ANU Nixon Review: Community Reference Panel

Panel Chairs:

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Interactive Values Activity

In one word, what do you value most about ANU? *

* Join at: slido.com #1308 500
Survey open till the end of the presentation
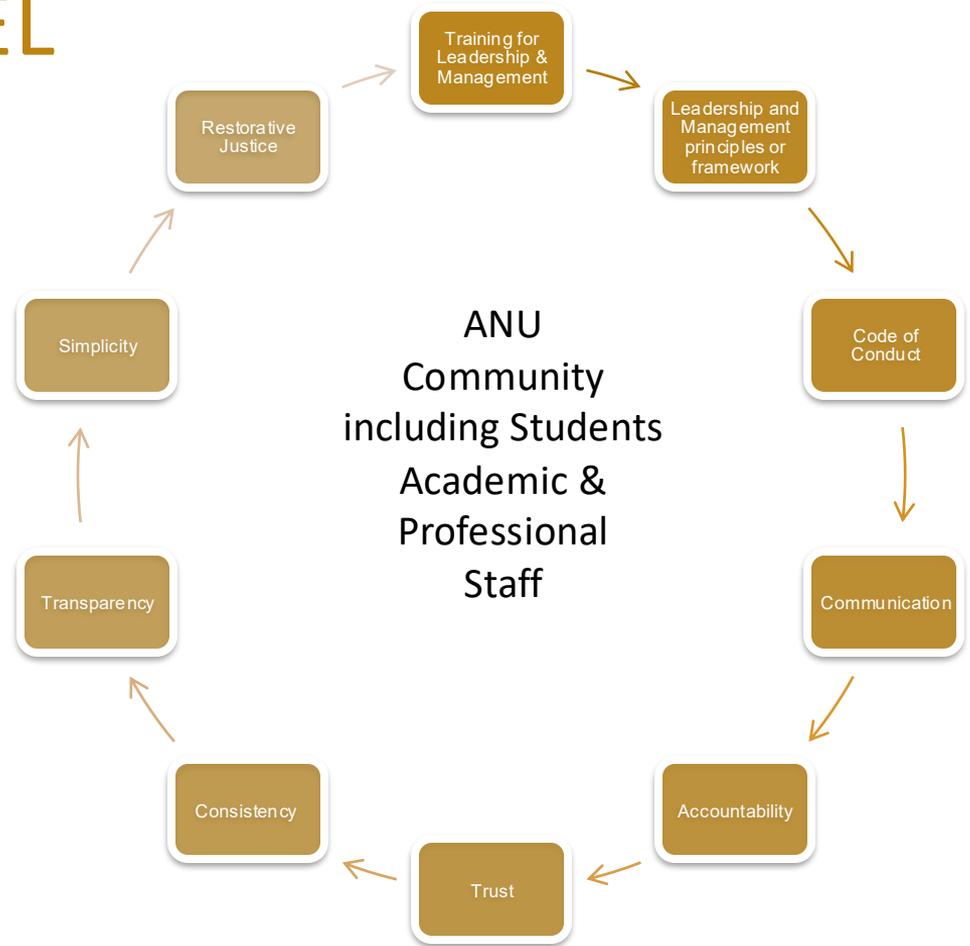
Terms of Reference

Purpose:

Facilitate a comprehensive Nixon Review Implementation Plan by:

➢ Consolidation of advice and recommendations

➢ To provide additional commentary

➢ Sense-testing and feedback

➢ Considering the totality of proposed actions and identifying any gaps

➢ Amplifying connections between working groups

➢ Connect outputs from different working groups into a coherent whole

➢ Provide implementation phasing recommendations

THE THEMATIC WHEEL

➢ 10 common themes found among all working groups

Restorative Justice

Training for Leadership & Management

Leadership and Management principles or framework

Code of Conduct

ANU Community including Students Academic & Professional Staff

Simplicity

Communication

Transparency

Accountability

Consistency

Trust

Theme 1: Leadership and Management Professional Development

Problem:

➢ Lack of continuity in leadership and management training

➢ No compulsory training for ANU managers or leaders

PROPOSED SOLUTIONS	Students	Academic staff	Professional staff
Normalise and create compulsory benchmarks for leadership and management training standards	Yes	Yes	Yes
Tailored training for Executives, e.g., AIM, Advance HE Senior Women's Leadership Program / Top Management Program, Executive Coaching, Online Executive Certifications (Harvard, MIT etc.)	No	Yes	Yes
Leadership and management training as management of institutional risk	Yes	Yes	Yes
KPI implementation for academic and professional staff	No	Yes	Yes

Problem:

➢ No University-wide leadership principles or framework

➢ Varying leadership and management expectations

➢ Absence of principles / framework and impact on promotion
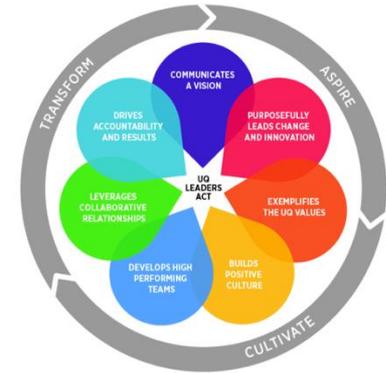
Above: UQ Leadership Framework

PROPOSED SOLUTIONS	Students	Academic staff	Profession al staff
Leadership Principles or Framework – to be introduced alongside new strategic plan	Yes	Yes	Yes
Fully integrated into training, recruitment and promotion guidelines	No	Yes	Yes
Introduction of Leadership 360 assessments and/or psychometric testing for senior leadership roles	No	Yes	Yes

Theme 3: Code of Conduct: Purpose, Implementation, Clarity

Problem:

➢ Unchecked Code of Conduct breaches

➢ Perception of 'untouchable' individuals, e.g., high income researchers, senior leadership members

➢ Lack of comprehensive discrimination clauses, e.g., SES / social class, antisemitism, is missing

➢ Significant power imbalances among University stakeholders

PROPOSED SOLUTIONS	Students	Academic staff	Professional staff
Set clear, positive behaviour expectations of all ANU community members, e.g., rewarding examples of positive campus culture impact, academic citizenry, mentorship, professional services work etc	Yes	Yes	Yes
Revise Code of Conduct with more detail around discriminatory behaviours, communication expectations, bullying and harassment examples	Yes	Yes	Yes
Rework process for reporting breaches with transparent timeframes for resolution	Yes	Yes	Yes
Produce clear communication guidelines / expectations for all ANU community members, e.g., Teams, email, phone, face-to-face dialogues, message groups etc.	Yes	Yes	Yes

Theme 4: Communication

Problem:

➢ Lack of communication consistency and continuity between key University stakeholders

➢ Website difficult to navigate / find information, out-of-date information

➢ Unreliable cascades of information from 'top-down' hierarchies

➢ Lack of holistic, shared true story about ANU and its overall identity

PROPOSED SOLUTIONS	Students	Academic staff	Professional staff
Full ANU website audit, review and rework, with emphasis on ease of navigation and information location, to be incorporated into new strategic plan	No	Yes	Yes
Future strategic identity to include examples of stories that underscore shared values	Yes	Yes	Yes
More clear, direct communication between stakeholders, removal of ambiguity, continuity of information between policies, procedures, and communications	No	Yes	Yes

Theme 5: Accountability

Problem:

➢ Lack of senior leadership, authority, governance committee, College continuity, or central responsibility for IDEA, to include implementation of action plans

➢ Perception of leaders as unaccountable for mistakes, some of which have / had community-wide impact

➢ No continuity or transparency around accountability, what it looks like

➢ Perception that people will not be held to account for Code of Conduct breaches

PROPOSED SOLUTIONS	Students	Academic staff	Professional staff
Introduction of new senior leadership role to include overall centralised governance of IDEA, campus community relations, especially for underrepresented groups	Yes	Yes	Yes
Introduce clear, actionable consequences for Code of Conduct breaches, mismanagement,	Yes	Yes	Yes
Accountability needs to encompass the possibility of negative consequences	Yes	Yes	Yes
Clear organisational statement of values	Yes	Yes	Yes

Theme 6: Trust

Problem: Deep institution-wide distrust

- ➤ of leadership and management
- ➤ of policy and procedural implementation and action
- ➤ of future job security
- ➤ thereby resulting in intensive use of external forums, e.g., Reddit

PROPOSED SOLUTIONS	Students	Academic staff	Professional staff
Consistent, timely, clear and transparent communication lines between senior leadership and campus community (more than 'On Campus' newsletter)	No	Yes	Yes
Whole-of-University creation of new ANU Strategic Plan with multiple ways to contribute, eg, working groups, surveys, open feedback portals etc	Yes	Yes	Yes
Reassure community of end-of-year financial position, job security, and articulate plans for 2026 strategic planning	No	Yes	Yes

Theme 7: Consistency

Problem:

- Inconsistent communication

- Inconsistent applications of policy and procedure, e.g., workload models

- Inconsistent application(s) of Code of Conduct. Cuts across accountability – applies to some areas / individuals and not others

- Competing demands and priorities increase likelihood of problematic behaviour, e.g., cutting corners, mistakes, oversights of policy and/or procedure

PROPOSED SOLUTIONS	Students	Academic staff	Professional staff
Improve consistency in lines of communication through 'On campus', formalised tabling of items from SLG through to College and School-level leadership groups	Yes	Yes	Yes
Ensure University-wide leader and manager awareness–and implementation–of policy and procedure, especially related to WHS, workload	Yes	Yes	Yes
Act consistently on Code of Conduct breaches to restore trust in staff that breaches will be actioned accordingly.	No	Yes	Yes

Theme 8: Transparency

Problem:

➢ Perception of lack of real transparency of financial position of University

➢ Perceived and real conflicts of interests in senior leadership: investigations, governance, committees, tender and procurement processes

➢ Perception of excessive expenses among senior leadership

➢ Perception of consultants as unnecessary expenditure

PROPOSED SOLUTIONS	Students	Academic staff	Professional staff
Cut expenditure on consultants, engage and leverage academic, professional staff and students to solve problems, create strategic plan and identity for ANU	Yes	Yes	Yes
Identify and remove all conflicts of interests in governance committees by the beginning of 2026	No	Yes	Yes
Senior leadership group to declare annual expenses to University community	No	Yes	Yes

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Theme 9: Simplicity

Problem:

➢ Complex processes, information infrastructure, e.g., Figtree

➢ Quantity of reviews and changes, recommendation implementations

➢ Multiple and multi-dimensional priorities requiring whole-of-University reform

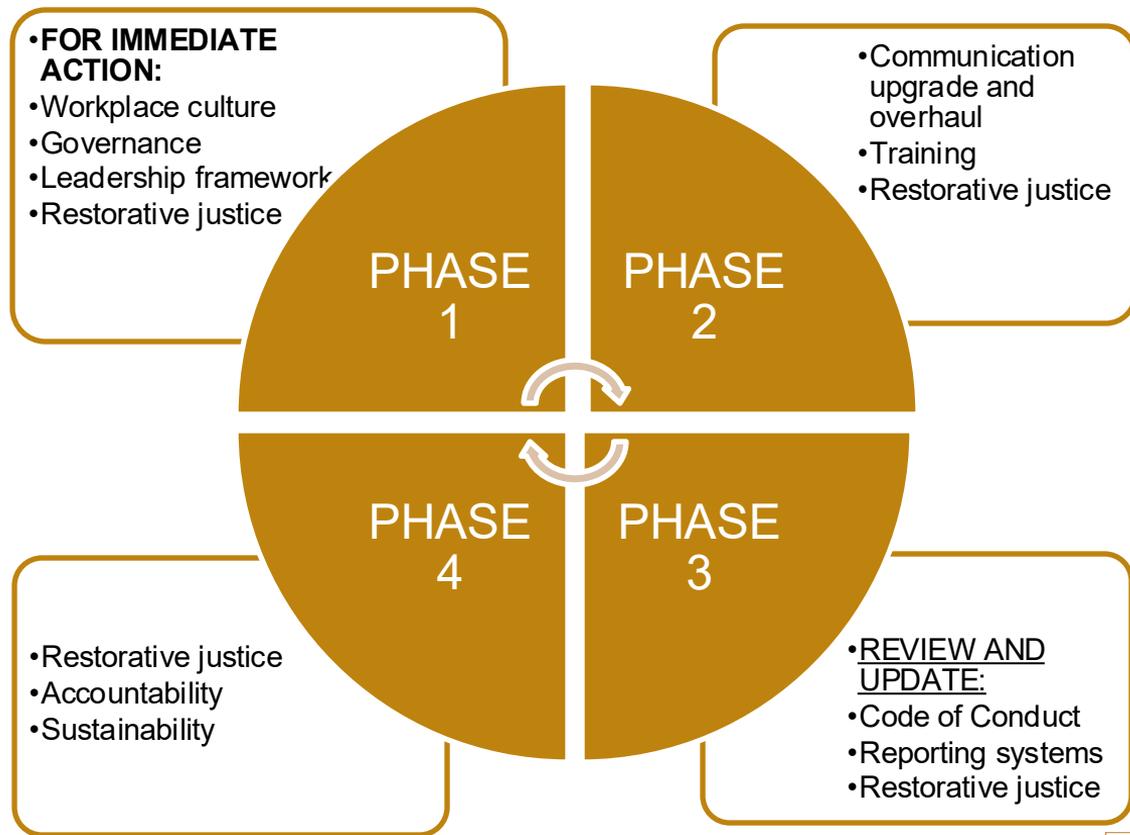| PROPOSED SOLUTIONS	Students	Academic staff	Professional staff
Review major processes, to include complaints, WHS reporting, associated reporting infrastructure and ensure these are simplified, easy to navigate, clear, and fit for purpose	No	Yes	Yes
Nixon Steering Group and Community Reference Panel to create joined-up recommendation implementation strategy with realistic and achievable (SMART) timeline	Yes	Yes	Yes

Theme 10: Restorative justice / practice

Problem:

➢ University-wide impact of Renew ANU

➢ Impact on mental health

➢ Continuing psychosocial safety and WHS risks

➢ Unresolved complaints and grievances

| PROPOSED SOLUTIONS	Students	Academic staff	Professional staff
Continue with plan 'Advance Restorative Practices at ANU' with establishment of Expert Working Group, continuation of scoping activities, staff consultation mechanisms / period and timeline for pilots	No	Yes	Yes
Immediately identify and address areas of high psychosocial and WHS risk and implement immediate, short, medium, and long-term plan for reduction of risks	No	Yes	Yes
Continue to address impact on staff mental health by providing access to counsellors / counselling, more EAP appointments, private therapy / counselling that may be reimbursed	No	Yes	Yes

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PHASED IMPLEMENTATION STRATEGY (PROPOSAL)

- **FOR IMMEDIATE ACTION:**
- Workplace culture
- Governance
- Leadership framework
- Restorative justice

- Communication upgrade and overhaul
- Training
- Restorative justice

PHASE 1

PHASE 2

PHASE 4

PHASE 3

- Restorative justice
- Accountability
- Sustainability

- REVIEW AND UPDATE:
- Code of Conduct
- Reporting systems
- Restorative justice

Executive commitments for success

- ➤ Embedding, leading and exemplifying positive cultural change

- ➤ Implementing all Nixon report recommendations with key reference to Recommendation 2

  - ▪ *Ensur[ing] accountability by having an external reviewer monitor progress*

  - ▪ *Report to Council and University community on actions taken, structural issues addressed, and accountability measures enforced*

- ➤ Respond openly to all Working Group recommendations
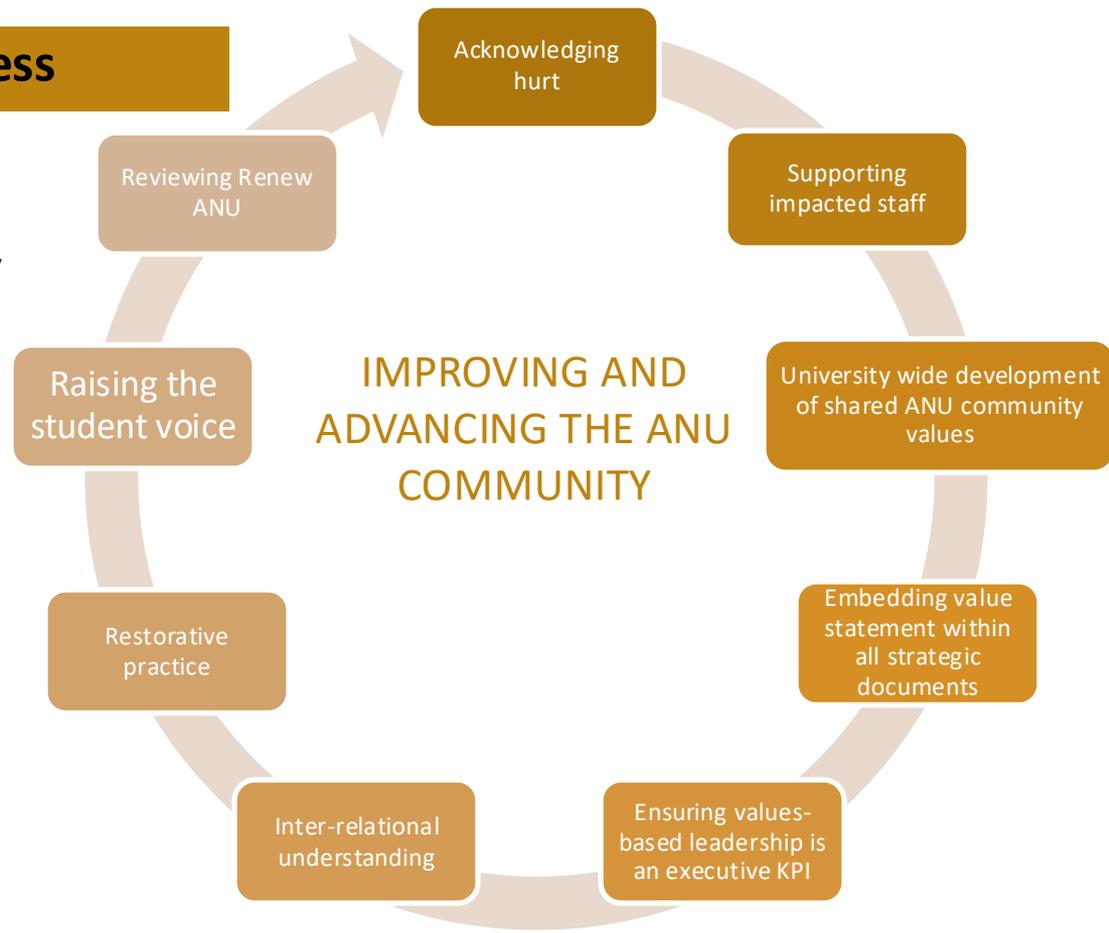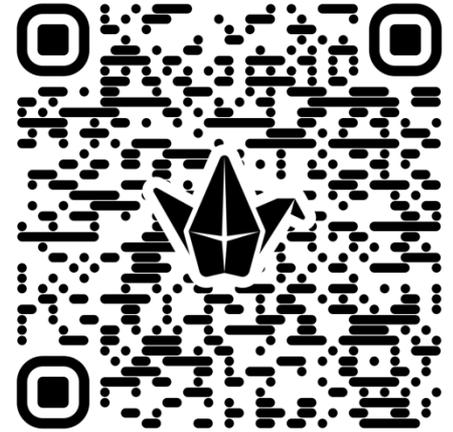
Acknowledging …

- ➤ Harm that has been done and people have been impacted

- ➤ The University needs to accept responsibility

- ➤ Need to look at the past in order to move forward to ensure this does not happen again.

IMPROVING AND ADVANCING THE ANU COMMUNITY

- Acknowledging hurt
- Supporting impacted staff
- University wide development of shared ANU community values
- Embedding value statement within all strategic documents
- Ensuring values-based leadership is an executive KPI
- Inter-relational understanding
- Restorative practice
- Raising the student voice
- Reviewing Renew ANU

Values Statement – Interactive Padlet

The Nixon Reference Group recommends the co-design and co-creation of an overarching value statement. Developing shared, ANU community values will form a key part of future strategic planning. Our values should be embedded within all strategic documents at ANU. Clarifying our purpose and values as an institution and how this informs the content and processes of our work across all levels and roles, is a key foundation for implementing recommendations implementation and moving forward.

- **What should the value statement include?**

- **Should the overarching value statement be accompanied by a list of shared values?**

- **How should we organise the shared value statement so that everyone has an opportunity to contribute?**

- **Use the QR Code, or click here for the padlet**

Beyond the Nixon Report

Issue/Theme	Required Actions	Community questions
Student voice	The University has a responsibility to listen, guide and embrace our students and their diverse views. Including students on all University governance committees. Respecting and listening to students is core to a great student experience.	• How do we create that supported environment? • How can we expand range of student voices to include students who aren't involved in student politics?
Inclusive community and culture	Developing a culture of inclusion and belonging on campus. Recognising, acknowledging and celebrating Aboriginal and Torres Strait Islander, First Generation, LGBTQIA+, CALD, and diverse ANU communities.	• How can we be a more inclusive community? • How do we improve belonging for everyone at ANU? (PRES, QILT, ANU Survey data / results)
Inter-relational issues	Many issues identified are inter-relational – Gender, behaviours, leaders to staff, students. Acknowledge, understand and improve awareness of power relations and imbalances.	• How to embed Inter-relational training for everyone across university? • The same or tailored to group/cohort? • How to empower students and staff?
Renew ANU	Review of all implementation plans as per Clause 70.19 of the Enterprise Agreement. Include impacted people and areas in review , seeking to improve and acknowledge.	• Does there need to be accountability before any new Code of Conduct etc is in place? • How can we develop a better method of change?
Restorative practices	A system of restorative practices to be developed and embedded as continuous practice to enable inclusion and enhance relationships.	• How can restorative practices enhance our culture? • How can restorative practices be embedded in our existing systems?

'QUICK WINS'

➢ Executive commitments for success

➢ Acknowledging hurt and harm

➢ Accepting responsibility

➢ Commitment to including the ANU community in implementing actions

➢ Commitment and transparent actions in supporting impacted staff

➢ University wide co-creation of shared ANU community values

➢ Commitment to whole-of-University involvement in development of strategic plan

➢ Embedding value statements within all strategic documents

➢ Creation of senior leadership role to consolidate IDEA and culture

➢ Ensuring Values-based leadership is an executive KPI