between position count in the Campus Environment Change Proposal and this Implementation Plan.

The University will proceed with the following changes:

Position Impact Summary		Change Proposal	Implementation Plan
Action	Current Positions	150	150
Disestablished	Less positions currently vacant to be disestablished	8	8
	Less positions disestablished through VSS – Round 1	10	10
	Less other positions proposed to be disestablished	16	0
	Less positions pending through VSS - Round 2	0	12
Disestablished Subtotal		34	30
New	Plus, new roles proposed	18	19
New Subtotal		18	19
Realigned In	Positions to be realigned from CAP	2	2
	Positions to be realigned from CASS	2	2
	Positions to be realigned from CBE	2	2
	Positions to be realigned from COSM	9	10
	Positions to be realigned from CSS	1	1
	Positions to be realigned from CLGP	1	1
Realigned in Subtotal		17	18
Future positions		151	157

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 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.
- 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 – Campus Environment)

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 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.

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 Number	# Positions	Position Impact	Occupant Impact
Executive	Associate Director Corporate	SM3	21010	1	[1] Position to be disestablished	[1] Nil- Vacant
	Associate Director Infrastructure & Planning	SM3	36484	1	[1] Position to be disestablished	[1] Nil- Vacant
	Executive Officer	ANU08	36953	1	[1] Position to be disestablished	[1] Nil- VSS
Building Maintenance	Plumbing Services Supervisor	ANU06/7	35403	1	[1] Position to be disestablished	[1] Nil- VSS
	Maintenance Officer	ANU03	27298	1	[1] Position to be disestablished	[1] Nil- VSS
	Maintenance Officer	ANU3/4	20795	1	[1] Position to be disestablished	[1] Nil- VSS
	Maintenance Officer	ANU03/4	13058	1	[1] Position to be disestablished	[1] Nil- Vacant
	Mechanical Services Officer	ANU04	00703	1	[1] Position to be disestablished	[1] Nil- Vacant
	Electrical Services Officer	ANU04	36927	1	[1] Position to be disestablished	[1] Nil- Vacant
			00687	1	[1] Position to be disestablished	[1] Nil- Vacant
	Plumbing Services Officer	ANU04	07557	1	[1] Position to be disestablished	[1] Nil- VSS

Team	Current Position	Classification	Position Number	# Positions	Position Impact	Occupant Impact
Kambri Operations	Kambri Manager	SM1	36393	1	[1] Position to be disestablished	[1] Nil- Vacant
Technical & Sustainability	Hydraulics Officer	ANU08	00671	1	[1] Position to be disestablished	[1] Nil- VSS
	BMS Officer	ANU07	38690	1	[1] Position to be disestablished	[1] Nil- VSS
Space Planning & Design	Asset Officer	ANU05	23513	1	[1] Position to be disestablished	[1] Nil- VSS
Landscape & Conservation	Manager Trees & Conservation	ANU08	15976	1	[1] Position to be disestablished	[1] Nil- VSS
	Grounds Officer	ANU3/4	06183	1	[1] Position to be disestablished	[1] Nil- VSS
	Grounds Officer	ANU3/4	13164	1	[1] Position to be disestablished	[1] Nil- VSS
	Grounds Officer	ANU3/4	00657	1	[1] Position to be disestablished	[1] Nil- VSS
	Grounds Officer	ANU3/4	00663	1	[1] Position to be disestablished	[1] Nil- Vacant
Security	Security Manager	SM2	00629	1	[1] Position to be disestablished	[1] Nil- VSS
	Security Operations Manager	SM1	41380	1	[1] Position to be disestablished	[1] Nil- VSS
University House	Assistant Food & Beverage Manager	ANU05	4693	1	[1] Position to be disestablished	[1] Nil- VSS

Total: 15 VSS, 8 Vacant – 23 total disestablished.

Direct transfer into new structure with minor changes

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

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

Current Position	Future Position	Classification	Number of Positions	Position Number	Team Impact	Occupant Impact
Associate Director Operations	Associate Director Operations	SM3	1	25667	Role to report to new Director of Operations	Reporting line change
Associate Director Environmental Sustainability	Associate Director Environmental Sustainability	SM2	1	39497	Team to move out from disestablished Environmental Sustainability portfolio, and move under newly established Director Commercial, Planning & Strategy.	Reporting line change
Technical & Sustainability Manager	Associate Director Engineering	SM2	1	36614	Team to move out from disestablished Infrastructure & Planning portfolio, and move under newly established Associate Director Engineering, within Commercial, Planning & Strategy portfolio.	Title & PD refresh Reporting line change
Building Controls Engineer	BMS Supervisor	ANU08	1	16495	Team to be centralised under newly established Associate Director Engineering, within Commercial, Planning & Strategy portfolio.	Title & PD refresh Reporting line change
BMS Technician	BMS Technician	ANU07	1	20275	Team to be centralised under newly established Associate Director Engineering, within Commercial, Planning & Strategy portfolio.	Reporting line change & Pre-approved VSS
BMS Technician	BMS Technician	ANU4/5	1	16735	Team to be centralised under newly established Associate Director Engineering, within Commercial, Planning & Strategy portfolio.	Reporting line change
Senior Manager Space & Design	Associate Director Estate Systems & Space Planning	SM2	1	38319	Team to move out from disestablished Infrastructure & Planning portfolio and to move under newly established Associate Director Estate Systems & Space Planning, within Commercial, Planning & Strategy portfolio.	Title & PD refresh Reporting line change

Senior Project Manager/ Capital Works Manager	Associate Director Capital Works, Contracts & Procurement	SM2	1	35964	Team to move out from disestablished Infrastructure & Planning portfolio, and move under newly established Associate Director Capital Works, Contracts & Procurement within Operations portfolio.	Title & PD refresh Reporting line change
Senior Procurement & Contract Manager	Senior Procurement & Contract Manager	SM1	1	39226	Team to move out from disestablished Corporate portfolio, and move under newly established Associate Director Capital Works, Contracts & Procurement, within Operations portfolio	Reporting line change
Campus Operations Manager	Associate Director Campus Operations	SM2	1	29769	Role to report to new Director of Operations	Title & PD refresh Reporting line change
Campus Support Supervisor	Campus Support Supervisor	ANU6/7	1	36687	Team to move out from disestablished Operations portfolio, and move under newly established Campus Support Manager, within Operations portfolio.	Reporting line change
Building Operations Supervisor	Building Operations Supervisor	ANU06	1	33390	Team to move out from disestablished Operations portfolio, and move under newly established Campus Support Manager, within Operations portfolio.	Reporting line change
WHS Manager	WHS Manager	ANU08	1	15665	Team to move out from disestablished Corporate portfolio and move under newly established Associate Director Asset & Maintenance	Reporting line change
Projects Transition Manager	Contract Manager (Fire & Electrical)	ANU08	1	38865	Team to move out from disestablished Operations portfolio, and move under newly established Associate Director Asset & Maintenance, within Operations portfolio	Title & PD refresh Reporting line change
Building Maintenance Manager	Building Maintenance Manager	SM1	1	36091	Team to move out from disestablished Operations portfolio, and move under newly established Associate Director Asset & Maintenance, within Operations portfolio	Reporting line change
Mechanical Services Supervisor	Contract Supervisor Mechanical	ANU06	1	29773	Team to move out from disestablished Operations portfolio, and move under newly established Associate Director Asset & Maintenance, within Operations portfolio	Title & PD refresh Reporting line change

Electrical Services Supervisor	Contract Supervisor Electrical/ Security	ANU06	1	29771	Team to move out from disestablished Operations portfolio, and move under newly established Associate Director Asset & Maintenance, within Operations portfolio	Title & PD refresh Reporting line change
Landscape & Conservation Manager	Landscape & Conservation Manager	SM1	1	00650	Team to move out from disestablished Operations portfolio, and to move under newly established Associate Director Asset & Maintenance, within Operations portfolio	Reporting line change
Revenue Manager	Associate Director Revenue	SM2	1	41878	Role to move out from disestablished Corporate portfolio and to move under newly established Director Commercial, Planning & Strategy	Title & PD refresh Reporting line change
Administration Assistant	Administration Officer	ANU04	1	00622	Role to move out from disestablished Corporate portfolio and to move under newly established Director Commercial, Planning & Strategy	Title & PD refresh Reporting line change
Campus Support Officer	Venues & Functions Officer	ANU04	1	37882	Direct transfer into new structure with minor changes to PD	Title & PD Refresh
Remote Sites Manager	Remote Sites Manager	SM1	1	06741	Team to move out of disestablished Operations portfolio, and to move under newly established Associate Director Asset & Maintenance, within Operation portfolio	Reporting line change
Administration Coordinator	Facilities Officer (Test and Tag)	ANU05	1	8208	Team to move under Contract Supervisor, within Operations portfolio.	Title & PD refresh Reporting line change
Technical Assistant	Facilities Support Officer (Test and Tag)	ANU2/3	3	26925	Team to move under Contract Supervisor, within Operations portfolio.	Title & PD refresh Reporting line change
				38984	Team to move under Contract Supervisor, within Operations portfolio.	Title & PD refresh Reporting line change
				39491	Team to move under Contract Supervisor, within Operations portfolio.	Title & PD refresh Reporting line change
Facilities Officer	Maintenance Support Officer	ANU2/3	1	37880	Role to move under newly established Associate Director Asset & Maintenance, within Operations portfolio	Title & PD refresh Reporting line change
Facilities Officer	Maintenance Support Officer	ANU2/3	1	36511	Role to move under newly established Associate Director Asset & Maintenance, within Operations portfolio	Title & PD refresh Reporting line change

School Facilities Manager	Cross-campus Manager	SM1	2	36201 10990	Team to report under newly established Associate Director Campus Operations, within Operations portfolio.	Title & PD refresh Reporting line change
Facilities Manager	Facilities Manager Cross Campus	ANU08	1	24470	Team to report under newly established Associate Director Campus Operations, within Operations portfolio.	Reporting line change
Facilities and Maintenance Lead	Facilities Manager Cross Campus	ANU08	1	40059	Team to report under newly established Associate Director Campus Operations, within Operations portfolio.	Title & PD refresh Reporting line change
WHS and Infrastructure Manager	Facilities Manager Cross Campus	ANU08	1	33138	Team to report under newly established Associate Director Campus Operations, within Operations portfolio.	Title & PD refresh Reporting line change
Services & WHS Coordinator	Assistant Facilities Manager	ANU6	1	40467	Team to report under newly established Associate Director Campus Operations, within Operations portfolio.	Title & PD refresh Reporting line change
Facilities Officer	Facilities Officer	ANU2/3	1	37880	Team to report under newly established Associate Director Campus Operations, within Operations portfolio.	Reporting line change
Facilities Officer	Facilities Support Officer	ANU2/3	2	03078	Team to report under newly established Associate Director Campus Operations, within Operations portfolio.	Title & PD refresh
				05327	Team to report under newly established Associate Director Campus Operations, within Operations portfolio.	Reporting line change
Facilities Officer	Facilities Support Officer	ANU2/3	1	38456	Team to report under newly established Associate Director Campus Operations, within Operations portfolio.	Title & PD refresh Reporting line change
Facilities Assistant	Facilities Support Officer	ANU03	1	1994	Team to report under newly established Associate Director Campus Operations, within Operations portfolio.	Title & PD refresh Reporting line change
Building Services Officer (Locksmith)	Facilities Officer	ANU3/4	1	00691	Team to report under newly established Associate Director Campus Operations, within Operations portfolio.	Title & PD refresh Reporting line change

Mechanical Services Officer	Facilities Officer	ANU04	1	00673	Team to report under newly established Associate Director Campus Operations, within Operations portfolio.	Title & PD refresh Reporting line change
Electrical Services Officer	Facilities Officer	ANU04	1	36926	Team to report under newly established Associate Director Campus Operations, within Operations portfolio.	Pre-approved VSS and Title & PD refresh Reporting line change
Plumbing Services Officer	Facilities Officer	ANU04	2	688	Team to report under newly established Associate Director Campus Operations, within Operations portfolio.	Title & PD refresh Reporting line change
				685	Team to report under newly established Associate Director Campus Operations, within Operations portfolio.	Title & PD refresh Reporting line change
Services Officer	Facilities Officer	ANU04	1	32419	Team to report under newly established Associate Director Campus Operations, within Operations portfolio.	Title & PD refresh Reporting line change
WHS & Facilities Support Officer	Facilities Officer	ANU04	1	35929	Team to report under newly established Associate Director Campus Operations, within Operations portfolio.	Title & PD refresh Reporting line change
Facilities Officer	Facilities Officer	ANU4/5	1	14656	Team to report under newly established Associate Director Campus Operations, within Operations portfolio.	Title & PD refresh Reporting line change
Facilities Officer	Facilities Officer	ANU05	1	36305	Team to report under newly established Associate Director Campus Operations, within Operations portfolio.	Title & PD refresh Reporting line change
Facilities Officer	Facilities Officer	ANU4/5	1	35984	Team to report under newly established Associate Director Campus Operations, within Operations portfolio.	Title & PD refresh Reporting line change
Facilities Officer	Facilities Officer	ANU05	1	36026	Team to report under newly established Associate Director Campus Operations, within Operations portfolio.	Title & PD refresh Reporting line change
Facilities Officer	Facilities Officer	ANU05	1	36450	Team to report under newly established Associate Director Campus Operations, within Operations portfolio.	Title & PD refresh Reporting line change
Leading Hand (Carpentry)	Facilities Officer	ANU05	1	29774	Team to report under newly established Associate Director Campus Operations, within Operations portfolio.	Title & PD refresh Reporting line change

WHS & Facilities Officer	Facilities Officer	ANU05	1	32704	Team to report under newly established Associate Director Campus Operations, within Operations portfolio.	Title & PD refresh Reporting line change
Facilities Services Officer	Facilities Officer	ANU05	1	37341	Team to report under newly established Associate Director Campus Operations, within Operations portfolio.	Title & PD refresh Reporting line change
Security Operations Manager	Contracts and Systems Manager	ANU08	1	34578	Team to report under newly established Associate Director Security, within Operations portfolio.	Title & PD refresh Reporting line change
Executive Security Manager	Executive Security Manager	SM1	1	22901	Team to report under newly established Associate Director Security, within Operations portfolio.	Reporting line change
Unisafe Administration Assistant	Unisafe Administrator	ANU05	1	38399	Team to report under newly established Associate Director Security, within Operations portfolio.	Title & PD refresh Reporting line change
Unisafe Administration Assistant	Unisafe Administrator	ANU05	1	00631	Team to report under newly established Associate Director Security, within Operations portfolio.	Title & PD refresh Reporting line change
Control Room Officer	Unisafe Administrator	ANU05	1	33037	Team to report under newly established Associate Director Security, within Operations portfolio.	Title & PD refresh Reporting line change

Total: 58 Minor Changes

Direct transfer into new structure without changes

These continuing roles are considered direct equivalents to current roles without any changes, subject to change of team location within the proposed structure.

Position Title	Classification	Number of Positions	Position Number	Team impact	Occupant Impact
Divisional Support Officer	ANU6/7	1	38702	No change	No change
Environmental Management Plan Manager	SM1	1	39392	Team to move out from disestablished Environmental Sustainability portfolio, and move under newly established Director Commercial, Planning & Strategy.	No change
Environmental Assessment & Training Manager	ANU08	1	40142	Team to move out from disestablished Environmental Sustainability portfolio, and move under newly established Director Commercial, Planning & Strategy.	No change
Change Manager	SM1	1	39567	Team to move out from disestablished Environmental Sustainability portfolio, and move under newly established Director Commercial, Planning & Strategy.	No change
Project Manager	ANU08	1	37606	Team to move out from disestablished Environmental Sustainability portfolio, and move under newly established Director Commercial, Planning & Strategy.	No change
Engagement Manager	ANU08	1	36046	Team to move out from disestablished Environmental Sustainability portfolio, and move under newly established Director Commercial, Planning & Strategy.	No change
Carbon Reporting Manager	ANU08	1	39560	Team to move out from disestablished Environmental Sustainability portfolio, and move under newly established Director Commercial, Planning & Strategy.	No change
Program Officer	ANU6/7	1	37366	Team to move out from disestablished Environmental Sustainability portfolio, and move under newly	No change

				established Director Commercial, Planning & Strategy.	
Senior Mechanical Engineer	SM1	2	38024	Team to move out from disestablished Infrastructure and Planning portfolio, and move under newly established Director Commercial, Planning & Strategy.	No change
			37998	Team to move out from disestablished Infrastructure and Planning portfolio, and move under newly established Director Commercial, Planning & Strategy.	No change
Senior Electrical Engineer	SM1	1	35402	Team to move out from disestablished Infrastructure and Planning portfolio, and move under newly established Director Commercial, Planning & Strategy.	No change
Estate Systems Manager	SM1	1	41974	Team to move out from disestablished Infrastructure and Planning portfolio, and move under newly established Director Commercial, Planning & Strategy.	No change
Estate Systems Manager	SM1	1	41974	Team to move out from disestablished Infrastructure and Planning portfolio, and move under newly established Director Commercial, Planning & Strategy.	No change
Estate Systems Supervisor	ANU08	1	36648	Team to move out from disestablished Infrastructure and Planning portfolio, and move under newly established Director Commercial, Planning & Strategy.	No change
Estate Systems Officer	ANU05	1	23513	Team to move out from disestablished Infrastructure and Planning portfolio, and move under newly established Director Commercial, Planning & Strategy.	No change
Space Coordinator	ANU08	1	39882	Team to move out from disestablished Infrastructure and Planning portfolio, and move under newly established Director Commercial, Planning & Strategy.	No change
Drawing Officer	ANU08	1	14500	Team to move out from disestablished Infrastructure and Planning portfolio, and move under newly	No change

				established Director Commercial, Planning & Strategy.	
Administration Officer	ANU2/3	1	39330	Team to move out from disestablished Infrastructure and Planning portfolio, and move under newly established Director Commercial, Planning & Strategy.	No change
Senior Project Manager	SM2	1	33865	Team to move out from disestablished Infrastructure and Planning portfolio and move under newly established Director Operations.	No change
Project Manager	SM1	2	38205	Team to move out from disestablished Infrastructure and Planning portfolio and move under newly established Director Operations.	No change
			36089	Team to move out from disestablished Infrastructure and Planning portfolio and move under newly established Director Operations.	No change
Project Coordinator	ANU6/7	1	36753	Team to move out from disestablished Infrastructure and Planning portfolio and move under newly established Director Operations.	No change
Project Manager-HAZMAT	ANU08	1	41381	Team to move out from disestablished Infrastructure and Planning portfolio and move under newly established Director Operations.	No change
Hazardous Materials Officer	ANU6/7	1	35560	Team to move out from disestablished Infrastructure and Planning portfolio and move under newly established Director Operations.	No change
Contracts Manager	ANU08	2	37172	Team to move out from disestablished Corporate portfolio and move under newly established Director Operations.	No change
			27830	Team to move out from disestablished Infrastructure and Planning portfolio and move under newly established Director Operations.	No change
Contracts Administrator	ANU04	1	35549	Team to move out from disestablished Infrastructure and Planning portfolio and move under newly established Director Operations.	No change
WHS Administration Officer	ANU2/3	1	41877	Team to move out from disestablished Corporate portfolio and move under newly established Director Operations.	No change

Arboriculture Supervisor	ANU6	1	35611	Team to move under newly established Associate Director of Asset and Maintenance, within Operations portfolio.	No change
Grounds Supervisor	ANU7	2	20274	Team to move under newly established Associate Director of Asset and Maintenance, within Operations portfolio.	Pre-approved VSS
			36353	Team to move under newly established Associate Director of Asset and Maintenance, within Operations portfolio.	No change
Plant Production & Compliance Officer	ANU3/4	1	06454	Team to move under newly established Associate Director of Asset and Maintenance, within Operations portfolio.	No change
Landscape Construction Supervisor	ANU05	1	11653	Team to move under newly established Associate Director of Asset and Maintenance, within Operations portfolio.	No change
Supervisor Mount Stromlo	ANU05	1	11432	Team to move under newly established Associate Director of Asset and Maintenance, within Operations portfolio.	Pre-approved VSS
Grounds Officer	ANU3/4	15	25746	Team to move under newly established Associate Director of Asset and Maintenance, within Operations portfolio.	No change
			36646	Team to move under newly established Associate Director of Asset and Maintenance, within Operations portfolio.	No change
			37169	Team to move under newly established Associate Director of Asset and Maintenance, within Operations portfolio.	No change
			00696	Team to move under newly established Associate Director of Asset and Maintenance, within Operations portfolio.	No change
			13232	Team to move under newly established Associate Director of Asset and Maintenance, within Operations portfolio.	No change
			00659	Team to move under newly established Associate Director of Asset and Maintenance, within Operations portfolio.	No change

			00662	Team to move under newly established Associate Director of Asset and Maintenance, within Operations portfolio.	No change
			42110	Team to move under newly established Associate Director of Asset and Maintenance, within Operations portfolio.	No change
			06594	Team to move under newly established Associate Director of Asset and Maintenance, within Operations portfolio.	No change
			36132	Team to move under newly established Associate Director of Asset and Maintenance, within Operations portfolio.	No change
			06183	Team to move under newly established Associate Director of Asset and Maintenance, within Operations portfolio.	No change
			13164	Team to move under newly established Associate Director of Asset and Maintenance, within Operations portfolio.	No change
			00657	Team to move under newly established Associate Director of Asset and Maintenance, within Operations portfolio.	No change
			00663	Team to move under newly established Associate Director of Asset and Maintenance, within Operations portfolio.	No change
			34233	Team to move under newly established Associate Director of Asset and Maintenance, within Operations portfolio.	No change
Senior Commercial Property Advisor	ANU08	2	34866	Team to move out from disestablished Corporate portfolio and to move under newly established Associate Director Revenue, within Commercial, Planning & Strategy portfolio	No change
			39256	Team to move out from disestablished Corporate portfolio and to move under newly established Associate Director Revenue, within Commercial, Planning & Strategy portfolio	No change
Commercial Property Advisor	ANU6/7	2	33069	Team to move out from disestablished Corporate portfolio and to move under newly established	No change

				Associate Director Revenue, within Commercial, Planning & Strategy portfolio	
			40305	Team to move out from disestablished Corporate portfolio and to move under newly established Associate Director Revenue, within Commercial, Planning & Strategy portfolio	No change
Administration Assistant	ANU04	1	34683	Team to move out from disestablished Corporate portfolio and to move under newly established Associate Director Revenue, within Commercial, Planning & Strategy portfolio	No change
Venues & Functions Manager	SM1	1	24122	Team to move out from disestablished Corporate portfolio and to move under newly established Associate Director Revenue, within Commercial, Planning & Strategy portfolio	No change
Venues & Functions Coordinator	ANU6/7	1	37881	Team to move out from disestablished Corporate portfolio and to move under newly established Associate Director Revenue, within Commercial, Planning & Strategy portfolio	No change
Venues & Functions Supervisor	ANU6/7	1	39219	Team to move out from disestablished Corporate portfolio and to move under newly established Associate Director Revenue, within Commercial, Planning & Strategy portfolio	No change
Venues & Functions Officer (Venue and functions Admin)	ANU04	5	36012	Team to move out from disestablished Corporate portfolio and to move under newly established Associate Director Revenue, within Commercial, Planning & Strategy portfolio	No change
			38353	Team to move out from disestablished Corporate portfolio and to move under newly established Associate Director Revenue, within Commercial, Planning & Strategy portfolio	No change
			33005	Team to move out from disestablished Corporate portfolio and to move under newly established Associate Director Revenue, within Commercial, Planning & Strategy portfolio	Vacant - No change
			38355	Team to move out from disestablished Corporate portfolio and to move under newly established	Vacant -No change

				Associate Director Revenue, within Commercial, Planning & Strategy portfolio	
			33129	Team to move out from disestablished Corporate portfolio and to move under newly established Associate Director Revenue, within Commercial, Planning & Strategy portfolio	No change
Events and Venues Officer	ANU04	1	21962	Team to move out from disestablished Corporate portfolio and to move under newly established Associate Director Revenue, within Commercial, Planning & Strategy portfolio	No change
Venues Manager	ANU08	1	03037	Team to move out from disestablished Corporate portfolio and to move under newly established Associate Director Revenue, within Commercial, Planning & Strategy portfolio	No change
Senior Technical Officer	ANU7	1	25756	Team to move out from disestablished Corporate portfolio and to move under newly established Associate Director Revenue, within Commercial, Planning & Strategy portfolio	No change
Technical Officer	ANU6	1	26318	Team to move out from disestablished Corporate portfolio and to move under newly established Associate Director Revenue, within Commercial, Planning & Strategy portfolio	No change
Venue & Production Coordinator	ANU05	1	26282	Team to move out from disestablished Corporate portfolio and to move under newly established Associate Director Revenue, within Commercial, Planning & Strategy portfolio	No change
SSO Facilities Officer	ANU6/7	1	41457	Team to move under newly established Associate Director of Asset and Maintenance, within Operations portfolio.	No change
Kioloa Site Officer	ANU6/7	1	35612	Team to move under newly established Associate Director of Asset and Maintenance, within Operations portfolio.	No change
Kioloa Facilities Officer	ANU03	1	32186	Team to move under newly established Associate Director of Asset and Maintenance, within Operations portfolio.	No change

NARU Facilities Officer	ANU04	1	40525	Team to move under newly established Associate Director of Asset and Maintenance, within Operations portfolio.	No change
Parking Manager	ANU08	1	06982	Team to move out from disestablished Corporate portfolio and to move under Commercial, Planning & Strategy portfolio, reporting to the newly established Associate Director of Revenue	No change
Administration Assistant	ANU04	2	15825	Team to move out from disestablished Corporate portfolio and to move under Commercial, Planning & Strategy portfolio, reporting to the newly established Associate Director of Revenue	No change
			36386	Team to move out from disestablished Corporate portfolio and to move under Commercial, Planning & Strategy portfolio, reporting to the newly established Associate Director of Revenue	No change
			33131 (Fixed term)	Team to move out from disestablished Corporate portfolio and to move under Commercial, Planning & Strategy portfolio, reporting to the newly established Associate Director of Revenue	Vacant - No change
Printing & Mail Manager	ANU08	1	05261	Team to move out from disestablished Corporate portfolio and to move under Commercial, Planning & Strategy portfolio, reporting to the newly established Associate Director of Revenue	No change
Administration Assistant	ANU04	2	35857	Team to move out from disestablished Corporate portfolio and to move under Commercial, Planning & Strategy portfolio, reporting to the newly established Associate Director of Revenue	No change
			00622	Team to move out from disestablished Corporate portfolio and to move under Commercial, Planning & Strategy portfolio, reporting to the newly established Associate Director of Revenue	No change
Campus Services Officer	ANU2/3	2	41405	Team to move out from disestablished Corporate portfolio and to move under Commercial, Planning & Strategy portfolio, reporting to the newly established Associate Director of Revenue	No change
			41404	Team to move out from disestablished Corporate portfolio and to move under Commercial, Planning &	No change

				Strategy portfolio, reporting to the newly established Associate Director of Revenue	
Campus Support Officer	ANU04	4	37441	Team to move under newly established Associate Director of Campus Operations, within Operations portfolio.	No change
			40759	Team to move under newly established Associate Director of Campus Operations, within Operations portfolio.	No change
			40719	Team to move under newly established Associate Director of Campus Operations, within Operations portfolio.	No change
			36553	Team to move under newly established Associate Director of Campus Operations, within Operations portfolio.	No change
Master, University House	E2-1	1	4715	No change	No change
Operations Manager	SM1	1	4658	No change	No change
Assistant Rooms Division Manager	ANU05	1	7194	No change	No change
Executive Chef	ANU08	1	18365	No change	No change
Venue Manager Symposium	ANU06/7	1	39008	No change	No change
Sous Chef	ANU05	1	40565	No change	No change
Chef de Partie	ANU04	1	35996	No change	No change

Total: 90 direct transfers into new structure without changes

New positions

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

These new roles will be advertised through Expression of Interest (EOI) processes initially open to staff within the Operations Portfolio prior to opening these roles to the broader University community and externally. Appointments will be made on the basis of merit, considering the technical and functional requirements of each role.

Team	New Position	Classification	Number of Positions	Position Impact
Executive	Director Operations	SM4	1	Position established
	Director Commercial, Planning & Strategy	SM4	1	Position established
	Business Development & Strategy Manager	SM2	1	Position established
	Executive Assistant and Administrator	ANU05	1	Position established
Operations	Associate Director Asset & Maintenance	SM2	1	Position established
Campus Operations	Campus Support Manager	ANU08	1	Position established
	Facilities Manager	ANU08	1	Position established
	Assistant Facilities Manager	ANU06	3	Position established
Engineering	Hydraulic Engineer	SM1	1	Position established
	ESD Engineer	SM1	1	Position established
Capital Works, Contracts & Procurement	Project Administrator	ANU04	1	Position established
Asset & Maintenance	Contract Manager (Mechanical and Hydraulic)	ANU08	1	Position established
	Contract Supervisor- Fire Services	ANU06	1	Position established
	Contract Supervisor – Plumbing Services	ANU06	1	Position established
	Maintenance Planner	ANU05	1	Position established
Security	Associate Director Security	SM3	1	Position established
	Risk and Governance Manager	SM1	1	Position established

Timeline for Implementation

Milestone	Date
Meetings with directly affected staff	12 & 13 August 2025 [completed]
Release of Change Proposal & consultation opens	Thursday 14 August 2025 [completed]
Close consultation period (12:00 pm AEST)	Thursday 4 September 2025 [completed]
Collation of feedback and preparation of Implementation Plan	From Friday 5 September 2025 [completed]
Release of Implementation Plan	22nd October 2025
Opportunity for directly affected staff and the NTEU community to comment on Implementation Plan	22nd October to 29th October
Anticipated commencement of implementation	30th October 2025

During the 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 provide directly affected staff with an opportunity to comment on the Implementation Plan, to support staff participation and wellbeing, to ensure compliance with Enterprise Agreement and WHS obligations, and to 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
Jeremy Mathew	Chief Campus Environment Officer	cceo@anu.edu.au
Luke D' Aquino	Human Resource 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.

Implementation Process

Process and timing for filling positions in the new structure

Following consultation on this Implementation Plan and finalisation of the Implementation Plan, the process for transition 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 affected staff with continued employment.

If transitioning to a confirmed new structure results in minor adjustments or changes that directly flow from implementation the University may implement a limited placement process to support operational continuity. This process may include a combination of direct transfer, targeted expressions of interest, or broader recruitment activities, as appropriate.

Key stages in the process

1. Direct Transfer (no significant change to position)
2. Closed Expression of Interest (EOI) (where available)
3. Recruitment
4. Role Transition, Induction and Upskilling

Direct transfer

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

1. their position's duties and responsibilities remain substantially unchanged
2. the classification level is the same
3. 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.

At this stage, there are no Closed EOIs anticipated due to this process being solely focused on consideration of affected staff for new (or reduced) positions at the same classification level prior to formal redeployment. Unless new vacancies arise, the redeployment and recruitment processes will follow direct transfers identified in this plan.

Role Transition, Induction and Upskilling

Where existing staff roles are varied or staff transition into new or revised positions, the University will follow processes in accordance with the Enterprise Agreement to ensure staff are supported with the appropriate upskilling to support readiness for the new structure. This includes induction and training as deemed necessary by the local area's business needs. These options will be pursued as options wherever possible prior to recruitment.

Recruitment

Any positions that remain unfilled following a direct transfer or closed EOI process (as applicable), may then proceed to 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.

1. 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.

2. 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.

3. 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.

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 EAP webpage](#).

Staff seeking additional support or advice can contact:

Provider	Contact details
Assure	1800 808 374
Relationships Australia	(02) 6122 7100
Converge	https://services.anu.edu.au/human-resources/wellbeing/employee-assistance-program/converge

Additional support

Lifeline | Beyond Blue

Lifeline and Beyond Blue provide 24/7 support and resources for anyone experiencing difficult circumstances. If you're dealing with symptoms of depression, anxiety or distress, Lifeline and Beyond Blue will talk through the challenges you're facing and provide support for your mental wellbeing.

13Yarn (13 92 76)

13Yarn is a free and confidential service for Aboriginal and Torres Strait Islander people, that connects you to a Lifeline trained Aboriginal and/or Torres Strait Islander Crisis Supporter over the phone. This provider can be accessed at any time, offering a culturally safe space to yarn, where your story is heard without shame or judgement.

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.

UniSuper has an office on-site in Kambri where you can [book an appointment](#) to speak with a super consultant in person. Alternatively, UniSuper also offer online appointments.

MetLife 360Health

UniSuper members, and their immediate family, have unlimited, free access to a range of virtual health services provided by [MetLife 360Health](#).

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.

Further information is available on the [Guiding Teams through Change SharePoint](#) site.

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 Organisational Structure Chart](#)

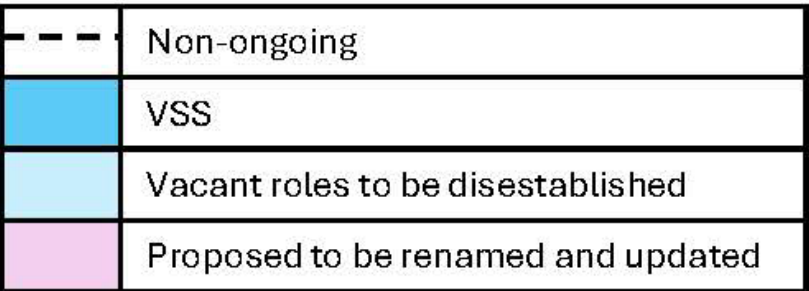
[Appendix 2 – Future Organisational Structure Chart](#)

[Appendix 3 – Position Descriptions for new roles](#)

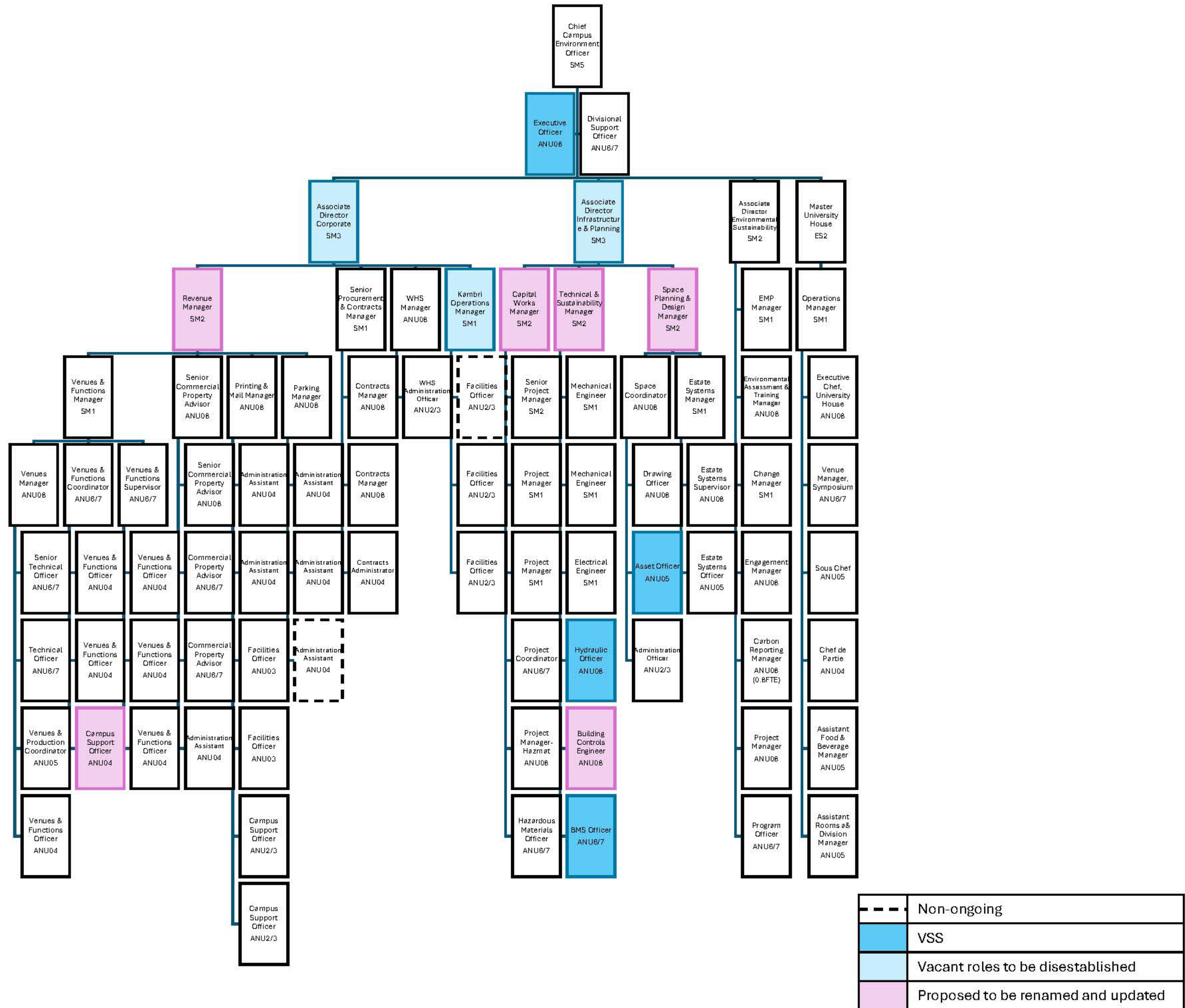
[Appendix 4 – WHS Psychosocial Risk Assessment](#)

[Appendix 5 – Organisational Change Proposal \[released 14 August 2025\]](#)

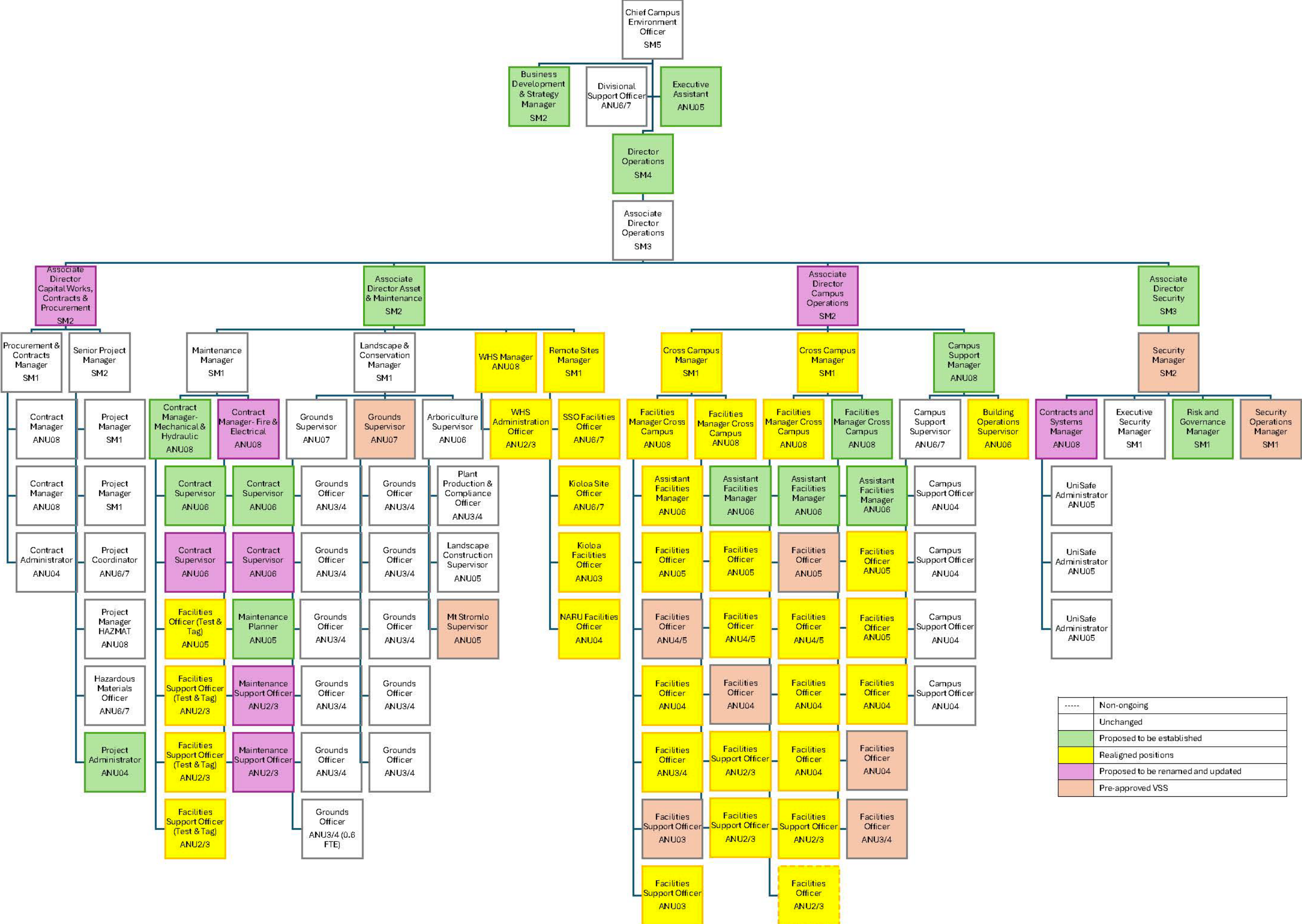
Page | 40



Current Organisational Chart (Part 2 of2)

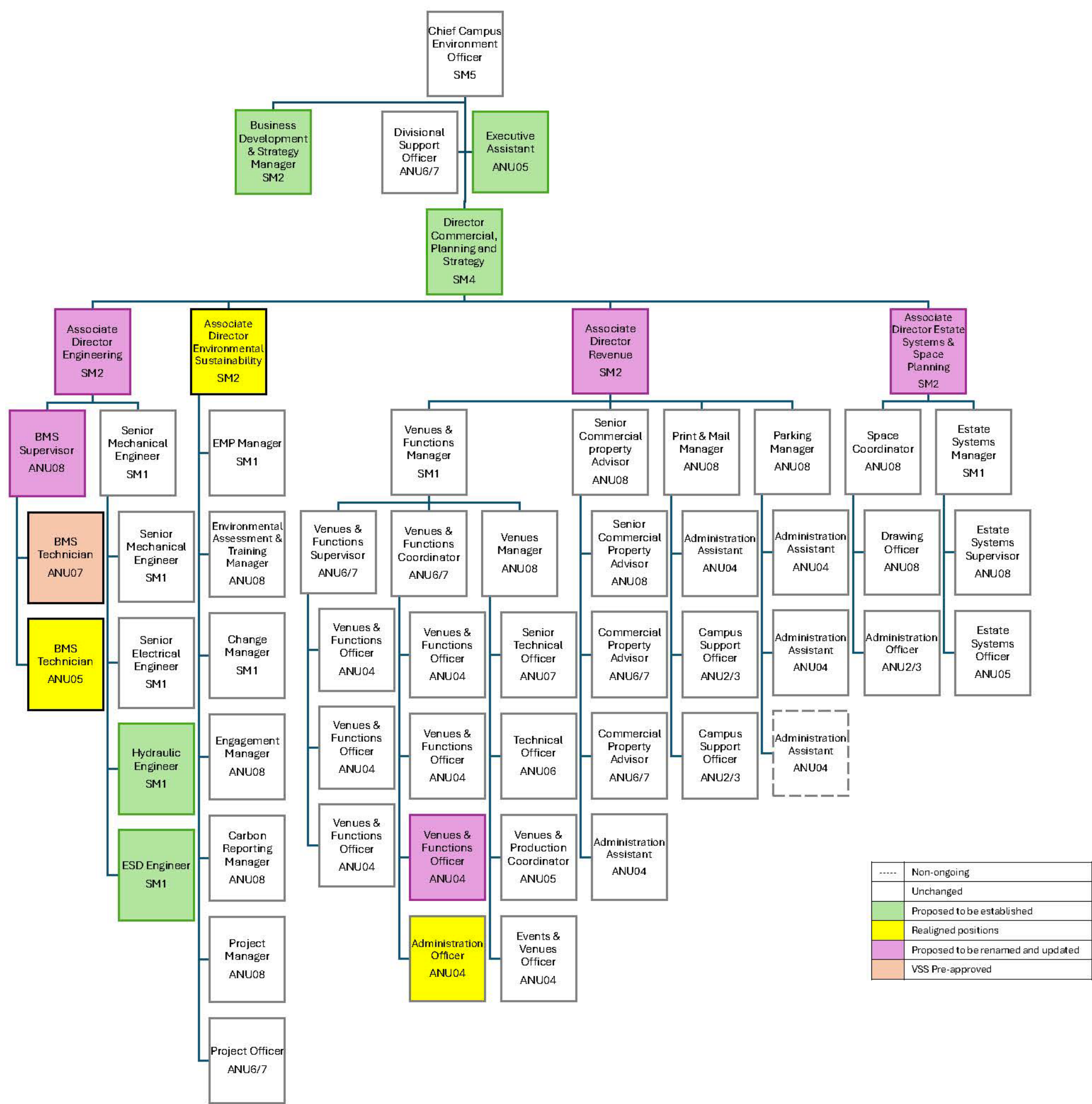


Appendix 2 – Future Organisational Chart (Part 1 of 3)



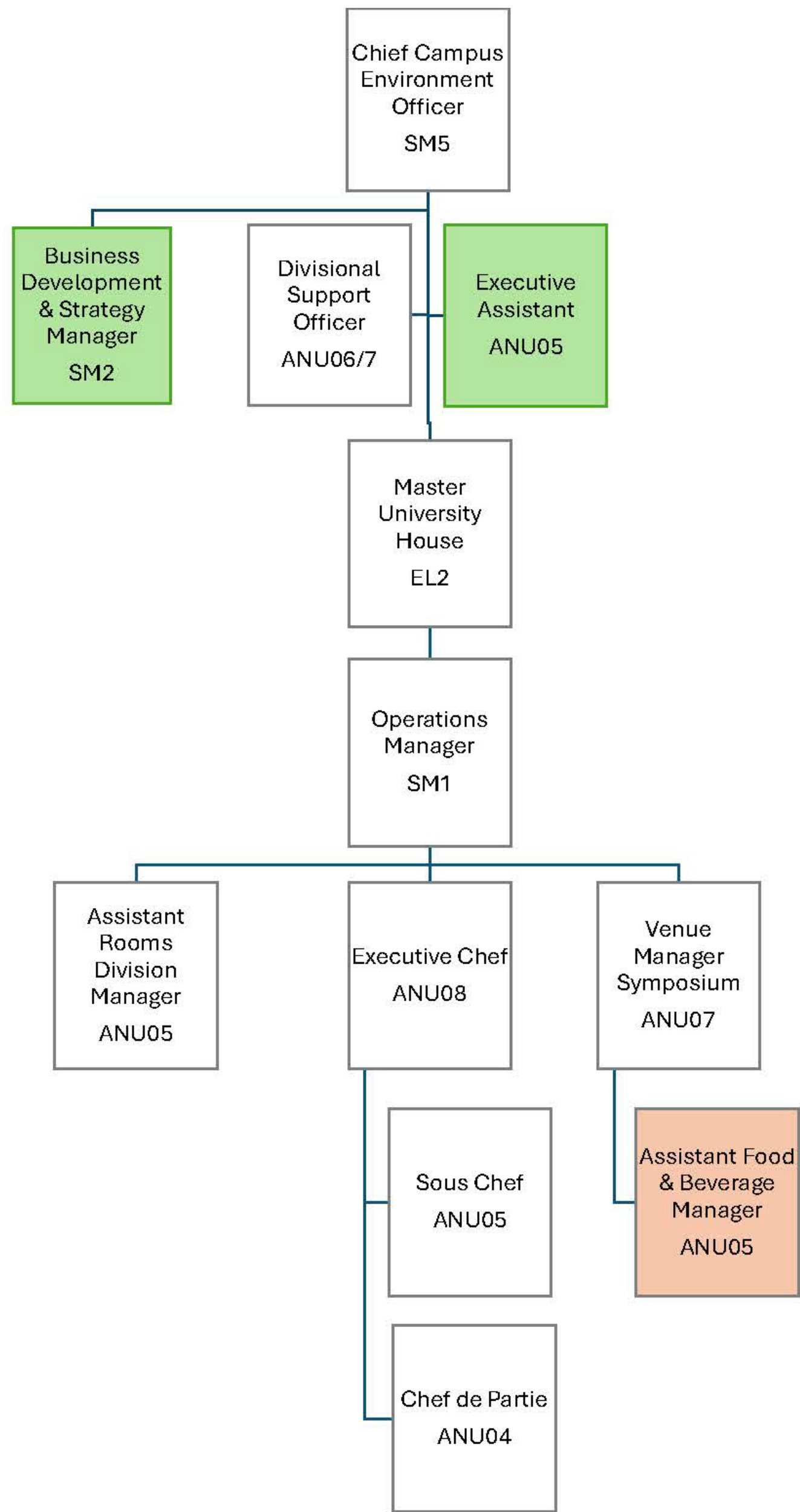
-----	Non-ongoing
	Unchanged
	Proposed to be established
	Realigned positions
	Proposed to be renamed and updated
	Pre-approved VSS

Future Organisational Chart (Part 2 of 3)



-----	Non-ongoing
	Unchanged
	Proposed to be established
	Realigned positions
	Proposed to be renamed and updated
	VSS Pre-approved

Future Organisational Chart (Part 3 of 3)



-----	Non-ongoing
	Unchanged
	Proposed to be established
	Realigned positions
	Proposed to be renamed and updated
	Pre-approved VSS

Appendix 3 – Position Descriptions for New Roles

(Click link [here](#))

Position Descriptions provided as part of this implementation plan retain the “*Draft*” watermark to indicate that minor adjustments may be made through ongoing consultation with affected staff and relevant stakeholders. These adjustments are not expected to alter the overall purpose, scope, or general duties of the roles as outlined. Unless otherwise communicated, staff should consider the duties and responsibilities described as accurate representations of their ongoing work.

Office of the CCEO

- Director Operations – Senior Manager 4
- Director Commercial, Planning and Strategy – Senior Manager 4
- Senior Manager Business Development – Senior Manager 2
- Executive Assistant – ANU05
- Associate Director, Asset and Maintenance – Senior Manager 2

Operations Portfolio

- Associate Director, Campus Operations – Senior Manager 2
- Campus Zone Manager – SM1
- Facility Manager – ANU08 (Admin)
- Assistant Facility Manager – ANU06 (Maint)
- Senior Facilities Officer – ANU05 (Maint)
- Facilities Officer – ANU04 (Maint)
- Facilities Assistant – ANU 2-3 (Admin)
- Associate Director, Security – Senior Manager 3
- Security, Risk and Governance Manager – Senior Manager 1
- Security, Contracts and Systems Manager – ANU 8 (Admin)
- Contract Manager – ANU08
- Contract Supervisor – ANU06
- Maintenance Planner – ANU05

Commercial Planning and Strategy Portfolio

- Hydraulics Engineer – Senior Manager 1
- ESD Engineer - Senior Manager 1

Appendix 4 – 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 WHS Psychosocial Risk Assessment enclosed to Appendix 1 of with the Change Proposal. The WHS Psychosocial Risk Assessment was therefore finalised and can be accessed [here](#).

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	- 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	- Set and communicate realistic job expectations. - Implement workload monitoring
Lack of role clarity	- Accurate job design. - Clear communication at team or individual work level about operational functions or roles.

Poor support	- 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	- 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	- 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 5 – Organisational Change Proposal [released 14th August 2025]

(Click link [here](#))