

Academic Portfolio

Implementation Plan

Australian National University

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Change Log

- 5 December 2025: V2 published to correct link to Position Description PDFs on Page 93 (SEEM)
- 10 December 2025: V3 published to remove out of scope position number on Page 55 and to add updated Position Description files on Page 93–95 (SEEM and IFS)

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Introduction

On 3 July 2025 the University released an Organisational Change Proposal for the Academic Portfolio (hereafter referred to as ‘the Portfolio’) to all University staff. The formal consultation period ran from 31 July until 28 August 2025. Three townhalls were held during this period with Portfolio and potentially impacted College staff, which provided an opportunity for staff to ask questions and seek further clarification on the proposal. Recordings of these townhalls were made available to staff via publication on the University’s Renew ANU website.

This document, the Implementation Plan, summarises some of the key details of the Change Proposal, outlines the consultation and changes arising from the consultation process, and details the implementation schedule in line with the Organisational Change and Consultation provisions of the *ANU Enterprise Agreement (2023 – 2026)*.

Background to the Change Proposal

The Australian National University (‘ANU’ or ‘the University’) is Australia’s national university and has a unique history among Australian universities. Our story dates back more than 75 years as a university and more than 20,000 years as a meeting place to share knowledge by our First Nation custodians. We were established by an Act of Federal Parliament to provide Australia with a national centre of research, learning and teaching that would help shape and hold conversations that have built the world around us. As set out in our current Act, ANU was founded to advance and transmit knowledge “by undertaking research and teaching of the highest quality”.

The enduring mission of the University remains. From the global financial crisis, to pandemics, along with discoveries of emergent fields and ways of thinking, it has never been more critical to refocus and reshape ANU to address the research and educational challenges of present and future Australia.

Renew ANU

Renew ANU involves a series of transformation initiatives commenced in October 2024 that aims to reshape the University’s structure and operating model to ensure long-term academic excellence, financial sustainability, and alignment with its national mission. The program takes a strategic, phased approach to organisational change, guided by clear principles and extensive consultation.

The University is facing a confluence of external and internal pressures that make significant transformation both critical and necessary. In response, and in consultation with staff, the University has already implemented a series of strategically aligned activities. A comprehensive list of these activities is available on the Renew ANU website.

Renew ANU change approach and principles

After University-wide consultation with staff and representatives in May 2025, Renew ANU finalised an “Approach to Change” and a set of Change Principles to guide future organisational changes across Colleges, Portfolios and Service Divisions. The aims were to streamline services and remove duplication, pursue non-salary efficiencies through the Expenditure Taskforce, and develop phased, locally led proposals with appropriate governance. On the academic side it emphasised alignment with ANU’s national mission and excellence, financially sustainable planning, and ongoing program review including digital learning. The operating model principles focused on mission-focused transition, role clarity for leaders, consistent roles and services, collaboration with shared governance and functional ownership, data-driven resource allocation, streamlined processes and systems, and clear professional staff career pathways.

Following on from the appointment of the Interim Vice-Chancellor in September 2025, the Renew ANU program continues to progress, moving from proposed structural redesigns to the implementation of confirmed strategic changes. The program is now focused on embedding

these changes, ensuring alignment with institutional priorities, and stabilising operations after an extended period of reform activity.

On 18 September 2025, the University announced that the overall financial outlook for the University had improved, with higher than anticipated uptake of the Voluntary Separation Scheme (VSS), increased rates of staff attrition, retirements and vacancy management leading to significant salary savings across the University. Involuntary redundancies are no longer part of this Implementation Plan and the plan focuses on appropriately and fairly mapping, and transferring staff where required.

The strategic intent and principles of Renew ANU remain unchanged. Under the Interim Vice-Chancellor's leadership, the program is entering a phase focused on achieving sustainable change. This phase is defined by disciplined execution, evidence-based decision-making, and a renewed emphasis on engagement, capability, and institutional cohesion, all key drivers of sustainable change outcomes. This Implementation Plan follows on from the Change Proposal previously issued for the Portfolio, incorporating changes made as a result of the consultation process. The University remains committed to completing this process in a coordinated and transparent manner, consistent with the principles of Renew ANU and the guidance provided by the Interim Vice-Chancellor.

Context and rationale for original change proposed

As part of Renew ANU, the University is reshaping how academic services are delivered to ensure they are streamlined, sustainable and aligned with our national mission. In the context of the Academic Portfolio Change Proposal, academic services refer to the core professional and strategic services that directly support the University's education mission - from the management and enhancement of curriculum and program delivery through to student support and experience.

The Change Proposal set out a case to align core academic functions, comprising services that are currently delivered across ANU, specifically within Colleges. Aligned with Renew ANU principles, it focused on improving coordination, reducing duplication and establishing clear, centre-led functional ownership, ensuring that professional services supporting education are consistent, strategic, and student-centred.

The Change Proposal outlines the University's key drivers, including detailed financial context, that form the rationale for the case for change.

Significant salary savings have been achieved through the Voluntary Separation Scheme and vacancy management. The University is now focused on building capability and strengthening core academic functions to support staff, empower students, and adapt to the evolving needs of the University and its community.

Summary of original changes proposed

The Change Proposal was issued on 31 July 2025 and proposed:

- Disestablishment of twenty-two (22) roles via VSS
- Disestablishment of forty-four (44) vacant roles
- Realignment of one hundred and forty-seven (147) roles
- Realignment of sixty-nine (69) Student Administration roles (ANUO5 and ANUO6/7 levels) via a placement process
- Reduction of twenty-seven (27) roles via closed EOI processes
- Establishment of seventeen (17) new ongoing roles and three (3) new fixed-term roles

Overview of consultation process

Consultation period

On the 29th and 30th of July 2025, affected staff in the Portfolio and Colleges were invited to attend meetings with senior leaders and People & Culture representatives to hear about the proposed change, its impact on their roles, the support available, and the consultation timelines.

On 31 July 2025 the Deputy Vice Chancellor (Academic) announced the proposed changes at a townhall for all Portfolio and potentially impacted College staff, where the Provost, the Chief Operating Officer and the Chief People Officer joined as panellists alongside the Division leaders. The Change Proposal was released on the Renew ANU webpage and shared with the NTEU.

The formal consultation period commenced on 31 July and closed on 28 August 2025, with feedback submitted via the dedicated Renew ANU feedback link and Organisational Change email.

During the consultation period, over 15 small group consultation meetings were held with colleagues across ANU. These sessions were attended by the Deputy Vice Chancellor (Academic) and/or Division leaders, and allowed staff to discuss the proposal in detail, raise role specific questions, and provide feedback in a more interactive setting.

Six (6) workshops were held on key strategic areas including enquiry management, student academic support, work integrated learning and careers and employability, and education support/curriculum. These sessions explored the service catalogue and proposed changes in detail and sought input from those who would potentially be in roles in these key areas.

Leaders also provided drop-in sessions for staff to ask questions and provide feedback.

Additional information on the current work completed by staff was sought from all affected staff via a Rapid Discovery Tool. The tool provided additional data on the tasks currently undertaken by staff in the Portfolio and Colleges and assisted in confirming any roles that should be removed from scope, for example professional accreditation and education technologists. This data set also assisted in the placement process.

Throughout the consultation period, regular updates were provided through the DVCA Newsletter.

A recording of the townhalls were made available on the Renew ANU page. The Change Proposal was clicked 812 times. The Townhall recording, held 31 July was viewed 333 times and the Townhall recording held 29 August was viewed 83 times.

In addition to the Change Proposal and recordings, the following support information was provided on the Renew ANU page:

- Frequently asked questions; and
- Wellbeing and support services.

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

A full consultation log is provided in [Appendix 7](#).

Overview of feedback received in response to the proposal

During the consultation period, a total of 1,158 submissions were received in response to the Change Proposal, which have been genuinely considered by the University. This feedback was predominantly attributable to the five substantive areas proposed for change:

- Office of the Deputy Vice Chancellor (Education),
- Student Engagement and Education Management (SEEM),
- Experience, Wellbeing and Inclusion (EWI),
- Learning and Teaching (L&T), and

- International and Future Students (IFS).

Additionally, much of the feedback focused on the proposed staff placement process. The feedback has been analysed and grouped into themes. The summarised feedback and University's response are outlined in the tables below.

Office of the Deputy Vice-Chancellor (Education)

Summarised Feedback	Response and/or Change in Implementation Plan
While no submissions commented directly on the structure of the Office of the DVCE (ODVCE), much of the feedback across the wider Portfolio highlighted several consistent themes: • the need for clearer workflows and accountability across education functions • visible leadership that reduces fragmentation and duplication • stronger connections with Colleges, Associate Deans and functional teams • improved responsiveness, communication, and consistency of advice • better coordination of projects, reporting, and cross-portfolio initiatives • a desire for simpler engagement pathways with the Portfolio ("one front door").	We have genuinely considered and used this body of feedback as an opportunity to redesign the ODVCE so it can better support the DVCE and the University to achieve its education goals. The future-state structure brings together strategy, executive support, project delivery, reporting, and engagement into a single, coherent team anchored by a Director, Education Portfolio. This role is being established as an 18-month fixed term position. This design strengthens our ability to lead whole-of-institution education work rather than operating as separate units with fragmented responsibilities. The new structure aims to deliver: A single, visible point of coordination for the portfolio. The Director, Education provides unified operational leadership across all DVCE functions, improving clarity, reducing duplication, and ensuring consistent standards and decision-making during implementation. A coordinated Executive Support Hub. Rather than separate EA and support arrangements operating in isolation across different teams, the new model creates a coordinated approach to executive support. This strengthens coverage during peaks, leave or vacancies; lifts consistency and quality of documentation; and ensures the DVCE and senior leaders receive responsive, reliable support. It also enables shared standards, aligned ways of working, and smoother handover between staff when needed. Aligned strategic advisory functions across SM5 and SM2 roles. The structure clarifies the distinct but complementary responsibilities of these senior roles. The Director (SM5) provides whole-of-portfolio leadership, integrating strategy, planning, performance, reporting and delivery across all DVCE functions. The Director leads cross-portfolio and university-wide alignment, ensuring DVCE initiatives connect with institutional priorities and sector expectations. Two Senior Advisors (SM2) provide coordinated analytical, planning and project support across the portfolio. The Senior Strategic Advisor (SM2) supports planning, coordination, analysis and preparation

	of briefing materials for DVCE priorities, ensuring clear information flow and alignment of work across the portfolio. The Senior Advisor, Program Delivery & Insights (SM2) anchors the portfolio's reporting, analytics, planning discipline and delivery rhythm, ensuring the portfolio's operation is evidence-based and coordinated. Together, these roles form a unified advisory and coordination function that supports the Director's leadership, strengthens consistency, and avoids parallel or competing pathways. Integrated project delivery and reporting capability. Bringing Strategic Reporting, analytics, and Senior Project Officers together into a single Program Delivery & Insights team strengthens planning, sequencing, escalation pathways, and benefits realisation. It creates a portfolio-wide team that can manage interdependencies early and reduce "coordination load" across teams. Clearer support for PVCs, Portfolio Directors, Colleges and cross-ANU engagement. The Senior Advisors provide whole-of-portfolio analysis and policy advice, aligning recommendations and avoiding parallel or siloed processes. The Engagement Manager ensures a consistent tone, coordinated communications, and stronger relationships across the University. A framework for high-performing, service-oriented practice. The ODVCE will introduce key pillars of service orientation, responsiveness, agility, and cross-ANU visibility that set expectations for how the team operates and interacts with Colleges, Schools, students, and partners. These behaviours will underpin the new structure and will shape recruitment, performance, and continuous improvement. The DVCE portfolio will also raise the profile of education and education leadership across the ANU. Key leaders who support and design both College and University-wide initiatives are the Associate Deans Education (ADEs). To support their University-wide activities, acknowledge workload, and reinforce their strategic leadership, the DVCE portfolio will create a platform for the ADEs. They will work closely with the PVC Learning and Teaching and report for 0.4 FTE to the DVCE. This refresh of ADE arrangements was detailed in the Change Management Plan, and will now sit under the Office of the Deputy Vice-Chancellor (Education).
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Changes to be implemented following feedback:

The Portfolio will change its name from Academic to **Education**, reinforcing the importance of education as a central pillar of the Portfolio's mission alongside research and engagement. Six (6) College Associate Deans (Education) will be located in the Office of the Deputy Vice-Chancellor (Education) for 0.4 FTE of their role.

Reporting line changes:

- Two (2) positions will report to the Director, Education:
 - Senior Strategic Advisor, DVCE, SM2
 - Senior Advisor, Program Delivery & Insight, SM2
- Three (3) positions will report to the Senior Strategic Advisor, DVCE, SM2:
 - Executive Officer, ODVCE ANUO8
 - Executive Officer, AQ SM1
 - Engagement Manager, ODVCE ANUO8
- Two (2) positions will report to the Executive Officer, ODVCE ANUO8
 - Executive Assistant to DVCE ANUO6/7
 - Executive Support Officer, ODVCE ANUO6/7
- Two (2) positions will report to the Senior Advisor, Program Delivery & Insights, SM2
 - Senior Project Officer, Office of the PVC L&T, ANUO8
 - Senior Project Officer, Office of the PVC IFS, ANUO8

Student Engagement and Education Management (SEEM)

A large portion of feedback received by the portfolio related to the new SEEM division. The themes of this feedback are summarised below. Positive feedback was received on the intention to centralise and provide consistency of service for students. Many concerns relate to the transition into the new structure and ways of working and these are explored in the transition plan. The division has been changed to Student Engagement and Education Management to align with the Portfolio name change from Academic to Education. Position titles were also updated accordingly.

Summarised Feedback	Response and/or Change in Implementation Plan
Support for Academic colleagues We received significant feedback on the impact on support for academic colleagues as a result of the proposal, including: • lack of clarity of how to access professional colleagues • transfer of workload to academics • academic decision-making support • process changes without consultation	The Portfolio recognises the importance of clarity regarding how academic colleagues will interact with the SEEM division on an ongoing basis. The Student Education Support team includes college liaison roles (Education Liaison) that are a specific contact point and a large team of people that will ensure continuity of knowledge and service from the decentralised model to the new centralised model. It is important to note that centralisation will require a recalibration of service and support to our colleagues. The transition to the new structure and ways of working will occur with ongoing consultation and co-design opportunities, including process improvement and prioritisation workshops.

	Change: Additional leadership roles have been added in this team to ensure decision making remains agile and appropriate (see Management Roles below).
Results and Timetabling workloads Feedback regarding the results and timetabling functions were raised during the feedback period and in subsequent discussions. Concerns relate to uneven capacity across colleges, low resources allocated in SEEM to this work, and the criticality of working closely with academic colleagues during peak times.	Change: A dedicated team will be co-located within CBE to support all colleges with the critical functions of results and timetabling. The team will include experienced staff who have established relationships with academic colleagues.
Student support We received feedback that the changes may have a detrimental impact on the student experience. Stakeholders raised concerns that taking expertise out of student access may lead to a degradation of service.	Supporting students remains a core priority for the Portfolio. The valued staff who currently provide high-quality advice and assistance will continue to do so, and their expertise will remain available to students. The service model will evolve during 2026 in partnership with students, with ongoing opportunities to shape how support is delivered and to ensure the model reflects their needs. We also commit to regular review to safeguard service quality. Student support will be provided through several teams located across the 3 (three) Hub sites, allowing students to access timely advice, and ensuring streamlined referral to staff with deeper or specialised knowledge whenever required.
Management Roles Feedback was received that the SEEM portfolio required additional management level positions, especially in the Student and Academic Services team, to ensure appropriate delegation, decision-making and escalation points. Feedback was also received that two positions in the new SEEM proposal were similar to roles removed in the Implementation Plan Academic Portfolio November 2024:: Deputy Manager, Prizes and Conferral, and Head, Student Engagement.	As part of the transition, the Portfolio will undertake a review of delegations and decision-makers to ensure decisions are made at the appropriate level and by the appropriate staff. Change: The structure for SEEM has been adjusted to include seven (7) additional SM1 and ANU08 management roles, recognising the importance of strong leadership and clear decision-making to support students and colleagues. These positions will strengthen oversight, ensure appropriate escalation points, and improve workload distribution across the portfolio. New management positions added to structure: • 2 x SM1 Manager, Student Education Support positions • 1 x SM1 Manager, Student Communications and Events

	• 1 x ANU08 Deputy Manager, Student Education Support position • 1 x ANU08 Deputy Manager, Student System Support • 1 x ANU08 Deputy Manager, Student Events • 1 x ANU08 Deputy Manager, Professional Accreditation In light of these strengthened management arrangements, the fixed term SM1 Manager, Transition role has been removed. Regarding the two roles raised in feedback: • the Deputy Manager, Prizes and Conferral has been removed from this Implementation Plan following review; and • the new Head, Student Engagement role is substantively different from the former SM3 position due to its changed responsibilities and more strategic focus (and is therefore maintained in this Implementation Plan).
Implementation Feedback included concerns regarding the transition to the centralised model, including: • how teams will work • how colleagues will access colleagues • how processes might change	We acknowledge the uncertainty regarding these issues. We are continuing to confirm the physical locations of student service counters and staff workspaces, with support from Campus Environment and Colleges. While these arrangements are being finalised, staff will remain in their current locations. The SEEM division will operate across several physical sites to ensure that appropriate staff remain accessible to both students and colleagues. Importantly, decision-makers and delegations will not change simply because of the structural shift. Any changes to processes, workflows or decision-making points will be introduced gradually following review and consultation, to support the core principle of consistent and reliable service.
Service Catalogue Feedback was provided outlining several suggested amendments, additions and deletions to the Education Portfolio Service Catalogue.	Change: We have incorporated the suggested amendments wherever appropriate into the Education Portfolio Service Catalogue included in this Implementation Plan. We are grateful for the care and attention colleagues brought to this feedback, which has strengthened the clarity and accuracy of the document.

	The revised Education Portfolio Service Catalogue, reflecting this high-quality input, is provided in Appendix 6 .
Structure Feedback was received regarding specific teams and opportunities for changes to roles to increase the efficiency of those teams. Specific suggestions were made for changes to levels of roles in some teams including Academic Compliance, Student Events and Timetabling, removal of other roles, and changes to the Student Assistance ANUO4 roles for breath of experience.	Change: In response to the feedback provided, the following amendments have been made to the proposed structure: • Academic Compliance – 1 × new ANUO5 position has been changed to 1 × new ANUO6/7 position, recognising the level of responsibility required. • Timetabling – 2 × new ANUO5 positions have been changed to 2 × new ANUO6/7 positions, again reflecting the complexity and responsibility of these roles. • Transition and Retention – 1 × new ANUO5 SET4ANU Officer position was identified as not required and was removed. • Student Events – 1 × new ANUO6/7 position has been changed to 1 × ANUO5 position to achieve better balance across the team. • One additional ANUO5 added to Student Conduct and Appeals In addition, feedback has informed the decision for the Future Students Enquiry Team to remain within the International and Future Students division.

Changes to be implemented following feedback:

Additional management positions introduced:

- 2 x SM1 Manager, Student Education Support
- 1 x SM1 Manager, Student Communications and Events
- 1 x ANUO8 Deputy Manager, Student Education Support
- 1 x ANUO8 Deputy Manager, Student System Support
- 1 x ANUO8 Deputy Manager, Student Events
- 1 x ANUO8 Deputy Manager, Professional Accreditation

Roles removed:

- 1 x SM1 Manager, Transition
- 1 x ANUO8 Deputy Manager, Prizes and Conferral
- 1 x ANUO5 SET4ANU Officer

Amendments to team roles and responsibilities:

- **Academic Compliance:** 1 x new ANUO5 position upgraded to ANUO6/7 to reflect responsibility.
- **Timetabling:** 2 x new ANUO5 positions upgraded to ANUO6/7.
- **Student Events:** 1 x new ANUO6/7 position adjusted to ANUO5 to balance the team.
- **Student Conduct and Appeals:** 1 x ANUO5 additional position.

- **Future Students:** The Future Students Enquiry Team will remain within the International and Future Students division.
- **Results & Timetabling:** A dedicated team located in CBE to be collaboratively designed, to manage volume of timetabling and results.

Experience, Wellbeing and Inclusion (EWI)

There was a large amount of positive feedback for the proposed Experience, Wellbeing and Inclusion structure. Positive comments related to the opportunity to provide more service and different types of service through Student Health and Wellbeing in particular. Other positive feedback related to improved capacity to meet some of the University's legislative and standards requirements.

Summarised Feedback	Response and/or Change in Implementation Plan
Structure There was generally positive support for the proposed structure, with some suggestions for modified reporting lines and alternative titles.	Change: We have incorporated this feedback, including a revised reporting line within Inclusive and Respectful Communities (IARC) and updated position titles. The changes are outlined below. Inclusive and Respectful Communities • Head, Inclusive Communities will become Head, Inclusive and Respectful Communities • Program Lead, Impact and Evaluation will become Program Lead, Evidence and Impact, with reporting line changed to the Head, Inclusive and Respectful Communities • Program Officer, Governance and Strategies will become Program Officer, Evidence and Impact, with reporting line changed to the Program Lead, Evidence and Impact • Deputy Manager – Student Equity will become Team Leader – Student Equity Student Health and Wellbeing • Clinic Manager and Nurse Practitioner will become Clinical Lead – Nurse Practitioner • Deputy Manager, Clinical Intake will become Senior – Clinical Intake, aligning with other senior roles in the team • The Health and Wellbeing Support Officer (ANUO4) has been increased to 1.0 FTE (from 0.5 FTE) in recognition of workload feedback.
Missing position numbers Feedback was received that some position numbers were allocated to the incorrect senior counsellor and there were some position numbers missing.	Casual positions are not shown in the organisational chart, which may have contributed to some gaps. Each Senior Counsellor oversees 5 FTE, although not all individual position numbers were listed in the draft.

Role classification A number of requests to consider role classification were received.	Addressing classification alignment across the Portfolio is beyond the scope of this Implementation Plan and would require a broader, University-wide review involving position description standardisation, benchmarking, and consideration of relevant industrial frameworks. However, we recognise the importance of achieving greater consistency and transparency over time. The realigned structures create the foundation for this, through clearer functional groupings, shared service arrangements, and more consistent supervision and accountability pathways. As these new teams embed, we will take the opportunity to progressively review and refine role expectations to ensure alignment between functional responsibilities, position descriptions, and University classification standards. This work will be iterative and undertaken in consultation with staff and in accordance with Enterprise Agreement provisions, supporting fairness, clarity and long-term workforce sustainability across the Division.
Support for Accessibility services There was strong support expressed for the proposed changes to Accessibility services, particularly the benefits for students who require an Educational Access Plan. Feedback also showed support for the current team members who have been providing these services.	We acknowledge that the current Accessibility team is highly dedicated and has consistently provided strong support to students. Their commitment and care are genuinely appreciated. The transition to a new service model is not a reflection of underperformance. Rather, it responds to the need for a different set of clinical and specialist capabilities to enhance the service and meet our obligations under the Disability Standards for Education. The new model will proceed as planned, with key benefits including: • Enhanced accuracy and consistency in the assessment of functional impact. • More robust clinical evidence supporting reasonable adjustments. • Stronger advocacy and coordination with academic and teaching staff. • Improved compliance with disability legislation and institutional obligations. • More comprehensive, multidisciplinary support planning. For clarity, at the Town Hall session, the reference to “handover” related to the usual practice of transitioning support from one practitioner to another – it did not imply that current staff would be responsible for training incoming staff. All current team members are being supported through the change process, including pathways to continue working

	within the University or pursue other options that align with their skills and goals.
Education Portfolio Service catalogue Feedback was received that the Education Portfolio Service Catalogue was interpreted as listing the tasks that Heads would personally complete.	Clarification: the Education Portfolio Service Catalogue outlines the full range of services delivered by the two EWI teams. It describes the responsibilities of the teams as a whole, not the individual workload or duties of the Heads. The Heads will provide leadership and oversight, while day-to-day work will be undertaken across the broader teams.
Concern for student care Some feedback indicated that staff would like more training and support to feel confident responding to students in distress.	We recognise that people may show signs of distress in any setting and at any time, and it's important that staff feel equipped to respond safely, appropriately and compassionately. EWI will provide training specifically focused on supporting students in distress. The <i>Supporting Students in Distress</i> guide has been updated on the website and the ANU OK App and will also be made available in print to give staff quick access to practical guidance when they need it.

Changes to be implemented following feedback:

Title changes

- Head, Inclusive Communities becomes Head, Inclusive and Respectful Communities
- Program Lead, Impact and Evaluation becomes Program Lead, Evidence and Impact, with reporting line changed to the Head, Inclusive and Respectful Communities
- Program Officer, Governance and Strategies becomes Program Officer, Evidence and Impact, with reporting line changed to the Program Lead, Evidence and Impact
- Deputy Manager – Student Equity becomes Team Leader – Student Equity
- Clinic Manager and Nurse Practitioner becomes Clinical Lead – Nurse Practitioner
- Deputy Manager, Clinical Intake becomes Senior – Clinical Intake, aligning with other senior roles in the team

FTE increase

- The ANUO4 Health and Wellbeing Support Officer position has been increased to 1.0 FTE (from 0.5 FTE in the proposal), in response to feedback about workload.

International and Future Students (IFS)

A significant proportion of feedback received highlighted the need for more College staff to be included in the International and Future Students future state. Feedback noted that this additional staff were required to ensure that the University meets its student recruitment goals, maintains key service delivery standards, ensures critical expert knowledge is maintained to sustain and enhance College programs, and maintains the requisite links with the Colleges and Schools. Feedback also spoke positively about having a structure which included key aligned services within the one functional area, noting that this would enable the most effective and harmonised service delivery model going forward.

Summarised Feedback	Response and/or Change in Implementation Plan
Staffing levels	Change: In response to this feedback, staffing has been increased across several teams to

Some feedback expressed concern that proposed staffing levels would not be sufficient to meet future needs and on-going service delivery standards, including across student recruitment activities and scholarship functions.	ensure appropriate service levels. This includes additional positions in student recruitment and scholarships, which were identified as areas of particular concern. The amended structure in Future Students also establishes a dedicated College Liaison team. This team will support major events (such as Open Day) and recruitment/conversion activities in both domestic and international markets, further strengthening overall capacity in student recruitment.
Functional teams Some feedback suggested refinements to the proposed structures and functions, including: • redesigning responsibilities across the Sponsored Student and TNE/Global Engagement and Partnerships teams • creating a new team within Future Students to maintain strong College connections and local expertise • not transferring the Students Enquiry team into SEEM • retaining the China Liaison Office reporting line directly responsible to the Pro Vice-Chancellor (International & Future Students)	Change: • <i>Sponsored Students and Global Engagement/Partnerships:</i> Responsibilities have been redesigned so that the Global Engagement and Partnerships team leads engagement with external stakeholders (including prospective partners and sponsors), while the Sponsored Students and Global Programs team oversees sponsored and global program students. • <i>College Liaison:</i> A new College Liaison team has been established within Future Students to maintain strong connections with Colleges, support key service delivery, and retain relevant expertise among existing College staff. • <i>Student Enquiry team:</i> The Student Enquiry team will remain within the International and Future Students Division, continuing to provide specialised enquiry support, deliver recruitment and conversion campaigns, and maintain links with the Student Ambassador network. • <i>China Liaison Office:</i> The China Liaison Office will continue to report directly to the Pro Vice-Chancellor (International & Future Students), with its work integrated and aligned with the rest of the division.
Financial resources Feedback emphasised that appropriate financial resources (non-salary) must follow centrally realigned staff, particularly to support future staff travel and event coordination.	We recognise this concern and agree that funding needs to align with responsibilities. As part of the centralisation process, work is continuing to ensure that adequate financial resources are available to support necessary staff travel and the effective delivery of events.
College needs Some feedback highlighted the importance of preserving College expertise, services and effective liaison following centralisation.	Maintaining strong College connection will remain a priority throughout the transition period and will be embedded in future work practices and service delivery arrangements. Change: This feedback has directly shaped several structural changes, including the establishment of a College Liaison team and an increased staffing profile for College-

	based roles across the redesigned divisional teams.
Job titles Some feedback expressed concern that adopting the new position/title standards across the portfolio could be perceived as a downgrade. Staff also noted that title changes may affect their ability to engage effectively with external counterparts, where apparent seniority can be important for being included in discussions, building trust and negotiating outcomes.	We appreciate this feedback and recognise that, in some circumstances, internal ANU position titles may not fully convey the level of authority required for effective engagement with external partners. The University is committed to ensuring that staff are positioned to represent ANU appropriately and maintain productive relationships across our external networks. The University confirms that the use of externally facing titles may be approved where this is necessary to support operational effectiveness, sector engagement, or partnership management. Any such titles will require approval through the relevant delegated authority, ensuring that their use is accurate, appropriately governed, and aligned with the University's overarching classification and naming conventions.
Transition disruption risk Some feedback raised concerns that the transition could disrupt planned recruitment, engagement and enrichment events, particularly those led by Colleges and Schools.	We recognise the importance of these activities and have already begun planning to manage key events carefully, ensuring adequate resourcing, minimising disruption and improving coordination between central and College support. This approach will continue throughout the transition period and into the future operating model.

Changes to be implemented following feedback:

- Staffing levels have been increased across several teams to ensure adequate capacity:
 - ANU International Office: 1 x SM2, 1 x SM1, 1 x ANU08, 1 x ANU05
 - Student Recruitment: 2 x SM1, 2 x ANU08, 3 x ANU06/7
 - Scholarships: 1 x ANU08, 3 x ANU06/7, 1 x ANU05
- A new College Liaison team has been added to maintain strong College connections and support service delivery. Reporting to the Director, Student Recruitment, the new team is composed of:
 - 1 x SM1 Manager, Student Recruitment College Liaison
 - 2 x ANU08 Engagement Lead (Student Recruitment)
 - 8 x ANU06/7 Engagement Coordinator (Student Recruitment)
- Responsibilities across the Sponsored Student and Global Engagement and Partnerships teams have been redesigned to provide clearer functional alignment.
- The Student Enquiry Team will remain within International and Future Students portfolio.
- The China Liaison Office will continue to report directly to the Pro Vice-Chancellor (International & Future Students).

Learning and Teaching

Feedback received highlighted the importance of ensuring the disciplinary expertise and valued relationships with College staff were not lost in any changes. Positive feedback was received about the potential for the development of streamlined processes with the strong

message that the people working in these roles should be consulted properly to ensure the ultimate structure is fit for purpose.

Summarised Feedback	Response and/or Change in Implementation Plan
Structure Feedback consistently highlighted the importance of connections with the Colleges, with common concerns about: • Retaining the relationships and discipline specific expertise which underpins curriculum development and maintenance as well as specialist programs, particularly around internships and work integrated learning • Lack of clarity about workflows between Colleges, L&T and SEEM • Support for the work of Associate Deans (not just Associate Deans Education), particularly in areas like academic integrity appeals, secretariat support	Connections with Colleges will remain a defining feature of the Learning and Teaching portfolio. In the first instance, staff will remain embedded in their Colleges operating through a hub and spoke model, with future structures and locations to be co-designed with staff as part of the transition. The Service Charter provides clarity on the delineation of responsibilities between L&T and SEEM. The work of L&T includes dedicated support for academic integrity processes, Associate Deans and related leadership roles in the Colleges, and secretariat support for College Education Committees.
Missing or misaligned positions Some feedback noted that certain positions appeared to be missing or incorrectly shown in the proposed structure. Examples included: • disestablished roles still appearing in the future-state structure • positions mapped inconsistently • roles that were absent from the structure altogether	Change: These issues have been reviewed and corrected. Positions that were disestablished but still shown have been removed, mis-mapped roles have been realigned to the correct area, and omitted positions have been added. This work has been undertaken through the Rapid Discovery Tool process, in direct consultation with affected staff.
Careers and Work Integrated Learning Feedback raised concerns about: • under-recognition of expertise in teams • professional accreditation requirements for WIL activities potentially not being met within some disciplines • limited opportunities for career progression opportunities within the proposed structure	Careers and Employability at ANU will work collectively towards a shared vision that recognises and develops the expertise of its staff, with opportunities provided for staff wishing to pursue career development qualifications. The portfolio will strengthen collaboration across functions, particularly in innovation and impact, data and reporting, and stakeholder engagement, to ensure robust support for all professional and accreditation requirements associated with WIL activities. Change: The revised structure includes a greater range of career levels, increasing progression opportunities and creating more defined career progression pathways.
Education Technology/Development Support Extensive feedback was received about the need to retain educational developer and education technologist roles within the Colleges, especially during the LMS transition period.	Change: Educational Development and Educational Technology roles were redefined as out of scope for this change process and were therefore not included in the proposal. Where positions had responsibilities spanning these functions and other areas, staff were provided with

	placement options aligned to the non-Ed Tech/Ed Dev components of their role. The need for strong Ed Tech and Ed Dev support during the LMS transition is acknowledged, and this will now be managed through separate, dedicated planning across the campus in 2026, rather than through this structural change.
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Changes to be implemented following feedback:

- Improved alignment of existing positions, to the future state based upon the detailed feedback.
- Staffing levels have been increased across teams to ensure consistency and increase staff progression opportunities. Newly introduced positions are:
 - 1 x SM1 in Government and Law Student Employability and Industry Engagement Hub.
 - 3 x ANU08 Careers Education and Engagement Deputy Managers, two of which are continuing contingent funding positions from existing funds.
 - 1 x ANU08 Deputy Manager, Curriculum Architecture.
 - 2 x ANU06/7, one each in Government and Law and STEM Student Employability and Industry Engagement Hubs, if required.

All EdTech/Ed Dev roles are now defined as out of scope for this change process (see section below for detailed explanation).

Updated Placement Approach: What We Heard and What We Changed

Feedback was received on the proposed approach to realigning functions and positions from college teams into the portfolio.

The University initially proposed a staged approach to filling roles within the future-state structure, consistent with the Enterprise Agreement and designed to maintain ongoing employment for affected staff. This approach included three key stages:

1. **Direct Transfer** – Where a role remained substantially the same and aligned one-to-one with a position in the new structure, staff would have been directly transferred.
2. **Closed Expression of Interest (EOI)** – Where multiple placement options existed, or where there were fewer roles than affected staff, a closed EOI process was to be used to identify the best fit or determine merit-based appointments.
3. **Redeployment and Recruitment** – Roles not filled through the above processes were intended to move to redeployment and, if required, open recruitment.

Temporary and fixed-term arrangements were also to be considered based on substantive roles.

To support this staged approach, the initial method for identifying which positions aligned with the future structure was based on early leadership discussions and a review of position descriptions. These sources were used to understand the key duties of each role, the functions required in the new structure, and the extent to which positions were substantially similar. This analysis would have informed whether a direct transfer or an EOI process was the most appropriate pathway for each staff member.

However, during consultation, staff provided feedback that despite how duties were reflected in position descriptions, this approach did not sufficiently capture the real duties being undertaken, nor did it adequately reflect staff preferences or the operational realities across colleges. Concerns were also raised about clarity, timing, perceived inequities, and the practicality of the proposed EOI processes within the broader change environment. We

acknowledge and value this feedback, and as a result, the initial approach did not proceed as originally proposed.

Strengthening the Approach Through Additional Engagement

In response to staff feedback, and at the request of staff, we significantly strengthened the placement approach by introducing a more detailed, evidence-based, and collaborative discovery process. This work complemented the data gathered through initial College conversations and the formal position description analysis, ensuring a more current and complete understanding of current roles. Key elements of this enhanced approach included:

- Leadership feedback and data validation: General Managers provided detailed written advice where the initial mapping did not accurately represent the work being undertaken, enabling early correction of misalignments.
- Rapid Discovery Tool: A Rapid Discovery Tool was implemented to capture detailed information on current duties, responsibilities, and functional focus areas. This also enabled staff to express preliminary preferences in advance of the formal release of this Implementation Plan.
- Concurrent development of the future-state design: Engagement occurred in parallel with the design process, allowing emerging structures to be shared early. This gave staff visibility of potential pathways and ensured their insights could meaningfully shape the model.
- Targeted group consultations: Staff were consulted in groups aligned to the proposed functional areas, using improved data from the discovery tool to ensure that discussions were relevant, accurate, and tailored to the work of each team.
- Clarification of job families and role types: Additional context was provided regarding the rationale for the limited number of job families, role types and professional streams — addressing early concerns and supporting consistent application of classification principles.
- Preference consideration: Where staff indicated a preference for work with a different functional emphasis to their current position, and where organisational need allowed, were provided opportunities to explore these options. This ensured fairness by recognising skills, experience, and aspirations while maintaining the integrity of the proposed structure.
- Staff self-reporting and supervisor validation: To ensure accuracy, staff were invited to describe the full scope of their work, with supervisors validating this information. This strengthened the reliability of the discovery tool data.
- Workshops and follow-up consultations: Workshops were used to test assumptions, understand service needs, and assess resourcing. Additional group and individual discussions were held where necessary to clarify duties and confirm alignment.

This comprehensive engagement process undertaken during the refinement of the future-state design allowed structures to emerge iteratively, with staff input shaping both the functional design and the placement approach. It provided transparency, improved confidence in the data, and ensured that the process was informed by those closest to the work.

Where staff expressed interest in areas slightly different to their current responsibilities, and where opportunities existed to accommodate these preferences, they were supported to explore alternative pathways. This balanced individual aspirations with organisational requirements and further strengthened the fairness and integrity of the overall approach.

Determining the Final Mapping and Placement

The combination of rapid-discovery data, staff engagement, and supervisory input (discussed above) provided a comprehensive view of both operational needs and individual roles. This ensured that mapping decisions were informed, consistent, and evidence based.

Following this engagement, careful planning was undertaken to review role mapping.

Key principles that guided final placement decisions included:

- Roles with clear alignment to the Academic Portfolio, were confirmed as in scope and mapped accordingly.

- Roles focused on external professional accreditation were deemed out of scope for realignment to the Portfolio in this Implementation Plan (see section below for detailed explanation).
- Roles primarily centred on education technology were also considered out of scope of this Implementation Plan.

The University's priority is to maintain ongoing employment by placing affected staff into suitable roles wherever possible. Consistent with the process under clause 51 of the EA, the University may adjust duties and transfer a professional staff member subject to ensuring:

- The staff member has been trained in the use of necessary tools and equipment and the duties are appropriate to the ANU Officer level in which the staff member is being paid; and
- Where relevant, the staff member holds the appropriate current licenses.

As part of preparing for transition, the Portfolio used several approaches to give impacted staff the opportunity to indicate their preferred teams and roles across SEEM, L&T, IFS and EWI. The preference information provided has been considered alongside position requirements, staff skills and capability, organisational need, and the provisions of the Enterprise Agreement. Preferences have helped to inform, determine placement outcomes.

Staff who were identified as part of the placement pool for SEEM were invited to indicate their preferred teams via an online tool. This approach was chosen due to the larger placement pool and complexity of the SEEM structure. The placement process was completed first for manager and deputy manager roles. The outcomes were announced to those remaining in the pool in time for them to indicate their preferred teams.

Staff who were identified through the Change Proposal and confirmed via the Rapid Discovery Tool for L&T and IFS functions were invited to participate in a number of workshops between 23 October to 10 November to discuss the proposal with the leaders directly and gain a firsthand understanding of the structure and functions the redesigned L&T and IFS Division will offer. Staff had the opportunity to inform and co-design the organisation structure and how these structures will service the Portfolio functions, with further workshops planned in early 2026 to further inform and refine structures moving forward. Staff through this consultation were enabled to indicate a preference in the proposed structure for where they would most appropriately align taking into consideration their current position and skill set. Leaders have continued to engage with staff on individual basis to continuously improve and refine these placements.

Through the consultation period and subsequent discovery process the EWI division did not identify staff eligible for direct mapping or placement preference processes.

Staff were provided early visibility of preliminary outcomes and invited to raise concerns or questions.

Fair and Reasonable Placement Practices

In line with the EA (including clause 51 of the EA), the University may place staff into a suitable role at their current classification level where this represents an appropriate and reasonable placement. This practice is designed to support ongoing employment while ensuring staff are positioned where their skills, experience, and capabilities can best contribute to the Portfolio. Staff may be asked to take on a broader range of duties, consistent with their ANU Officer level, and provided with any necessary training or support to perform these duties.

Transfer into a suitable role is a fair and considered approach that enables staff to continue to grow and contribute within the new structure, while ensuring operational needs of the Portfolio are met.

Where a transfer involves changed duties or reporting lines and extends beyond three months, staff will be informed of the rationale, provided with the relevant position description, and given the opportunity to discuss the change in accordance with clause 51.2 of the EA.

A structured review point will occur three months after implementation, allowing staff to settle into the Portfolio, experience the redesigned operating model in practice, and provide feedback on how their placement is working. This review ensures that any concerns can be

addressed, that support and training needs are identified early, and that the new Portfolio is given the opportunity to embed and function as intended before further adjustments are considered.

Arrangements following the 3-month review point will be managed in accordance with clause 51 of the EA. Consistent with these obligations, staff will continue to have opportunities to comment on proposed transfers, seek clarification, and request a review where appropriate.

What Happens Next

As the future-state structure is confirmed, new roles will be established to meet the needs of the portfolio. These roles will be filled through open and transparent processes. While EOs will not be required for staff who have a clear direct mapping into the portfolio, EOs will be used where roles are new, contested, or require a competitive process. Clear information about eligibility, assessment criteria, and timelines will be provided.

There are a number of roles that remain vacant at the time of implementation. These are either new positions that remain as proposed in the Change Proposal, new positions that address the feedback received, positions identified as critical to the work of the Portfolio during the consultation phase. These vacancies will remain available to staff to express interest in via an EO process (outlined below).

The Portfolio remains committed to ensuring all staff and all teams are established or re-established, with a transition plan that considers the timing of peak staff and student activity. Consultation and collaboration will continue to be central to this process, including:

- Identifying efficiencies and opportunities to strengthen service delivery.
- Providing targeted training and upskilling to support staff in their new roles.
- Maintaining ongoing communication with staff and key partners throughout the transition.

Where staff indicated a preference for a slightly different focus within the Portfolio, and where organisational needs, and numbers of available positions allowed, opportunities were offered to accommodate these preferences to support staff interest. Where their first preference was unable to be accommodated due to team structure, the next layer of preference was then explored on an equitable basis.

Out of scope positions

Through the consultation and feedback processes, and subsequent analysis, a number of roles were confirmed as out of scope for this plan, as they sit outside the functions of the Education Portfolio. This includes positions where consultation confirmed that functions were not proposed to shift into the portfolio, such as College-based administrative roles that will remain embedded, roles aligned to research and innovation, and academic skills functions.

Additionally, two key functions were confirmed as out of scope compared to the original proposal:

- Professional accreditation-related roles and associated program governance roles (e.g. SMP accreditation and admissions functions)
- Digital education support and education technology roles currently embedded in Colleges/Schools

Consultation identified risks in centralising these functions at this stage, and further analysis confirmed that the University is not yet positioned to deliver these activities effectively through a centralised model. These roles will therefore remain in Colleges and Schools.

1. Professional Accreditation related roles

During consultation, Colleges/Schools raised significant concerns about relocating accreditation-related functions. Further review confirmed the concern that splitting discipline-specific accreditation activities across central and College structures or wholly centralising

them would increase compliance risk, weaken governance clarity and potentially be regarded negatively by accrediting bodies when under review. Analysis found that:

- Program-level accountability for accreditation must remain embedded in the local area until new models are explored
- Functions such as admissions testing, accreditation submissions and compliance reporting require subject-specific expertise which requires pathways not currently in place
- Accreditation roles depend on close integration with academic leadership, in some cases clinical partners, and local escalation pathways; this needs further clarity before centralisation is possible and
- A generalist central service cannot safely absorb these functions at this point

On this basis, and consistent with consultation feedback, professional accreditation-related roles were deemed out of scope and remain located within local academic areas.

Next steps

Professional accreditation-related functions will undergo a targeted review in 2026 to ensure they are configured for compliance, responsiveness and long-term sustainability. A working group will be established with Colleges/Schools and the Education Portfolio to map current roles, clarify governance and accountabilities, identify risks created by split or duplicated functions, and assess upcoming accreditation requirements and timelines. The review will consider regulatory expectations, industrial settings, escalation pathways and sector practice. Its outcome will be a proposed best-practice accreditation support model for consideration, ensuring the University maintains defensible, high-quality processes while preserving the program-level expertise required for external accreditation bodies.

2. Digital Education Support and Education Technology Roles

Digital education support and education technology roles will remain out of scope for centralisation in the Implementation Plan. Feedback from the consultation process highlighted that these roles are currently embedded in a way essential to local curriculum delivery, are not standardised across Colleges, and in some cases carry accreditation responsibilities that require local control. Follow-up analysis confirmed that centralising the function now is not viable due to recent technological changes (e.g. implementation of the new Learning Management System), the disestablishment of the Centre for Learning and Teaching in 2023, industrial constraints on consolidating education design roles, and the knowledge that Canvas does not yet provide the level of native support originally assumed.

Taken together, these findings show that centralisation at this point would introduce instability, reduce capability and create accreditation and curriculum-quality risk. The most appropriate workable interim position is to retain staff within their current College or local area to ensure continuity of digital support in 2026.

Next steps

To move toward a long-term solution, the University will undertake a structured review of this function during 2026. This review will map current capability, clarify functional expectations, assess requirements, and explore options such as shared capability clusters, specialist teams, or closer alignment with ITS. The outcome will be a proposal for a sustainable, best-practice digital education support model for consideration once governance, workload and industrial settings allow.

Impacts of the changes to be implemented

Following genuine consideration of the matters raised above and subject to clause 70.13 of the Enterprise Agreement, the University will proceed with the following changes summarised in this comparison table which shows the difference between position count in the DVCE Change Proposal and this Implementation Plan.

The Academic job family was originally mapped at **480** positions across Colleges and the Portfolio, and the change proposed a revised total of **448** positions in the new structure. Following consultation, **35** roles have been confirmed as out of scope and will be retained in Colleges, reducing the Academic Portfolio footprint to **413** positions.

The Implementation Plan incorporates that feedback and reshapes the structure. It now lists **430** positions, which is **17** more than the adjusted proposed baseline of 413. This overall increase of 17 positions reflects a combination of roles no longer being disestablished and a small number of additional roles created in response to clear gaps identified through feedback.

The originally proposed **93** disestablishments, has been reduced to **72** in the Implementation Plan, in part because several roles were reinstated and redesigned to meet critical functional needs. All 20 new roles proposed in the remain in the final model, and consultation identified the need for 7 additional new roles, primarily in SEEM and L&T.

Following a detailed budget review, 30 of the 44 vacant positions counted in the proposal as disestablishments were found to be unfunded. These were never part of the operational cost base and therefore do not contribute to savings. This does not change the Implementation Plan headcount but does adjust the financial offsets. Removing these unfunded roles strengthens position management and supports a more sustainable, transparent cost base for the future.

In total, there are **56 new** roles in the Implementation Plan tables, but only **17** of these represent an increase from the new baseline of **413**.

When viewed alongside the **35** College-retained roles, the structure now reflects the capability required to operate a stable, compliant, institution-wide education portfolio in a tightening regulatory environment.

The table below summarises the comparison between the original CMP and the Implementation Plan:

Position Count Impact Summary –COMPARISON			
PROPOSED FUTURE POSITION COUNT in CHANGE MANAGEMENT PROPOSAL			448
ACTION		Change Proposal	Implementation Plan
Disestablished	Budgeted positions currently vacant to be disestablished	-14	-14
	Unbudgeted, inactive positions currently vacant to be disestablished	-30*	-30*
	Positions disestablished through VSS	-22	-28
	Other positions proposed to be disestablished	-27	0
TOTAL		-93	-72

Out of Scope	Positions from Colleges declared out of scope through discovery process.		-35
New	New roles:	20	56
	Continuing		48
	Fixed term		4
	Fixed term (externally funded)		4
TOTAL		20	56
In scope	Positions from DVCE portfolio	231	235
(excludes disestablished and out of scope positions)	Positions to be realigned from Colleges	41	139
PROPOSED FUTURE POSITION COUNT in IMPLEMENTATION PLAN			430

* These historical positions had no base budget attached and were not actively filled. Their removal does not generate savings or necessarily indicate a reduction in workforce.

The table below provides a consolidated view of position allocations across the Portfolio, based first on structural validation driven by the Rapid Discovery Tool, and then on the outcomes of the Placement Preference process.

Position Mapping Count Impact Summary		
Action		Implementation Plan
Direct Transfer	Office of the DVC (Education) SEEM EWI IFS Learning and Teaching	10 73 23 55 10
Placement Cohort	SEEM IFS* Learning and Teaching	61 23 45
No Change	Office of the DVC (Education) SEEM EWI IFS Learning and Teaching	4 10 20 36 3
New	Office of the DVC (Education) SEEM EWI IFS Learning and Teaching	1 15 14 16 10

* Includes staff on extended leave yet to be placed

New and redesigned positions

One thing that has changed visibly in the Implementation Plan is the number of roles appearing as 'new' within the impact tables. A position is categorised as 'new' if there is no directly alignable current position for transfer, meaning it will be vacant at the start of implementation. The growth in this category may appear to signal a large expansion of roles, but this is not the case. The increase primarily reflects realignment of staff to different positions in the structure and the shift in process for filling roles – not a large redesign or expansion of total headcount.

To clarify:

- 20 'new' positions were proposed originally
- 56 positions now appear as 'new' in the impact tables
- But only 17 represent a genuine net increase in overall positions from the revised baseline of 413

In summary: while the tables now show more positions as 'new', this represents a change in status and alignment, not a significant expansion of the structure. The overall structural increase remains intentional at 17 roles. We remain committed to prioritising internal recruitment to roles.

Position impacts of the implementation plan

Positions to cease

The continuing positions listed below do not have a direct equivalent or suitable alternative in the future structure without significant change and will therefore be disestablished. There are no involuntary redundancies arising from this process. The majority of these positions have been managed through the Voluntary Separation Scheme (VSS), with the remainder currently vacant.

Team	Current Position	Classification	Position No.	# Current Positions	Position Impact	Staff Impact
International and Future Students						
ANU International Office	Senior Manager, Intl Partnership Dev	SM1	30845	1	1 Position Disestablished	N/A Vacant
Global Programs	Events and Communications Officer	ANU05	26937	1	1 Position Disestablished	N/A Vacant
Student Recruitment	Manager, International Development	ANU08	34521	1	1 Position Disestablished	N/A Vacant
Student Recruitment	Senior Coordinator, International Stakeholder Engagement	ANU06/7	34230	1	1 Position Disestablished	VSS
Learning and Teaching						
Careers and Employability	Careers Consultant	ANU08	10860	1	1 Position Disestablished	VSS
Careers and Employability	Administrative Assistant	ANU04	38848	1	1 Position Disestablished	N/A Vacant
Education Innovation and Development	Senior Manager, Education Innovation and Development	SM2	36423	1	1 Position Disestablished	VSS
Learning and Teaching	Senior Manager, Education Support	SM2	N/A	1	1 Position Disestablished	N/A Vacant

Team	Current Position	Classification	Position No.	# Current Positions	Position Impact	Staff Impact
Learning and Teaching	Assistive Technology Officer	ANU06/7	17970	1	1 Position Disestablished	VSS
Student Learning and Development	Student Access & Success Officer	ANU06/7	7738	1	1 Position Disestablished	VSS
University Experience						
Student Life	Deputy Manager, Community Engagement	ANU08	34460	1	1 Position Disestablished	VSS
Student Life	Deputy Manager, Orientation	ANU08	20317	1	1 Position Disestablished	VSS
Student Safety and Wellbeing	Senior Disability and Equity Advisor	ANU08	40602	1	1 Position Disestablished	VSS
Student Safety and Wellbeing	Case Manager	ANU06/7	37115	1	1 Position Disestablished	N/A Vacant
Accessibility	Disability and Equity Advisor	ANU06/7	34709	1	1 Position Disestablished	N/A Vacant
Inclusive and Respectful Communities	Administration Officer	ANU05	36733	1	1 Positions Disestablished	N/A Vacant
Inclusive and Respectful Communities	Administration Officer	ANU05	36734	1	1 Position Disestablished	VSS
Student Administration and Academic Services						
Academic Services	Senior Graduations and Prizes Officer	ANU06/7	817	1	1 Position Disestablished	VSS
Academic Standards and Quality	Deputy Manager, Programs Courses and Reporting	ANU08	19206	1	1 Position Disestablished	VSS

Team	Current Position	Classification	Position No.	# Current Positions	Position Impact	Staff Impact
Academic Standards and Quality	Senior E&F Officer	ANUO6/7	41777	1	1 Position Disestablished	N/A Vacant
DSAAS Projects	Senior Project Officer, DSAAS	ANUO8	38278	1	1 Position Disestablished	VSS
College of Arts and Social Sciences						
College of Arts and Social Sciences	Deputy Manager, Student Admin	ANUO8	35524	1	1 Position Disestablished	N/A Vacant
College of Arts and Social Sciences	Deputy Manager, Education Tech	ANUO8	35538	1	1 Position Disestablished	VSS
College of Arts and Social Sciences	Prizes & Scholarship Coordinator	ANUO6/7	33609	1	1 Position Disestablished	N/A Vacant
College of Arts and Social Sciences	Marketing & Student Recruit Coord	ANUO6/7	36311	1	1 Position Disestablished	N/A Vacant
College of Arts and Social Sciences	ANIP Administrator	ANUO6/7	39024	1	1 Position Disestablished	N/A Vacant
College of Arts and Social Sciences	Student Advisor	ANUO6/7	35527	1	1 Position Disestablished	VSS
College of Asia and the Pacific						
College of Asia and the Pacific	Snr Edu and Training Designer	ANUO8	19254	1	1 Position Disestablished	N/A Vacant
College of Asia and the Pacific	Dty Mgr-Mktg & Student Rectmnt	ANUO8	34255	1	1 Position Disestablished	N/A Vacant
College of Asia and the Pacific	Dep Mgr Partnerships Regional	ANUO8	37524	1	1 Position Disestablished	N/A Vacant

Team	Current Position	Classification	Position No.	# Current Positions	Position Impact	Staff Impact
College of Asia and the Pacific	Education Support Manager	ANUO8	25266	1	1 Position Disestablished	VSS
College of Asia and the Pacific	Student Recruitment Coordinator	ANUO6/7	17362	1	1 Position Disestablished	N/A Vacant
College of Asia and the Pacific	Snr Mktg & Stdnt Rec Officer	ANUO6/7	29004	1	1 Position Disestablished	N/A Vacant
College of Asia and the Pacific	Digital Education Technologist	ANUO6/7	39393	1	1 Position Disestablished	N/A Vacant
College of Asia and the Pacific	Snr Student Admin Officer	ANUO6/7	14649	1	1 Position Disestablished	VSS
College of Asia and the Pacific	Program Administrator	ANUO6/7	24128	1	1 Position Disestablished	VSS
College of Asia and the Pacific	Education Support Officer	ANUO5	29286	1	1 Position Disestablished	N/A Vacant
College of Asia and the Pacific	Student Recruitment Officer	ANUO5	29729	1	1 Position Disestablished	N/A Vacant
College of Asia and the Pacific	Student Administration Officer	ANUO5	31949	1	1 Position Disestablished	N/A Vacant
College of Asia and the Pacific	Student Administration Officer	ANUO5	33380	1	1 Position Disestablished	VSS
College of Business and Economics						
College of Business and Economics	Manager,Intl Student Rec&Part	SM1	31334	1	1 Position Disestablished	N/A Vacant
College of Business and Economics	Education Project Officer	ANUO8	14300	1	1 Position Disestablished	N/A Vacant

Team	Current Position	Classification	Position No.	# Current Positions	Position Impact	Staff Impact
College of Business and Economics	Dep Mgr,Careers & Student Emp	ANU08	32843	1	1 Position Disestablished	N/A Vacant
College of Business and Economics	Student Employability Coord	ANU06/7	13687	1	1 Position Disestablished	N/A Vacant
College of Business and Economics	Student Employability Coord	ANU06/7	32401	1	1 Position Disestablished	N/A Vacant
College of Business and Economics	Student Employability Coord	ANU06/7	40008	1	1 Position Disestablished	N/A Vacant
College of Business and Economics	Student Services Officer	ANU05	14223	1	1 Position Disestablished	N/A Vacant
College of Business and Economics	Student Services Officer	ANU05	15511	1	1 Position Disestablished	N/A Vacant
College of Business and Economics	Student Employability Officer	ANU04	37016	1	1 Position Disestablished	N/A Vacant
College of Law, Governance and Policy						
College of Law, Governance and Policy	Manager, Teaching & Learning	SM1	288	1	1 Position Disestablished	VSS
College of Law, Governance and Policy	Careers Consultant	ANU08	35980	1	1 Position Disestablished	N/A Vacant
College of Law, Governance and Policy	Deputy Manager - M&SR	ANU08	38890	1	1 Position Disestablished	N/A Vacant
College of Law, Governance and Policy	Senior Administrator, Education Gov	ANU06/7	42147	1	1 Position Disestablished	N/A Vacant
College of Law, Governance and Policy	Careers & Emp Snr Administrator	ANU06/7	27559	1	1 Position Disestablished	VSS

Team	Current Position	Classification	Position No.	# Current Positions	Position Impact	Staff Impact
College of Law, Governance and Policy	Administration Officer	ANU05	22158	1	1 Position Disestablished	N/A Vacant
College of Law, Governance and Policy	Administration Officer	ANU05	24897	1	1 Position Disestablished	N/A Vacant
College of Law, Governance and Policy	Student Recruitment Officer	ANU05	35522	1	1 Position Disestablished	VSS
College of Science and Medicine						
College of Science and Medicine	Executive Officer (STLC)	SM1	9464	1	1 Position Disestablished	VSS
College of Science and Medicine	Student Administration Manager	ANU08	24602	1	1 Position Disestablished	VSS
College of Science and Medicine	Physics Education Prog Coord	ANU06/7	23328	1	1 Position Disestablished	N/A Vacant
College of Science and Medicine	Student Services Officer	ANU05	16672	1	1 Position Disestablished	N/A Vacant
College of Science and Medicine	Student Services Officer	ANU05	24056	1	1 Position Disestablished	N/A Vacant
College of Science and Medicine	IRP Officer - STEMM	ANU05	39811	1	1 Position Disestablished	N/A Vacant
College of Science and Medicine	Student Services Officer	ANU05	16807	1	1 Position Disestablished	VSS
College of Science and Medicine	Administration Assistant	ANU04	9662	1	1 Position Disestablished	N/A Vacant
College of Systems and Society						

Team	Current Position	Classification	Position No.	# Current Positions	Position Impact	Staff Impact
College of Systems and Society	Student Employability Manager	SM1	34327	1	1 Position Disestablished	N/A Vacant
College of Systems and Society	Education Transformation Officer	ANUO8	37254	1	1 Position Disestablished	VSS
College of Systems and Society	Services Coordinator - ACA Ser	ANUO6/7	36373	1	1 Position Disestablished	N/A Vacant
College of Systems and Society	Marketing & Recruitment Coord	ANUO6/7	5481	1	1 Position Disestablished	VSS
College of Systems and Society	Senior Student Admn Officer	ANUO6/7	7504	1	1 Position Disestablished	VSS
College of Systems and Society	Senior Student Admn Officer	ANUO6/7	38896	1	1 Position Disestablished	VSS
College of Systems and Society	Academic Services Officer	ANUO5	11239	1	1 Position Disestablished	N/A Vacant

Total positions to cease: 72 (44 vacant, 28 VSS)

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.

Future Team	Current Position	Future Position	Classification	Position No.	Change Description & Position Impact	Staff Impact
Office of the DVCA						
Office of the DVCE	Deputy Vice-Chancellor, Academic	Deputy Vice-Chancellor, Education	Executive	23619	Change of position title and update of duties	Direct Transfer
Office of the DVCE	Senior Advisor, ODVCA	Senior Strategic Advisor, ODVCE	SM2	23757	Change of reporting line to Senior Strategic Advisor, ODVCE and update of duties	Direct Transfer
Office of the DVCE	Exec. Officer-Dean AQ & Chair AB	Executive Officer, Academic Quality	SM1	22761	Change of position title and update of duties	Direct Transfer
Office of the DVCE	Executive Officer, ODVCA	Executive Officer, ODVCE	ANU08	41202	Change of reporting line to Senior Strategic Advisor, ODVCE and update of duties	Direct Transfer
Office of the DVCE	Engagement Manager, ODVCA	Engagement Manager, ODVCE	ANU08	38311	Change of reporting line to Senior Strategic Advisor, ODVCE and update of duties	Direct Transfer
Office of the DVCE	Executive Assistant, ODVCA	Executive Assistant, ODVCE	ANU06/7	14478	Change of position title and reporting line to Executive Officer, ODVCE and update of duties	Direct Transfer
Office of the DVCE	Executive Support Officer, ODVCA	Executive Support Officer, ODVCE	ANU06/7	35601	Change of position title and reporting line to Executive Officer, ODVCE and update of duties	Direct Transfer

Future Team	Current Position	Future Position	Classification	Position No.	Change Description & Position Impact	Staff Impact
Student Administration and Academic Services						
Education Management	Director, Student Services and Academic Standards	Head of Education Management	SM3	39224	Change of position title and update of duties	Direct Transfer
Education Management	Associate Director, Academic Services	Senior Manager, Exams, Conferal & Timetabling	SM2	14465	Change of position title and update of duties	Direct Transfer
Education Management	Associate Director, Academic Standards and Quality	Senior Manager, Compliance	SM2	40351	Change of position title and update of duties	Direct Transfer
Education Management	Associate Director, Systems Development	Senior Manager, Student Business Systems	SM2	18480	Change of position title and reporting line to Head of Education Management and update of duties	Direct Transfer
Student Integrity	Senior Manager, Student Conduct and Appeals	Senior Manager, Student Conduct	SM2	41858	Change of position title and update of duties	Direct Transfer
Education Management	Enrolments and Fees Manager	Manager, Enrolments and Fees	SM1	40128	Change of position title and reporting line to Head, Student Engagement and update of duties	Direct Transfer
Education Management	Manager, Exams, Graduations, Academic Progress and Prizes	Manager, Exams, Results and Conferrals	SM1	41866	Change of position title and update of duties	Direct Transfer
Education Management	Manager, Programs, Courses and Reporting	Manager, Academic Compliance	SM1	35057	Change of position title and update of duties	Direct Transfer
Education Management	Manager, Timetabling & Project	Manager, Timetabling	SM1	31791	Change of position title and update of duties	Direct Transfer
SEEM Projects	Manager, Projects	Manager, SEEM Projects	SM1	34422	Change of position title and update of duties	Direct Transfer
Student Assistance	Manager, Student Hub	Manager, Student Central	SM1	41867	Change of position title and reporting line to Senior Manager, Student Assistance and update of duties	Direct Transfer

Future Team	Current Position	Future Position	Classification	Position No.	Change Description & Position Impact	Staff Impact
Student Integrity	Manager, Appeals and Integrity	Manager, Student Conduct and Appeals	SM1	36338	Change of position title and update of duties	Direct Transfer
Education Management	Business Analyst	Functional Business Analyst	ANU08	794	Change of position title and update of duties	Direct Transfer
Student Assistance	Deputy Manager, Student Central	Deputy Manager, Student Hub	ANU08	22897	Change of position title and update of duties	Direct Transfer
Student Integrity	Deputy Manager, Appeals and Integrity	Deputy Manager, Student Appeals	ANU08	25178	Change of position title and update of duties	Direct Transfer
Student Integrity	Deputy Manager, Appeals and Integrity	Deputy Manager, Student Conduct	ANU08	37023	Change of position title and update of duties	Direct Transfer
Education Management	Reporting Officer	Academic Compliance Coordinator	ANU06/7	20399	Change of position title and reporting line to Deputy Manager, Accreditation and update of duties	Direct Transfer
Education Management	Senior Administration Officer	Academic Compliance Coordinator	ANU06/7	25002	Change of position title and reporting line to Deputy Manager, Accreditation and update of duties	Direct Transfer
Education Management	Senior Compliance Officer	Senior Student Education Advisor	ANU06/7	39765	Change of position title and reporting line to Deputy Manager, Student Education Support and update of duties	Direct Transfer
Education Management	Senior Coursework Exam Officer	Exams and Results Coordinator	ANU06/7	847	Change of position title and update of duties	Direct Transfer
Education Management	Senior Graduations and Prizes Officer	Student Orientation Coordinator	ANU06/7	30804	Change of position title and update of duties	Direct Transfer
Education Management	Senior Systems Officer	Senior Systems Support Officer	ANU06/7	7427	Change of position title and reporting line to Deputy Manager, Student Systems Support and update of duties	Direct Transfer

Future Team	Current Position	Future Position	Classification	Position No.	Change Description & Position Impact	Staff Impact
Education Management	Senior Systems Officer	Senior Systems Support Officer	ANUO6/7	19202	Change of position title and reporting line to Deputy Manager, Student Systems Support and update of duties	Direct Transfer
Education Management	Senior Systems Officer	Timetabling Coordinator	ANUO6/7	40035	Change of position title and reporting line to Deputy Manager, Timetabling and update of duties	Direct Transfer
Education Management	Senior Systems Support Officer	Senior Systems Support Officer	ANUO6/7	34367	Change of reporting line to Deputy Manager, Student Systems Support and update of duties	Direct Transfer
Education Management	Senior Timetabling Officer	Senior Systems Support Officer	ANUO6/7	37193	Change of position title and reporting line to Deputy Manager, Student Systems Support and update of duties	Direct Transfer
SEEM Projects	Executive Assistant / Project Officer	Registrar EA/Project Coordinator	ANUO6/7	37860	Change of position title and update of duties	Direct Transfer
Student Assistance	Student Central Coordinator	Student Hub Team Coordinator	ANUO6/7	29146	Change of position title and update of duties	Direct Transfer
Student Assistance	Student Central Coordinator	Student Hub Team Coordinator	ANUO6/7	36309	Change of position title and update of duties	Direct Transfer
Student Engagement	Senior E&F Officer	Enrolments and Fees Coordinator	ANUO6/7	29653	Change of position title and update of duties	Direct Transfer
Student Engagement	Senior E&F Officer	Enrolments and Fees Coordinator	ANUO6/7	37904	Change of position title and reporting line to Deputy Manager, Fees and update of duties	Direct Transfer
Student Integrity	Senior Appeals & Integrity Ofc	Student Appeals and Conduct Coordinator	ANUO6/7	41863	Change of position title and update of duties	Direct Transfer

Future Team	Current Position	Future Position	Classification	Position No.	Change Description & Position Impact	Staff Impact
Student Integrity	Senior Appeals & Integrity Officer	Student Appeals and Conduct Coordinator	ANU06/7	41864	Change of position title and update of duties	Direct Transfer
Student Integrity	Senior Appeals & Integrity Officer	Student Appeals and Conduct Coordinator	ANU06/7	37274	Change of position title and update of duties	Direct Transfer
Student Integrity	Sr Appeals & Integrity Officer	Student Appeals and Conduct Coordinator	ANU06/7	34574	Change of position title and update of duties	Direct Transfer
Education Management	EGAP Student Admin Officer	Administration Officer	ANU05	818	Change of position title and update of duties	Direct Transfer
Education Management	Student Administration Officer	Administration Officer	ANU05	41467	Change of position title and reporting line to Manager, Exams, Results and Conferrals and update of duties	Direct Transfer
Education Management	Programs and Courses Officer	Academic Compliance Officer	ANU05	23508	Change of position title and reporting line to Deputy Manager, Accreditation and update of duties	Direct Transfer
Education Management	Student Admin Officer	Exams and Results Officer	ANU05	40349	Change of position title and update of duties	Direct Transfer
Education Management	Student Admin Officer	Timetabling Officer	ANU05	40350	Change of position title and reporting line to Deputy Manager, Timetabling and update of duties	Direct Transfer
Education Management	Timetabling Officer	Timetabling Officer	ANU05	19184	Change of reporting line to Deputy Manager, Timetabling and update of duties	Direct Transfer
Education Management	Timetabling Officer	Timetabling Officer	ANU05	32987	Change of reporting line to Deputy Manager, Timetabling and update of duties	Direct Transfer
Student Assistance	Student Central Officer	Student Hub Officer	ANU05	20460	Change of position title and update of duties	Direct Transfer

Future Team	Current Position	Future Position	Classification	Position No.	Change Description & Position Impact	Staff Impact
Student Assistance	Student Central Officer	Student Hub Officer	ANU05	40911	Change of position title and update of duties	Direct Transfer
Student Assistance	Student Central Officer	Student Hub Officer	ANU05	40912	Change of position title and update of duties	Direct Transfer
Student Assistance	Student Central Officer	Student Hub Officer	ANU05	40913	Change of position title and update of duties	Direct Transfer
Student Engagement	Administration Officer	Enrolments and Fees Officer	ANU05	21333	Change of position title and update of duties	Direct Transfer
Student Engagement	Admissions Officer	Enrolments and Fees Officer	ANU05	38687	Change of position title and update of duties	Direct Transfer
Student Engagement	Finance Officer	Enrolments and Fees Officer	ANU05	26528	Change of position title and update of duties	Direct Transfer
Student Engagement	Student Admin & Records Officer	Enrolments and Fees Officer	ANU05	31148	Change of position title and update of duties	Direct Transfer
Student Engagement	Assistant STAR Officer	Enrolments and Fees Assistant	ANU04	33686	Change of position title and update of duties	Direct Transfer
International and Future Students						
Student Recruitment	Director, Future Students	Director, Student Recruitment	SM3	32065	Change of position title and update of duties	Direct Transfer
Admissions and Scholarships	Associate Director, Admissions and Scholarships	Senior Manager, Admissions and Scholarships	SM2	26647	Change of position title and update of duties	Direct Transfer
Student Recruitment	Associate Director, Future Students (Domestic)	Senior Manager, Future Students (Domestic)	SM2	33145	Change of position title and update of duties	Direct Transfer
ANU International Office	Global Programs Manager	Manager, ANU Global Programs	SM1	6539	Change of position title and reporting line to Senior Manager, Sponsored Students and Global Programs and update of duties	Direct Transfer
ANU International Office	Senior Manager, International Partnership Development	Manager, Global Engagement and Partnerships	SM1	30842	Change of position title and reporting line to Associate Director, Global Engagement and Partnerships and update of duties	Direct Transfer

Future Team	Current Position	Future Position	Classification	Position No.	Change Description & Position Impact	Staff Impact
Student Recruitment	Senior Manager, International Development	Manager, Student Recruitment	SM1	38087	Change of position title and reporting line to Associate Director, Future Students (International) and update of duties	Direct Transfer
Student Recruitment	Senior Manager, Marketing and Events	Manager, Future Students (Domestic)	SM1	37604	Change of position title and update of duties	Direct Transfer
Admissions and Scholarships	Deputy Manager, Admissions	Deputy Manager, Acceptance and Compliance	ANU08	27800	Change of position title and update of duties	Direct Transfer
Admissions and Scholarships	Deputy Manager, Admissions	Deputy Manager, Assessment	ANU08	38990	Change of position title and update of duties	Direct Transfer
Admissions and Scholarships	Deputy Manager, Postgraduate	Deputy Manager, Admissions (ELICOS and Pathways)	ANU08	37565	Change of position title and update of duties	Direct Transfer
ANU International Office	Manager, Foreign Arrangements and Compliance	Deputy Manager, Foreign Arrangements and Compliance	ANU08	36578	Change of position title and reporting line to Manager, Strategic Analysis and Briefings (Operations and Global Alliances) and update of duties	Direct Transfer
ANU International Office	Manager, Global Programs	Deputy Manager, ANU Global Programs	ANU08	36526	Change of position title and update of duties	Direct Transfer
ANU International Office	Manager, Strategic Analysis and Briefings	Deputy Manager, Strategic Analysis and Briefings	ANU08	34026	Change of position title and reporting line to Manager, Strategic Analysis and Briefings (Operations and Global Alliances) and update of duties	Direct Transfer

Future Team	Current Position	Future Position	Classification	Position No.	Change Description & Position Impact	Staff Impact
Student Recruitment	Future Student Manager (Post-graduate)	Deputy Manager, Future Students (Domestic)	ANU08	40813	Change of position title and reporting line to Manager, Future Students (Domestic)	Direct Transfer
Student Recruitment	Future Student Manager (Undergraduate)	Deputy Manager, Future Students (Domestic)	ANU08	1053	Change of position title and reporting line to Manager, Future Students (Domestic)	Direct Transfer
Student Recruitment	Manager Comms & Events	Deputy Manager, Communications and Events	ANU08	38684	Change of position title and reporting line to Manager, International Product and Network and update of duties	Direct Transfer
Student Recruitment	Manager, International Stakeholder Engagement	Deputy Manager, International Stakeholder Engagement	ANU08	34302	Change of position title and reporting line to Manager, International Product and Network and update of duties	Direct Transfer
Office of the DVCE	Senior Project Officer	Senior Project Officer	ANU08	41860	Change of reporting line to Senior Advisor, Program Delivery & Insight	Direct Transfer
Admissions and Scholarships	Admissions Coordinator	Admissions Team Coordinator	ANU06/7	31988	Change of position title and update of duties	Direct Transfer
Admissions and Scholarships	Admissions Coordinator	Admissions Team Coordinator	ANU06/7	32011	Change of position title and update of duties	Direct Transfer
Admissions and Scholarships	Admissions Coordinator, International	Admissions Team Coordinator	ANU06/7	29919	Change of position title and update of duties	Direct Transfer
Admissions and Scholarships	Senior Coursework Scholarship Officer	Coursework Scholarships Coordinator	ANU06/7	15853	Change of position title and update of duties	Direct Transfer

Future Team	Current Position	Future Position	Classification	Position No.	Change Description & Position Impact	Staff Impact
Admissions and Scholarships	Senior Coursework Scholarship Officer	Coursework Scholarships Coordinator	ANUO6/7	31506	Change of position title and update of duties	Direct Transfer
Admissions and Scholarships	Senior Coursework Scholarship Officer	Coursework Scholarships Coordinator	ANUO6/7	37128	Change of position title and update of duties	Direct Transfer
Admissions and Scholarships	Team Coordinator	Admissions Team Coordinator	ANUO6/7	33635	Change of position title and update of duties	Direct Transfer
ANU International Office	Coordinator, Global Programs	ANU Global Programs Coordinator	ANUO6/7	6132	Change of position title and update of duties	Direct Transfer
ANU International Office	Coordinator, Global Programs	ANU Global Programs Coordinator	ANUO6/7	17915	Change of position title and update of duties	Direct Transfer
ANU International Office	Coordinator, Global Programs	ANU Global Programs Coordinator	ANUO6/7	39082	Change of position title and update of duties	Direct Transfer
ANU International Office	International Business Development Officer	Regional Manager, Global Engagement and Partnerships	ANUO6/7	38332	Change of position title and reporting line to Deputy Manager, Global Engagement and Partnerships and update of duties	Direct Transfer
ANU International Office	International Coordinator	Strategic Analysis and Briefings Coordinator	ANUO6/7	25788	Change of position title and update of duties	Direct Transfer
ANU International Office	International Partnerships Cmp	Strategic Analysis and Briefings Coordinator	ANUO6/7	34667	Change of position title and update of duties	Direct Transfer
ANU International Office	Intl Partnerships & Comp Officer	International Partnerships and Compliance Coordinator	ANUO6/7	17681	Change of position title and update of duties	Direct Transfer
Student Recruitment	Future Student Coordinator	Future Students Coordinator	ANUO6/7	4095	Change of position title and update of duties	Direct Transfer
Student Recruitment	Future Student Coordinator	Future Students Coordinator	ANUO6/7	25464	Change of position title and update of duties	Direct Transfer

Future Team	Current Position	Future Position	Classification	Position No.	Change Description & Position Impact	Staff Impact
Student Recruitment	International Business Development Officer	Student Recruitment Coordinator	ANUO6/7	38333	Change of position title and reporting line to Manager, Student Recruitment and update of duties	Direct Transfer
Student Recruitment	International Student Recruitment Officer	Regional Manager (Onshore)	ANUO6/7	35323	Change of position title and update of duties	Direct Transfer
Student Recruitment	Regional Manager	Regional Manager (Student Recruitment)	ANUO6/7	34454	Change of position title and reporting line to Manager, Student Recruitment and update of duties	Direct Transfer
Student Recruitment	Senior Coordinator, International Stakeholder Engagement	International Stakeholder Engagement Coordinator	ANUO6/7	32487	Change of position title and update of duties	Direct Transfer
Student Recruitment	Student Recruitment Officer	Future Students Coordinator	ANUO6/7	14179	Change of position title and update of duties	Direct Transfer
Student Recruitment	Student Recruitment Officer	Regional Manager (Offshore Network)	ANUO6/7	20480	Change of position title and reporting line to Manager, Deputy Manager, International Stakeholder Engagement and update of duties	Direct Transfer
Student Recruitment	Team Leader, Future Student Enquiries	Future Student Enquiries Coordinator	ANUO6/7	33400	Change of position title and update of duties	Direct Transfer
Admissions and Scholarships	Admissions Officer, International	Admissions Officer	ANUO5	38681	Change of position title and update of duties	Direct Transfer
Admissions and Scholarships	Admissions Officer, International	Admissions Officer	ANUO5	29920	Change of position title and update of duties	Direct Transfer
Admissions and Scholarships	Scholarships Officer	Coursework Scholarships Officer	ANUO5	35395	Change of position title and update of duties	Direct Transfer
Student Recruitment	Enquiry Officer	Core Enquiry Officer	ANUO5	33353	Change of position title and update of duties	Direct Transfer

Future Team	Current Position	Future Position	Classification	Position No.	Change Description & Position Impact	Staff Impact
Student Recruitment	Enquiry Officer	Core Enquiry Officer	ANU05	33358	Change of position title and update of duties	Direct Transfer
Student Recruitment	Enquiry Officer	Core Enquiry Officer	ANU05	33687	Change of position title and update of duties	Direct Transfer
Student Recruitment	Marketing&Recruitment Officer	International Marketing and Recruitment Officer	ANU05	35139	Change of position title and update of duties	Direct Transfer
Learning and Teaching						
Careers and Employability	Senior Manager, Education Support	Senior Manager, Careers Education and Engagement Operations	SM2	37718	Change of position title and reporting line to PVC (Learning and Teaching) and update of duties	Direct Transfer
Office of the DVCE	Senior Advisor, Learning and Teaching	Senior Advisor, Program Delivery & Insight	SM2	39998	Change in position title, role and responsibilities, and reporting line to Director, Education Portfolio and update of duties	Direct Transfer
Careers and Employability	Employer Engagement Manager	Manager, Careers Education	SM1	17013	Change of position title and reporting line to Senior Manager, Careers Education and Engagement Operations and update of duties	Direct Transfer
Office of the DVCE	Senior Project Officer	Senior Project Officer	ANU08	41861	Change of reporting line to Senior Advisor, Program Delivery & Insight and update of duties	Direct Transfer
McCusker Institute	Senior Lecturer (Curriculum Transformation)	Academic Program Convenor, McCusker Institute	Level D	38187	Change of position title and update of duties	Direct Transfer
Careers and Employability	ANU C&E Systems Coordinator	Employability and Engagement Operations Coordinator	ANU06/7	40741	Change of position title and update of duties	Direct Transfer

Future Team	Current Position	Future Position	Classification	Position No.	Change Description & Position Impact	Staff Impact
Careers and Employability	ANU C&E Systems Coordinator	Employability and Engagement Operations Coordinator	ANUO6/7	41282	Change of position title and update of duties	Direct Transfer
Careers and Employability	Employer Engagement Officer	Careers Education Coordinator	ANUO6/7	32565	Change of position title and reporting line to Deputy Manager/Business Partner, Careers Education and update of duties	Direct Transfer
Careers and Employability	Employer Relations Officer	Systems, Data and Stakeholder Engagement Coordinator	ANUO6/7	38312	Change of position title and reporting line to Deputy Manager/Business Partner, Careers Education	Direct Transfer
Careers and Employability	Employer Relations Officer	Systems, Data and Stakeholder Engagement Coordinator	ANUO6/7	38409	Change of position title and reporting line to Deputy Manager/Business Partner, Careers Education	Direct Transfer
Education Support and Innovation	Administration Officer	Teaching Support and Recognition Officer	ANUO5	41868	Change of position title and reporting line to Deputy Manager, Teaching Support and Recognition and update of duties	Direct Transfer
University Experience						
Experience, Wellbeing and Inclusion	Director, University Experience	Director, Experience Wellbeing and Inclusion	SM5	36077	Change of position title	Direct Transfer
Student Assistance	Senior Manager, Student Life	Senior Manager, Student Assistance	SM2	27395	Change of position title and reporting line to Head of Education Management in SEEM and update of duties	Direct Transfer
Inclusive and Respectful Communities	Manager, Respectful Relationships Unit	Manager (Prevention, Education and Development)	SM1	35548	Change of position title and update of duties	Direct Transfer

Future Team	Current Position	Future Position	Classification	Position No.	Change Description & Position Impact	Staff Impact
Student Health and Wellbeing	Nurse Practitioner	Nurse Practitioner	SM1	38306	Change of reporting line to Clinical Lead - Nurse Practitioner	Direct Transfer
Student Health and Wellbeing	Nurse Practitioner	Nurse Practitioner	SM1	41451	Change of reporting line to Clinical Lead - Nurse Practitioner	Direct Transfer
Experience, Wellbeing and Inclusion	Senior Project Officer	Senior Project Officer, Experience Wellbeing and Inclusion	ANU08	35565	Change of position title	Direct Transfer
Inclusive and Respectful Communities	Dep Mngr, Student Equity	Team Leader, Student Equity	ANU08	37535	Change of position title and update of duties	Direct Transfer
Inclusive and Respectful Communities	Senior Project Officer	Program Lead, Prevention and Community Education	ANU08	33765	Change of position title	Direct Transfer
Inclusive and Respectful Communities	Senior Project Officer (Education and Engagement)	Program Lead, Residential Liaison and Peer Education	ANU08	39004	Change of position title	Direct Transfer
Inclusive and Respectful Communities	Senior Project Officer (Research and Policy)	Program Lead, Evidence and Impact	ANU08	33930	Changed position title	Direct Transfer
Inclusive and Respectful Communities	Senior Project Officer, Inclusive Communities	Program Lead, Governance and Strategies	ANU08	39083	Change of position title	Direct Transfer
Student Assistance	Deputy Manager, Student Communications and Events	Deputy Manager, Student Communications	ANU08	17366	Change of position title and reporting line to Manager, Student Communication and Events and update of duties	Direct Transfer
Student Health and Wellbeing	Team Leader, Clinical Intake	Senior, Clinical Intake	ANU08	40830	Change of position title	Direct Transfer

Future Team	Current Position	Future Position	Classification	Position No.	Change Description & Position Impact	Staff Impact
ANU International Office	Senior Sponsored Student Officer, Australia Awards	Sponsored Students Coordinator	ANU06/7	17244	Change of position title and reporting line to Manager, Sponsored Students (Student Engagement) and update of duties	Direct Transfer
Inclusive and Respectful Communities	Project Officer (Inclusive Communities)	Program Coordinator, Prevention, Education and Development	ANU06/7	34755	Change of position title	Direct Transfer
Inclusive and Respectful Communities	Student Life Officer, Community Engagement	Program Coordinator, Student Equity (Kitchen Garden)	ANU06/7	40714	Change of position title and reporting line to Team Leader, Student Equity	Direct Transfer
Inclusive and Respectful Communities	Student Life Officer, Community Engagement	Program Coordinator, Student Equity (Community Connect)	ANU06/7	40713	Change of position title and reporting line to Team Leader, Student Equity	Direct Transfer
Student Assistance	Communications Officer (DSAAS)	Student Communications Coordinator	ANU06/7	28313	Change of position title and reporting line to Deputy Manager, Student Communications and update of duties	Direct Transfer
Student Assistance	Student Life Officer, SCE	Student Communications Coordinator	ANU06/7	40649	Change of position title and reporting line to Deputy Manager, Student Communications and update of duties	Direct Transfer
Student Assistance	Student Life Officer, SCE	Student Communications Coordinator	ANU06/7	41021	Change of position title and reporting line to Deputy Manager, Student Communications and update of duties	Direct Transfer

Future Team	Current Position	Future Position	Classification	Position No.	Change Description & Position Impact	Staff Impact
Student Engagement	Student Access & Success Officer	Student Retention Coordinator	ANUO6/7	15324	Change of position title and reporting line to Manager, Student Transition and Retention and update of duties	Direct Transfer
Student Engagement	Student Life Officer, Orientation	Student Orientation Coordinator	ANUO6/7	7711	Change of position title and reporting line to Manager, Student Transition and Retention and update of duties	Direct Transfer
Student Engagement	Student Life Officer, Set4ANU	Set4ANU Coordinator	ANUO6/7	19759	Change of position title and reporting line to Manager, Student Transition and Retention and update of duties	Direct Transfer
Student Health and Wellbeing	Case Manager	Case Manager, Student Safety and Wellbeing	ANUO6/7	37116	Change of position title and reporting line to Senior Case Manager, Student Safety and Wellbeing	Direct Transfer
Student Health and Wellbeing	Case Manager	Case Manager, Student Safety and Wellbeing	ANUO6/7	38291	Change of position title and reporting line to Senior Case Manager, Student Safety and Wellbeing	Direct Transfer
Student Health and Wellbeing	Case Manager	Case Manager, Student Safety and Wellbeing	ANUO6/7	40037	Change of position title and reporting line to Senior Case Manager, Student Safety and Wellbeing	Direct Transfer

Future Team	Current Position	Future Position	Classification	Position No.	Change Description & Position Impact	Staff Impact
Student Health and Wellbeing	Case Manager	Case Manager, Student Safety and Wellbeing	ANU06/7	40233	Change of position title and reporting line to Senior Case Manager, Student Safety and Wellbeing	Direct Transfer
Student Health and Wellbeing	Case Mgr, Stud. Safety & Well	Case Manager, Student Safety and Wellbeing	ANU06/7	38292	Change of reporting line to Senior Case Manager, Student Safety and Wellbeing	Direct Transfer
Student Health and Wellbeing	Health and Wellbeing Operations Coordinator	Health and Wellbeing Operations Coordinator	ANU06/7	38385	Change of reporting line to Clinical Lead - Nurse Practitioner	Direct Transfer
ANU International Office	Sponsored Student Officer, Australia Awards	Sponsored Students Officer	ANU05	17828	Change of position title and reporting line to Manager, Sponsored Students (Student Engagement) and update of duties	Direct Transfer
Student Health and Wellbeing	Registered Nurse	Registered Nurse	ANU05	36683	Change of position title and reporting line to Clinical Lead - Nurse Practitioner	Direct Transfer
Student Health and Wellbeing	Health and Wellbeing Support Officer	Health and Wellbeing Support Assistant	ANU04	38835	Change in position title and reporting line to Manager, Clinical Intake	Direct Transfer
Student Health and Wellbeing	Health and Wellbeing Support Officer	Health and Wellbeing Support Assistant	ANU04	40308	Change of position title and reporting line to Manager, Clinical Intake	Direct Transfer
All Colleges						
ODVCE	Associate Dean (Education)	Associate Dean (Education)	ACADEMIC	Several	Transfer of 0.4FTE to the ODVCE, change of reporting line to DVCE	Direct Transfer

Future Team	Current Position	Future Position	Classification	Position No.	Change Description & Position Impact	Staff Impact
College of Asia and the Pacific						
Student Assistance	Deputy Manager Student Admin and Engagement	Deputy Manager, Student Events	ANUO8	24929	Change of position title and reporting line to Manager, Student Communication and Events and update of duties	Direct Transfer
Student Assistance	Education Policy & Process Coordinator	Student Hub Team Coordinator	ANUO6/7	15892	Change of position title and reporting line to Deputy Manager, Student Events and update of duties	Direct Transfer
College of Business and Economics						
Careers and Employability	Senior Manager, Students and Experience	Associate Director, Student Employability & Industry Engagement	SM2	35651	Change of position title and reporting line to PVC (Learning and Teaching) and update of duties	Direct Transfer
Student Recruitment	Manager, Student Recruitment	Manager, Student Recruitment	SM1	31167	Change of position title and reporting line to Associate Director, Future Students (International) and update of duties	Direct Transfer
Student Assistance	Student Admin Assistant	Student Hub Assistant	ANUO4	21995	Change of position title and reporting line to Student Hub Team Coordinator and update of duties	Direct Transfer
Student Assistance	Student Administrator	Student Hub Assistant	ANUO4	12979	Change of position title and reporting line to Student Hub Team Coordinator and update of duties	Direct Transfer
Student Recruitment	School Administrator	Student Hub Assistant	ANUO4	29106	Change of position title and reporting line to Student Hub Team Coordinator and update of duties	Direct Transfer
College of Law, Governance and Policy						

Future Team	Current Position	Future Position	Classification	Position No.	Change Description & Position Impact	Staff Impact
Student Engagement	Student Administration Manager	Senior Manager, Student Education Support	SM2	3426	Change of position title and reporting line to Head of Student Engagement and update of duties	Direct Transfer
ANU International Office	Manager, Recruitment & Alumni	Manager, Global Engagement and Partnerships	SM1	150	Change of position title and reporting line to Associate Director, Global Engagement and Partnerships and update of duties	Direct Transfer
Student Recruitment	Deputy Manager, Student Recruitment and Partnerships	Engagement Lead (Student Recruitment)	ANU08	40660	Change of position title and reporting line to Manager, Student Recruitment College Liaison and update of duties	Direct Transfer
Student Assistance	Student Recruitment and Alumni Officer	Student Hub Assistant	ANU04	24089	Change of position title and reporting line to Student Hub Team Coordinator and update of duties	Direct Transfer
College of Science and Medicine						
ANU International Office	Head, International Relations & Partnerships	Associate Director, Global Engagement and Partnerships	SM2	19279	Change of position title and reporting line to Director, ANU International Office and update of duties	Direct Transfer
Student Recruitment	Senior International Student Recruitment Officer	Student Recruitment Coordinator	ANU06/7	19496	Change of position title and reporting line to Manager, Student Recruitment and update of duties	Direct Transfer
Student Assistance	Student Services Officer	Student Events Officer	ANU05	17963	Change of position title and reporting line to Deputy Manager, Student Events and update of duties	Direct Transfer

Future Team	Current Position	Future Position	Classification	Position No.	Change Description & Position Impact	Staff Impact
Student Assistance	Student Services Officer	Student Events Officer	ANU05	40381	Change of position title and reporting line to Deputy Manager, Student Events and update of duties	Direct Transfer
Student Assistance	Student Services Officer	Student Hub Officer	ANU05	19338	Change of position title and reporting line to Student Hub Team Coordinator and update of duties	Direct Transfer
Student Engagement	Student Administration Officer	Student Retention Officer	ANU05	38303	Change of position title and reporting line to Manager, Student Transition and Retention and update of duties	Direct Transfer
College of Systems and Society						
Student Engagement	Senior Student Admin Officer	Student Retention Coordinator	ANU06/7	36709	Change of position title and reporting line to Manager, Student Transition and Retention and update of duties	Direct Transfer
Education Management	Service Officer - Student Services	Student Systems Officer	ANU05	37382	Change of position title and reporting line to Senior Manager, Student Business Systems and update of duties	Direct Transfer
Student Assistance	Student Administration Officer	Student Hub Officer	ANU05	35073	Change of position title and reporting line to Student Hub Team Coordinator and update of duties	Direct Transfer

Positions to be directly transferred: 157 occupied, 13 vacant – 170 total

Direct transfer into structure following placement process

For staff transferring to new positions who have not been directly mapped to future positions (directly above), a structured placement process was undertaken to ensure a fair and transparent outcome and consistent with clause 51 of the EA. This enabled staff to indicate preferences and provide additional information relevant to their capabilities and career aspirations.

In most cases, changes reflect minor adjustments to reporting lines, position titles, or duties that do not materially alter the core function of the role. However, where staff expressed interest in opportunities that differed from their current position, and where these aligned with organisational needs and demonstrated skills and experience, transfers into alternative roles were considered. In these instances, variations in role nature reflect both the outcomes of the transfer process and the individual's preferences wherever reasonably practicable.

Future Team	Current Position	Future Position	Classification	Position No.	Change Description & Position Impact	Staff Impact
Student Administration and Academic Services						
Student Engagement	Manager, Student Regulations	Manager, Student Transition and Retention	SM1	41271	Change of position title, reporting line and duties	Transfer following placement process
Education Management	Senior Compliance Officer	Academic Compliance Coordinator	ANUO6/7	41865	Change of position title, reporting line and duties	Transfer following placement process
Student Integrity	Senior Compliance Officer	Student Appeals and Conduct Coordinator	ANUO6/7	33354	Change of position title, reporting line and duties	Transfer following placement process
Education Management	Senior Coursework Exam Officer	Policy Coordinator	ANUO6/7	41468	Change of position title, reporting line and duties	Transfer following placement process
Education Management	Admin Officer, EGAPP	Conferral and Prizes Officer	ANUO5	41870	Change of position title, reporting line and duties	Transfer following placement process
Student Engagement	Compliance Officer	Student Education Advisor	ANUO5	16649	Change of position title, reporting line and duties	Transfer following placement process
Learning and Teaching						
McCusker Institute	Student Life Officer, Community Engagement	Administration Coordinator, McCusker Institute	ANUO6/7	32533	Change of position title, reporting line and duties	Transfer following placement process

Future Team	Current Position	Future Position	Classification	Position No.	Change Description & Position Impact	Staff Impact
Careers and Employability	Team Leader, Extent & Enrichment	Deputy Manager, Employability and Engagement Operations	ANU08	36695	Change of position title, reporting line and duties	Transfer following placement process
Education Support and Innovation	Multimedia Education Communications Officer	Learning Multimedia Coordinator	ANU06/7	33876	Change of position title, reporting line and duties	Transfer following placement process
Education Support and Innovation	Multimedia Communications Officer	Learning Multimedia Officer	ANU05	36324	Change of position title, reporting line and duties	Transfer following placement process
College of Arts and Social Sciences						
Education Support and Innovation	Project Officer - Education	Curriculum Architecture Coordinator	ANU06/7	35535	Change of position title, reporting line and duties	Transfer following placement process
Education Support and Innovation	Project Officer - Education	Curriculum Architecture Coordinator	ANU06/7	35536	Change of position title, reporting line and duties	Transfer following placement process
Education Support and Innovation	Project Officer - Education	Curriculum Architecture Coordinator	ANU06/7	38449	Change of position title, reporting line and duties	Transfer following placement process
Education Support and Innovation	Project Support Officer	Curriculum Architecture Officer	ANU05	35537	Change of position title, reporting line and duties	Transfer following placement process
Student Engagement	Manager, Student Admin	Manager, Student Education Support	SM1	35523	Change of position title, reporting line and duties	Transfer following placement process
Careers and Employability	Manager (Partnership and Employability)	Deputy Manager, Student Employability & Industry Engagement (Government & Law)	ANU08	34309	Change of position title, reporting line and duties	Transfer following placement process
Education Support and Innovation	Executive Officer - Education	Deputy Manager, Teaching Support and Recognition	ANU08	35534	Change of position title, reporting line and duties	Transfer following placement process
Student Recruitment	Marketing & Student Recruitment Coordinator	Engagement Coordinator (Student Recruitment)	ANU06/7	21219	Change of position title, reporting line and duties	Transfer following placement process

Future Team	Current Position	Future Position	Classification	Position No.	Change Description & Position Impact	Staff Impact
SEEM Projects	Deputy Manager, Student Admin	Deputy Manager, SEEM Projects	ANU08	35525	Change of position title, reporting line and duties	Transfer following placement process
Student Recruitment	Deputy Manager, Marketing	<i>Placement in progress</i>	ANU08	21220	Change of position title, reporting line and duties	Transfer following placement process
Student Engagement	Student Advisor	Education Liaison	ANU06/7	35530	Change of position title, reporting line and duties	Transfer following placement process
Student Engagement	Student Advisor	Senior Student Education Advisor	ANU06/7	35526	Change of position title, reporting line and duties	Transfer following placement process
Student Engagement	Student Advisor	Senior Student Education Advisor	ANU06/7	35528	Change of position title, reporting line and duties	Transfer following placement process
Student Engagement	Student Advisor	Senior Student Education Advisor	ANU06/7	35532	Change of position title, reporting line and duties	Transfer following placement process
Careers and Employability	Administration Assistant	Student Employability & Industry Engagement Assistant (Government & Law)	ANU04	26248	Change of position title, reporting line and duties	Transfer following placement process
Careers and Employability	Administrative Assistant	Student Employability & Industry Engagement Assistant (Government & Law)	ANU04	39290	Change of position title, reporting line and duties	Transfer following placement process
Student Engagement	Student Administrator	Student Education Advisor	ANU05	35533	Change of position title, reporting line and duties	Transfer following placement process
College of Asia and the Pacific						
Education Management	Manager, Education Services	Manager, Regulatory Compliance	SM1	15891	Change of position title, reporting line and duties	Transfer following placement process
Education Support and Innovation	Student Administration Officer	Curriculum Architecture Officer	ANU05	29264	Change of position title, reporting line and duties	Transfer following placement process

Future Team	Current Position	Future Position	Classification	Position No.	Change Description & Position Impact	Staff Impact
Education Support and Innovation	Dpty Mngr- Education Services	Deputy Manager/Business Partner, Curriculum Architecture	ANU08	23664	Change of position title, reporting line and duties	Transfer following placement process
Student Recruitment	Senior Education Support Officer (Marketing & Student Recruitment)	Engagement Coordinator (Student Recruitment)	ANU06/7	38413	Change of position title, reporting line and duties	Transfer following placement process
Timetabling	Senior Education Officer	College Timetabling Liaison	ANU06/7	40551	Change of position title, reporting line and duties	Transfer following placement process
Student Recruitment	Dty Mgr-MktgComms&StdRcrmt	<i>Placement in progress</i>	ANU08	38949	Change of position title, reporting line and duties	Transfer following placement process
Student Engagement	Senior Program Coordinator	Senior Student Education Advisor	ANU06/7	177	Change of position title, reporting line and duties	Transfer following placement process
Student Engagement	Senior Student Engagement Coord	Education Liaison	ANU06/7	151	Change of position title, reporting line and duties	Transfer following placement process
Student Engagement	Senior Student Engagement Coord	Senior Student Education Advisor	ANU06/7	167	Change of position title, reporting line and duties	Transfer following placement process
Education Management	Student Administration Officer	Regulatory Compliance Officer	ANU05	31969	Change of position title, reporting line and duties	Transfer following placement process
Student Engagement	Student Engagement Officer	Student Education Advisor	ANU05	33979	Change of position title, reporting line and duties	Transfer following placement process
Education Support and Innovation	Senior Education Support Officer	Teaching Support and Recognition Coordinator	ANU06/7	34682	Change of position title, reporting line and duties	Transfer following placement process
College of Business and Economics						

Future Team	Current Position	Future Position	Classification	Position No.	Change Description & Position Impact	Staff Impact
Careers and Employability	Deputy Manager, Careers & Student Emp	Deputy Manager, Student Employability & Industry Engagement (Business Hub)	ANU08	3358	Change of position title, reporting line and duties	Transfer following placement process
Careers and Employability	Deputy Manager, Careers & Student Emp	Deputy Manager, Student Employability & Industry Engagement (Business Hub)	ANU08	5233	Change of position title, reporting line and duties	Transfer following placement process
Student Recruitment	Deputy Manager - National	Deputy Manager, Student Recruitment	ANU08	31771	Change of position title, reporting line and duties	Transfer following placement process
Education Support and Innovation	Executive Officer Educational	Deputy Manager/Business Partner, Curriculum Architecture	ANU08	30637	Change of position title, reporting line and duties	Transfer following placement process
Student Engagement	Dep Mgr, Student Exp	Deputy Manager, Student Education Support	ANU08	36037	Change of position title, reporting line and duties	Transfer following placement process
Student Recruitment	Student Recruitment Coordinator	Engagement Coordinator (Student Recruitment)	ANU06/7	27695	Change of position title, reporting line and duties	Transfer following placement process
Student Recruitment	International Student Recruitment Coordinator	Engagement Coordinator (Student Recruitment)	ANU06/7	35441	Change of position title, reporting line and duties	Transfer following placement process
Education Management	Deputy Manager, Student Admin	Deputy Manager, Professional Accreditation	ANU08	19162	Change of position title, reporting line and duties	Transfer following placement process
Education Support and Innovation	Manager, Education Governance	Manager, Curriculum Architecture	SM1	20926	Change of position title, reporting line and duties	Transfer following placement process
Careers and Employability	Student Employability Manager	Manager, Student Employability & Industry Engagement (Business Hub)	SM1	32832	Change of position title, reporting line and duties	Transfer following placement process
ANU International Office	Student Recruitment Coordinator (International)	Regional Manager, Global Engagement and Partnerships	ANU06/7	13103	Change of position title, reporting line and duties	Transfer following placement process

Future Team	Current Position	Future Position	Classification	Position No.	Change Description & Position Impact	Staff Impact
Education Management	Senior School Administrator	Timetabling Coordinator	ANUO6/7	3323	Change of position title, reporting line and duties	Transfer following placement process
Student Engagement	Senior School Administrator	Education Liaison	ANUO6/7	11804	Change of position title, reporting line and duties	Transfer following placement process
Admissions and Scholarships	Senior Student Services Officer (Scholarships and Prizes)	Coursework Scholarships Coordinator	ANUO6/7	31419	Change of position title, reporting line and duties	Transfer following placement process
Student Engagement	Senior Student Administrator	Senior Student Education Advisor	ANUO6/7	33256	Change of position title, reporting line and duties	Transfer following placement process
SEEM Projects	Senior Student Services Officer	Project Coordinator	ANUO6/7	39931	Change of position title, reporting line and duties	Transfer following placement process
SEEM Projects	Senior Student Services Officer	Project Coordinator	ANUO6/7	39932	Change of position title, reporting line and duties	Transfer following placement process
Student Engagement	Senior Student Services Officer	Senior Student Education Advisor	ANUO6/7	12450	Change of position title, reporting line and duties	Transfer following placement process
Student Engagement	Senior Student Services Officer	Senior Student Education Advisor	ANUO6/7	33109	Change of position title, reporting line and duties	Transfer following placement process
Student Integrity	Senior Student Services Officer	Student Appeals and Conduct Coordinator	ANUO6/7	39933	Change of position title, reporting line and duties	Transfer following placement process
Student Engagement	School Administrator	Student Education Advisor	ANUO5	20279	Change of position title, reporting line and duties	Transfer following placement process
Careers and Employability	Student Employability Coordinator	Student Employability & Industry Engagement Coordinator (Business Hub)	ANUO6/7	37490	Change of position title, reporting line and duties	Transfer following placement process

Future Team	Current Position	Future Position	Classification	Position No.	Change Description & Position Impact	Staff Impact
Careers and Employability	Student Employability Coordinator	Student Employability & Industry Engagement Coordinator (Business Hub)	ANU06/7	39363	Change of position title, reporting line and duties	Transfer following placement process
Careers and Employability	Careers Event Officer	Student Employability & Industry Engagement Officer (Business Hub)	ANU05	34847	Change of position title, reporting line and duties	Transfer following placement process
Student Engagement	School Administrator	Student Education Advisor	ANU05	20286	Change of position title, reporting line and duties	Transfer following placement process
Education Management	Student Administration Officer	Conferral and Prizes Officer	ANU05	19222	Change of position title, reporting line and duties	Transfer following placement process
Education Management	Student Administration Officer	Exams and Results Officer	ANU05	18489	Change of position title, reporting line and duties	Transfer following placement process
Student Engagement	Student Administration Officer	Student Education Advisor	ANU05	28406	Change of position title, reporting line and duties	Transfer following placement process
Education Management	Student Administrator	Timetabling Officer	ANU05	17328	Change of position title, reporting line and duties	Transfer following placement process
Student Engagement	Student Services Officer	Enrolments and Fees Officer	ANU05	30958	Change of position title, reporting line and duties	Transfer following placement process
Education Support and Innovation	Senior Student Services Officer	Teaching Support and Recognition Coordinator	ANU06/7	39216	Change of position title, reporting line and duties	Transfer following placement process
College of Law, Governance and Policy						
Education Support and Innovation	Senior Student Admin Officer	Curriculum Architecture Coordinator	ANU06/7	39605	Change of position title, reporting line and duties	Transfer following placement process
Education Support and Innovation	Student Administration Officer	Curriculum Architecture Officer	ANU05	181	Change of position title, reporting line and duties	Transfer following placement process

Future Team	Current Position	Future Position	Classification	Position No.	Change Description & Position Impact	Staff Impact
Education Support and Innovation	Student Engagement Officer	Curriculum Architecture Officer	ANU05	26826	Change of position title, reporting line and duties	Transfer following placement process
ANU International Office	Dpty Manger, Recruitment & Alu	Deputy Manager, Global Engagement and Partnerships	ANU08	7436	Change of position title, reporting line and duties	Transfer following placement process
Education Support and Innovation	Senior Education Developer	Deputy Manager, Teaching Support and Recognition	ANU08	28331	Change of position title, reporting line and duties	Transfer following placement process
Education Support and Innovation	Mgr Stu & Grad Program	Deputy Manager/Business Partner, Curriculum Architecture	ANU08	155	Change of position title, reporting line and duties	Transfer following placement process
Student Recruitment	Senior Officer - Marketing & Student Recruitment	Engagement Coordinator (Student Recruitment)	ANU06/7	38891	Change of position title, reporting line and duties	Transfer following placement process
Student Engagement	Deputy Manager, Student Admin	Deputy Manager, Student Education Support	ANU08	22497	Change of position title, reporting line and duties	Transfer following placement process
Student Engagement	Senior Administration Officer	Education Liaison	ANU06/7	22770	Change of position title, reporting line and duties	Transfer following placement process
Student Engagement	Senior Administration Officer	Senior Student Education Advisor	ANU06/7	8257	Change of position title, reporting line and duties	Transfer following placement process
Student Engagement	Senior Administration Officer	Senior Student Education Advisor	ANU06/7	24422	Change of position title, reporting line and duties	Transfer following placement process
Student Integrity	Senior Administration Officer	Student Appeals and Conduct Coordinator	ANU06/7	21762	Change of position title, reporting line and duties	Transfer following placement process
Student Recruitment	Mktg & Stu Recruit Coordinator	Regional Manager (Student Recruitment)	ANU06/7	29456	Change of position title, reporting line and duties	Transfer following placement process
ANU International Office	International Student Scholarships & Recruitment	Regional Manager, Global Engagement and Partnerships	ANU06/7	7591	Change of position title, reporting line and duties	Transfer following placement process

Future Team	Current Position	Future Position	Classification	Position No.	Change Description & Position Impact	Staff Impact
ANU International Office	Student Recruitment & Alumni Officer	Sponsored Students Officer	ANU05	17022	Change of position title, reporting line and duties	Transfer following placement process
Academic Integrity	Administration Officer	Appeals and Conduct Officer	ANU05	25262	Change of position title, reporting line and duties	Transfer following placement process
Student Engagement	Administration Officer	Student Education Advisor	ANU05	3428	Change of position title, reporting line and duties	Transfer following placement process
Careers and Employability	Student Employability Officer	Student Employability & Industry Engagement Officer (Government & Law)	ANU05	35981	Change of position title, reporting line and duties	Transfer following placement process
College of Science and Medicine						
Education Support and Innovation	Student Administration Officer	Curriculum Architecture Officer	ANU05	21647	Change of position title, reporting line and duties	Transfer following placement process
ANU International Office	IRP Regional Coord (China)	Deputy Manager, Global Engagement and Partnerships	ANU08	8507	Change of position title, reporting line and duties	Transfer following placement process
Student Assistance	Manager, Student Services	Manager, Student Communication and Events	SM1	20202	Change of position title, reporting line and duties	Transfer following placement process
Education Support and Innovation	Education Governance Officer	Deputy Manager/Business Partner, Curriculum Architecture	ANU08	17044	Change of position title, reporting line and duties	Transfer following placement process
Student Recruitment	Senior Marketing Officer	Engagement Coordinator (Student Recruitment)	ANU06/7	36011	Change of position title, reporting line and duties	Transfer following placement process
Student Engagement	Deputy Manager, Student Services	Deputy Manager, Student Education Support	ANU08	17048	Change of position title, reporting line and duties	Transfer following placement process
Student Engagement	Senior Admin Officer (Education)	Education Liaison	ANU06/7	20304	Change of position title, reporting line and duties	Transfer following placement process

Future Team	Current Position	Future Position	Classification	Position No.	Change Description & Position Impact	Staff Impact
Student Engagement	Senior Officer Coursework SS	Senior Student Education Advisor	ANUO6/7	14810	Change of position title, reporting line and duties	Transfer following placement process
Student Engagement	Senior Officer Coursework SS	Senior Student Education Advisor	ANUO6/7	31084	Change of position title, reporting line and duties	Transfer following placement process
ANU International Office	Regional Manager - IRP STEMM	Regional Manager, Global Engagement and Partnerships	ANUO6/7	41453	Change of position title, reporting line and duties	Transfer following placement process
ANU International Office	Regional Manager - IRP STEMM	Regional Manager, Global Engagement and Partnerships	ANUO6/7	39302	Change of position title, reporting line and duties	Transfer following placement process
Education Management	Senior Student Admin Officer (BTLC)	Exams and Results Coordinator	ANUO6/7	24348	Change of position title, reporting line and duties	Transfer following placement process
Student Engagement	Senior Student Services Officer	Senior Student Education Advisor	ANUO6/7	21151	Change of position title, reporting line and duties	Transfer following placement process
Student Engagement	Senior Sub Dean Coordinator	Senior Student Education Advisor	ANUO6/7	24914	Change of position title, reporting line and duties	Transfer following placement process
Student Engagement	Snr Student Services Officer	Senior Student Education Advisor	ANUO6/7	7890	Change of position title, reporting line and duties	Transfer following placement process
Student Engagement	Student Administrator (BTLC)	Student Education Advisor	ANUO5	21804	Change of position title, reporting line and duties	Transfer following placement process
College of Systems and Society						
Education Support and Innovation	Senior Academic Services Officer	Curriculum Architecture Coordinator	ANUO6/7	36500	Change of position title, reporting line and duties	Transfer following placement process
Education Support and Innovation	Senior Academic Services Officer	Curriculum Architecture Coordinator	ANUO6/7	40226	Change of position title, reporting line and duties	Transfer following placement process

Future Team	Current Position	Future Position	Classification	Position No.	Change Description & Position Impact	Staff Impact
Careers and Employability	Deputy Manager, Student Employment	Deputy Manager, Student Employability & Industry Engagement (STEM)	ANU08	20558	Change of position title, reporting line and duties	Transfer following placement process
Careers and Employability	Senior Engagement and Impact Officer	Deputy Manager, Student Employability & Industry Engagement (STEM)	ANU08	40757	Change of position title, reporting line and duties	Transfer following placement process
Student Engagement	Manager, Student Services	Manager, Student Education Support	SM1	35654	Change of position title, reporting line and duties	Transfer following placement process
Education Support and Innovation	Deputy Manager, Academic Services	Deputy Manager/Business Partner, Curriculum Architecture	ANU08	35829	Change of position title, reporting line and duties	Transfer following placement process
Student Recruitment	International Student Recruitment Lead OOC	Engagement Coordinator (Student Recruitment)	ANU06/7	32939	Change of position title, reporting line and duties	Transfer following placement process
Student Recruitment	Marketing & Events Coordinator	Engagement Coordinator (Student Recruitment)	ANU06/7	37154	Change of position title, reporting line and duties	Transfer following placement process
Student Engagement	DM, Student Services	Deputy Manager, Student Education Support	ANU08	35670	Change of position title, reporting line and duties	Transfer following placement process
Education Management	Senior Academic Services Officer	Regulatory Compliance Coordinator	ANU06/7	34100	Change of position title, reporting line and duties	Transfer following placement process
Student Recruitment	Marketing & Events Officer	Future Students Officer	ANU05	39770	Change of position title, reporting line and duties	Transfer following placement process
Education Support and Innovation	Manager, Academic Services	Manager, Curriculum Architecture	SM1	35653	Change of position title, reporting line and duties	Transfer following placement process
Careers and Employability	Engagement and Impact lead	Manager, Student Employability & Industry Engagement (STEM)	SM1	34608	Change of position title, reporting line and duties	Transfer following placement process

Future Team	Current Position	Future Position	Classification	Position No.	Change Description & Position Impact	Staff Impact
Careers and Employability	Engagement and Impact lead	Manager, Student Employability & Industry Engagement (STEM)	SM1	36742	Change of position title, reporting line and duties	Transfer following placement process
Student Recruitment	Student Recruitment Manager	Manager, Student Recruitment College Liaison	SM1	39548	Change of position title, reporting line and duties	Transfer following placement process
Admissions and Scholarships	Senior Academic Services Officer	Coursework Scholarships Coordinator	ANU06/7	29817	Change of position title, reporting line and duties	Transfer following placement process
Education Management	Snr Student Services Officer	Exams and Results Coordinator	ANU06/7	36222	Change of position title, reporting line and duties	Transfer following placement process
Education Management	Academic Services Officer	Conferral and Prizes Officer	ANU05	5592	Change of position title, reporting line and duties	Transfer following placement process
Education Management	Admin Officer (Education)	Exams and Results Officer	ANU05	25869	Change of position title, reporting line and duties	Transfer following placement process
Careers and Employability	Senior Engagement & Impact Officer	Student Employability & Industry Engagement Coordinator (STEM)	ANU06/7	22503	Change of position title, reporting line and duties	Transfer following placement process
Careers and Employability	Business Development Coordinator	Student Employability & Industry Engagement Coordinator (STEM)	ANU06/7	32201	Change of position title, reporting line and duties	Transfer following placement process
Careers and Employability	Senior Student Employability Officer	Student Employability & Industry Engagement Coordinator (STEM)	ANU06/7	34572	Change of position title, reporting line and duties	Transfer following placement process
Careers and Employability	Senior Student Employability Officer	Student Employability & Industry Engagement Coordinator (STEM)	ANU06/7	39693	Change of position title, reporting line and duties	Transfer following placement process
Student Engagement	Student Administration Officer	Student Education Advisor	ANU05	36995	Change of position title, reporting line and duties	Transfer following placement process

Following placement process: 121 positions occupied, 6 positions vacant, placement of 2 staff to be confirmed following extended leave – 129 total

New Positions

The following positions are required to support the structure and commencement of the new operating model and will be recruited as part of this implementation phase, as there is no current identified equivalent to be transferred into. These roles are essential to ensuring continuity of service, effective transition, and the delivery of planned activities from implementation.

Team	New Position	Classification	Position #	# New Positions	Position Outcome
Office of the Deputy Vice-Chancellor, Education					
Office of the DVCE	Director, Education	SM5	NEW	1	(1) Position established (18-month fixed term)
Student Engagement and Education Management					
Student Engagement	Head of Student Engagement	SM3	NEW	1	(1) Position established (continuing)
Education Management	Deputy Manager, Student Systems Support	ANUO8	NEW	1	(1) Position established (continuing)
Education Management	Deputy Manager, Timetabling	ANUO8	NEW	1	(1) Position established (continuing)
Education Management	National Student Ombudsman Liaison	ANUO8	NEW	1	(1) Position established (continuing)
Education Management	Conferral Coordinator	ANUO6/7	NEW	1	(1) Position established (continuing)
Education Management	Exams and Results Coordinator	ANUO6/7	NEW	1	(1) Position established (continuing)
Education Management	Senior Student Systems Officer	ANUO6/7	NEW	1	(1) Position established (continuing)
Education Management	Conferral and Prizes Officer	ANUO5	NEW	1	(1) Position established (continuing)
Education Management	Systems Support Officer	ANUO5	NEW	1	(1) Position established (continuing)

Team	New Position	Classification	Position #	# New Positions	Position Outcome
International and Future Students					
ANU International Office	Senior Manager, Sponsored Students and Global Programs	SM2	NEW	1	(1) Position established (continuing)
Student Recruitment	Manager, International Product and Network	SM1	NEW	1	(1) Position established (continuing)
ANU International Office	Manager, Strategic Analysis and Briefings (Operations and Global Alliances)	SM1	NEW	1	(1) Position established (continuing)
Student Recruitment	Deputy Manager, Future Students Experience	ANUO8	NEW	1	(1) Position established (continuing)
Admissions and Scholarships	Deputy Manager, Specialist Awards	ANUO8	NEW	1	(1) Position established (continuing)
Student Recruitment	Engagement Lead (Student Recruitment)	ANUO8	NEW	1	(1) Position established (continuing)
ANU International Office	Deputy Manager, Sponsored Students (Student Engagement)	ANUO8	NEW	1	(1) Position established (continuing)
ANU International Office	Sponsored Students Officer	ANUO5	NEW	1	(1) Position established (continuing)
Learning and Teaching					
Education Support and Innovation	Senior Manager, Education Support and Innovation	SM2	NEW	1	(1) Position established (continuing)
Careers and Employability	Manager, Student Employability & Industry Engagement (Government & Law)	SM1	NEW	1	(1) Position established (continuing)
Education Support and Innovation	Manager, Teaching Support and Recognition	SM1	NEW	1	(1) Position established (2-year fixed term)

Team	New Position	Classification	Position #	# New Positions	Position Outcome
Careers and Employability	Deputy Manager/Business Partner, Careers Education	ANUO8	NEW	1	(1) Position established (continuing)
<i>Careers and Employability</i>	<i>Deputy Manager/Business Partner, Careers Education</i>	<i>ANUO8</i>	<i>NEW</i>	<i>1</i>	<i>(1) Position established (fixed term)</i>
Education Support and Innovation	Deputy Manager/Business Partner, Curriculum Architecture	ANUO8	NEW	1	(1) Position established (continuing)
<i>Careers and Employability</i>	<i>Student Employability & Industry Engagement Coordinator (Government & Law)</i>	<i>ANUO6/7</i>	<i>NEW</i>	<i>1</i>	<i>(1) Position established (fixed term)</i>
Experience, Wellbeing and Inclusion					
Student Health and Wellbeing	Clinical Lead and Nurse Practitioner	SM2	NEW	1	Position established (continuing)
Student Health and Wellbeing	Manager, Clinical Intake	SM1	NEW	1	Position established (continuing)
Student Health and Wellbeing	Counsellor	ANUO8	NEW	1	Position established (continuing)
Student Health and Wellbeing	Senior Case Manager, Accessibility	ANUO8	NEW	1	Position established (continuing)
Student Health and Wellbeing	Senior Case Manager, Student Safety and Wellbeing	ANUO8	NEW	1	Position established (continuing)
Student Health and Wellbeing	Case Manager, Accessibility	ANUO6/7	NEW	5	(5) Positions established (continuing)
Student Health and Wellbeing	Clinical Intake Officer	ANUO6/7	NEW	1	Position established (continuing)
Student Health and Wellbeing	Health and Wellbeing Support Assistant	ANUO4	NEW	1	Position established (continuing)

Team	New Position	Classification	Position #	# New Positions	Position Outcome
Inclusive and Respectful Communities	Program Coordinator, Governance and Strategies	ANUO6/7	NEW	1	Position established (continuing)
Inclusive and Respectful Communities	Program Officer, Evidence and Impact	ANUO5	NEW	1	Position established (continuing)

Total: 39 positions to be established. Of these, **4** will be fixed term.

Key

Italics indicates external funding

Positions identified for future creation

The positions listed below are planned for future creation. Recruitment for these roles will be aligned with the scheduled structural reviews at 3, 6, 9 and 12 months following implementation. This phased approach ensures alignment between workforce planning, service activation, and operational readiness.

The roles reflect future service needs and have been incorporated into planning to support a scalable and sustainable model.

Team	New Position	Classification	Position #	# New Positions	Position Outcome
Student Engagement and Education Management					
Education Management	CRM Administrator**	ANUO8	NEW	1	(1) Position established (continuing)
Student Assistance	Student Communications Coordinator**	ANUO6/7	NEW	1	(1) Position established (continuing)
Student Assistance	Student Events Coordinator**	ANUO6/7	NEW	3	(3) Positions established (continuing)
Student Assistance	Student Communications Officer**	ANUO5	NEW	1	(1) Position established (continuing)
International and Future Students					
Student Recruitment	Manager, Future Students (Domestic)**	SM1	NEW	1	(1) Position established (continuing)
Student Recruitment	Future Students Coordinator**	ANUO6/7	NEW	1	(1) Position established (continuing)
Student Recruitment	Future Students Coordinator**	ANUO6/7	NEW	1	(1) Position established (continuing)
Admissions and Scholarships	International Awards Coordinator**	ANUO6/7	NEW	1	(1) Position established (fixed term)
Admissions and Scholarships	Coursework Scholarships Coordinator**	ANUO6/7	NEW	1	(1) Position established (continuing)

Team	New Position	Classification	Position #	# New Positions	Position Outcome
Admissions and Scholarships	Coursework Scholarships Coordinator**	ANU06/7	NEW	1	(1) Position established (fixed term)
Student Recruitment	Student Recruitment Coordinator**	ANU06/7	NEW	1	(1) Position established (continuing)
Admissions and Scholarships	Coursework Scholarships Officer**	ANU05	NEW	1	(1) Position established (continuing)
Learning and Teaching					
<i>Careers and Employability</i>	<i>Deputy Manager/Business Partner, Careers Education**</i>	<i>ANU08</i>	<i>NEW</i>	<i>1</i>	<i>(1) Position established (fixed term)</i>
McCusker Institute	Administration Coordinator, McCusker Institute**	ANU06/7	NEW	1	(1) Position established (continuing)
Careers and Employability	Student Employability & Industry Engagement Coordinator (STEM) **	ANU06/7	NEW	1	(1) Position established (continuing)

Total: An additional 17 positions forecast – subject to 3,6-, and 9-month reviews. Of these, **3** will be fixed term.

Key

Italics indicates external funding

** indicates roles for delayed recruitment

Anticipated timeline for implementation

Milestone	Date
Meetings with directly affected staff (completed)	29 th and 30 th July 2025
Release of change proposal & consultation opens (completed)	31 July 2025
Close consultation period (12:00 pm AEST) (completed)	28 August 2025
Collation of feedback and preparation of Implementation Plan (completed)	28 August - 3 December 2025
Release of Implementation Plan	4 December 2025
Anticipated commencement of implementation	Early 2026

Specific implementation elements and dates

The University is committed to delivering a thoughtful and supportive transition process. One that prioritises people, values experience and sets both individuals and the institution up for long-term success. Outlined below are the key transition milestones for each team across the first six months. Throughout the implementation period, critical operational requirements will be quarantined and prioritised to ensure continuity of service. Our primary focus will be on establishing strong foundations – team building, structured planning, and clear prioritisation discussions – to support clarity of roles and responsibilities and to enable smooth, cohesive transitions.

All dates are subject to **final discussion** and are sequenced to minimise disruption and maximise likelihood of a smooth transition. At each stage we will keep our teams and the university community up to date.

SEEM

Anticipated Month	Activity/ Priority
December/ January	Pre-implementation preparations Team members remain in their current physical location. Hub locations to be confirmed, and where staff are changing locations, this will be discussed prior SharePoint site Go-Live to support transition Commence recruitment of new positions Once implementation is confirmed, update titles and reporting lines as communicated to individuals Student events team commences receiving handover on Graduation and O-week as appropriate Priority given to supporting enrolments, Graduations and O-week Manager planning day Results processes will continue with the current staff in Colleges/Schools until Semester 2 late results are finalised
February	Priority given to supporting enrolments, Graduations and O-week All SEEM planning day – team charters, priorities and KPI discussions
March	All teams to have KPIs and priorities for service improvement initiatives in place All team members to be in their confirmed location by the end of March Credit project to commence

	Results process review to commence 31 March implementation checkpoint – check structure, functions, roles are all fit for purpose
April	BYOD exams options finalised, in collaboration with L&T

EWI

Anticipated Month	Activity/ Priority
December/ January	Pre-implementation preparations Once implementation is confirmed, update titles and reporting lines as communicated to individuals Commence recruitment of new positions Anticipated commencement and onboarding of new positions Following leadership positions being in place, reporting line updates will be communicated and formalised. Senior team members planning session
February	Whole team planning session – developing team charters, priorities and KPIs
March	31 March implementation check point – check structure, functions, roles are all fit for purpose

L&T

Anticipated Month	Activity/ Priority
December/ January	Pre-implementation preparations Once implementation is confirmed, update titles and reporting lines as communicated to individuals Team members remain in current physical locations Initial co-design workshops Commence recruitment processes for fixed term positions Semester 1 priority tasks continue Priority given to activities required in first three months of 2026: - Academic Integrity processes (Sem 2 2025) - Class summaries
February	Series of workshops/planning days – Finalising vision, team charters, priorities and KPI's
March	All teams have KPIs and priorities for next 3 – 6 months Development of new processes for core functions as required (esp. Education Innovation and Support) with rolling implementation for remainder of year 31 March implementation check point – check structure, functions, roles are all fit for purpose
May-June	End of semester processes prioritised

IFS

Anticipated Month	Activity/ Priority
December/ January	Pre-implementation preparations Once implementation is confirmed, update titles and reporting lines as communicated to individuals Team members remain in their current physical location Initial co-design workshops

	Prioritise student recruitment activity plans for 2026 and draft 2027 plans (to be jointly developed and shared with central and College teams) Begin development of country plans for student recruitment Continue work on overarching strategic plan for IFS Update titles and reporting lines Identify and commence requisite recruitment processes
February	Manager planning session/day Continuing co-design workshops Finalize overarching strategic plan for IFS Continue / prioritise recruitment processes Develop draft team charters, KPIs and priorities Drawing on co-design workshops, prioritise new ways of working not yet implemented
March	31 March implementation check point – check structure, roles, systems, work practices are all fit for purpose Review draft KPIs and priorities Review and update IFS overarching strategy, recruitment activity plans for 2026, country plans

Governance, feedback and reviews

Essential to this model is the publication of Education Portfolio Service Catalogues that detail the tasks and activities provided by the service delivery teams and set out expectations (e.g. timeframes for delivery). These will be finalised in consultation with identified key stakeholders, and will encompass types of requests, expected turnaround times, and priority levels, co-designed with Schools, and with quarterly/monthly reviews built in.

Service delivery can then be tracked through a shared MS Planner board or through service trackers that log requests; delivery can be monitored through Power BI dashboards, showing time-to-completion and service volume across categories. MS Forms can be developed for staff to raise service issues, escalate problems and provide feedback.

To ensure the new model embeds safely and delivers measurable value, the Portfolio will run a schedule of light checks to continuously review stabilisation, staff experience, service delivery, and benefits realisation at defined intervals, supported by a live issues-and-risks log with weekly reporting to the DVCE and Portfolio Executive.

- Schedule a series of rapid reviews at:
 - 3 months for stabilisation check.
 - 6 months for service delivery review.
 - 9 months for stabilisation check.
 - 12 months for benefits realisation and service catalogue update.
- Maintain an issues and risks log with regular reporting to DVCE.

The process for transferring staff into any new structure will be informed by the provisions of The Australian National University Enterprise Agreement 2023–2026 (the 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.

Should there be a transition to a new structure which results in significant change or reduced roles, then the University will implement a multi-stage placement process that reflects principles of fairness, transparency, and operational continuity. This includes a combination of direct transfer, targeted expressions of interest, and broader recruitment processes.

Key stages in the placement process

1. Direct transfer

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

- their position's duties and responsibilities remain substantially unchanged,
- the classification level is the same; and
- there is a one-to-one relationship between the number of staff and available roles.

Minor changes to duties, title, reporting line or department/area are not considered to be a substantial change.

2. Transfer following placement process

Where roles were not able to be directly mapped, or additional information was necessary to ensure appropriate alignment, staff were invited to review the proposed DVC(E) structures and provide feedback and individual preferences. This structured placement process ensured a fair and transparent assessment of opportunities, incorporating staff preferences wherever reasonably practicable.

This approach supports ongoing employment while ensuring staff are placed in roles that best reflect their skills, experience, and capabilities and consistent with clause 51 of the EA. In circumstances where staff expressed interest in different or expanded responsibilities, consideration was given to these aspirations, and transfers into alternative roles were made where alignment with organisational requirements and demonstrated capability existed.

3. Expression of interest (EOI)

No closed expressions of interest are anticipated; however open internal recruitment will be prioritised for available positions.

4. Open recruitment

Any position(s) that remain unfilled after an EOI process may proceed to an **open external recruitment process** – in accordance with standard University recruitment policies. Internal recruitment will be prioritised.

Considerations for temporary arrangements and contract types

Following the process outlined for filling roles in the new structure, the following principles will apply to staff currently in temporary arrangements or on fixed-term contracts. These considerations clarify how eligibility and placement will be assessed to ensure fairness and consistency.

Temporary allowances

If a staff member is acting in a higher role or receiving any temporary allowance, this arrangement will not determine their placement. Placement decisions will instead be based solely on the staff member's permanent classification and substantive role. While experience gained in temporary duties may be considered during EOI assessments, it will not determine eligibility for direct mapping or closed EOIs.

Temporary transfers

If you are on temporary transfer from within the Division and your substantive role is affected, you will be consulted and considered in line with the process outlined for all continuing staff.

If you are seconded into an affected role from another Division, you are not eligible to be considered for direct transfer or closed EOIs for permanent roles in the new structure.

Fixed-Term contracts

Staff employed on fixed-term contracts are not eligible for direct role mapping, or participation in the closed 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.

For fixed-term staff not transitioning to the future structure, the University will hold discussions about the employees' contract status and end dates in accordance with the applicable contract provisions.

Commitment to diversity, inclusion, and equity in organisational change

Our institution is committed to fostering a diverse, inclusive, and equitable workplace. Throughout Renew ANU, we are taking proactive steps to ensure fair and transparent processes that minimise adverse impacts on any particular group of employees. This includes applying an equity lens to all decisions, ensuring that the proposed changes support workforce diversity and do not inadvertently disadvantage underrepresented groups.

In line with [ANU 2025: Our Landscape](#) 'Be an equitable and inclusive University of choice' is one of the University's four key strategic goals for 2025 and must be embedded in all that we do. To achieve this, our Diversity & Inclusion team are continually reviewing and recommending ways to ensure practices are considered from this lens. In relation to organisational change our commitments are:

Equity in role alignment and selection

In placing employees into new or revised roles, consideration will be given to principles of diversity, equity and inclusion to mitigate any disproportionate impact on a marginalised sector of the ANU staffing community. This includes keeping in mind our commitment to the Aboriginal and Torres Strait Islander community and their employment within ANU. Where required, reasonable adjustments will be made to support employees in transitioning to new roles.

Inclusive consultation and communication

We recognise that change affects staff differently. To ensure an inclusive approach, consultation will be conducted in multiple formats to accommodate different needs, including one-on-one discussions, group forums, and confidential feedback channels. Staff are encouraged to share any concerns related to the restructure's impact on diversity and inclusion, and we will actively address these as part of the decision-making process.

Monitoring and reporting on DEI impacts

We will monitor the impact of this restructure on workforce diversity through regular reporting and data analysis, ensuring that diversity outcomes are maintained or improved. Where necessary, we will implement additional workforce planning strategies to support diverse talent retention and career progression.

Supporting our people through change

The University recognises that change can be challenging and 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:

Type of Support:	Providers	Contact details
Employee Assistance Providers	Assure Relationships Australia Converge	1800 808 374 (02) 6122 7100 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.

Other relevant documents

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

- Renew ANU 2025 Change Principles: Consultation Paper including Appendix 'A' (Support Information) and Appendix B (Service Performance Framework)
- Renew ANU 2025 Change Principles: initial Feedback Summary including
 - Appendix 'A' – Additional Feedback
 - Appendix B – response to Open letter
 - Appendix C – Psychosocial Risk assessment – Change Principles
- Renew ANU Change Principles Implementation Plan
- Financial Update – May 2025
- Updates from ANU leadership

Appendices

1. Psychosocial Risk Assessment
2. Financial Context for Renew ANU 2025
3. Current state org charts
4. Future state org charts
5. New and updated Position Descriptions
6. Education Portfolio Service Catalogue
7. Consultation Log
8. Other Positions in the Portfolio
9. Positions Out of Scope

Appendix 1 – Psychosocial Risk Assessment

As part of this change proposal, the University has conducted a Work Health and Safety (WHS) psychosocial risk assessment to identify and address potential impacts on staff wellbeing.

This assessment identified possible risks in the areas of organisational change management and staff support. No specific feedback was received on the Draft released with the proposal. As such, please review the confirmed [Psychosocial risk assessment - Portfolio](#)

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.
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Appendix 2 – Financial context for Renew ANU 2025

2020 – 2024 Financial position

ANU faces significant financial challenges with expenses increasing and revenue not keeping pace.

From 2021 to 2024, there has been 8.1% growth in expenses per year, while revenue has grown by 3.7% per year over the same period.

By December 2022, staffing levels had increased to higher than pre-COVID levels with staff costs representing the University's largest single expense.

Original 2024-28 budget

In 2023, the ANU Council approved a budget for 2024-28 designed to achieve a financially sustainable position based on forecast growth in revenue via increased student numbers, as well as cost reductions.

In 2024, the University had lower than anticipated tuition fees (\$54 million) and higher than budgeted operational cost. These adverse outcomes lead to a higher operating deficit of \$140 million (previously forecast for \$60 million).

Overall student numbers (represented by EFTSL¹) remained broadly flat from 2022 to 2024.

To mitigate the impact of lower revenue and increasing operational expenditure observed in the first quarter of 2024, a range of additional controls were introduced. Operational budgets were revised for the second half of 2024 and a central recruitment approval committee was established. These measures mitigated the 2024 operating deficit, but they do not repair the University's financial sustainability. Budget allocations and performance against these revised 2024 budgets across the University is provided at [ATTACHMENT A](#).

Revised 2025 Budget & 2026 revenue and forward estimate

The 2025 budget and 2026 forward estimate is designed to financially transition the University from persistent operating deficits to a break-even operating result by the end of 2026 calendar year.

The financial projections for 2025 and 2026 predict more limited revenue growth at just over 3% per year (previously 5.7% per year) based on a key challenge of reduced international student revenue.

Portfolio and college approaches to expenditure reduction

In setting the 2025 recurring budgets all areas in the University were required to support savings and contribute to the Renew ANU goal of \$100 million reduction in recurrent salary costs reflecting the University's budget. The previously set 2025 budget allocations are shown in [ATTACHMENT B](#). The same formula was applied to every area of the University to generate their 2025 budget, detailed in [ATTACHMENT C](#).

Budgets are issued at the college / portfolio level - with Deans / Directors empowered to allocate budgets within their units (schools / departments / institutes). All areas were able to consider a range of options to operate within their budget – vacancy management, leave management, a Voluntary Separation Scheme and if required, through changes proposed through formal organisational change.

¹ EFTSL: Equivalent full-time student load

Some areas are able to meet their targets using a combination of these mechanisms, while others developed proposals outlined in formal change plans and possible involuntary redundancies to address their budget challenges.

To be financially sustainable, it is important that all areas live within their allocated budget, including identifying, proposing and enacting formal organisational change if necessary.

The full details of the financial context for Renew ANU are available on the [website](#).

ATTACHMENT A - Colleges/Portfolios 2024 Actual vs 2024 Adjusted Budget – Recurrent Fund

The following tables provide 2024 Actual expenses on Recurrent funds for all areas of the University, together with performance against the 2024 revised budget allocation. The 2024 budget (shown here as adjusted budget) was adjusted to account for staff movements across the University (e.g. the re-alignment of HR, Finance and IT staff), and to include a reduction that was negotiated with each area to contribute to the financial position of the University. This view of the 2024 financials has also been reflected in terms of the revised academic structure implemented from 1 January 2025.

Salary - 2024 Actual vs 2024 Adjusted Budget

Salary Recurrent Fund (\$000)		2024 Total Salary Actual	2024 Total Salary Adjusted Budget	2024 Variance Actual vs Adjusted Budget
Colleges / Portfolios				
Colleges	ANU College of Asia & the Pacific	\$33,387	\$32,132	-\$1,255
	ANU College of Arts & Social Sciences	\$64,398	\$62,082	-\$2,316
	ANU College of Business & Economics	\$54,495	\$57,640	\$3,145
	ANU College of Systems and Society	\$59,010	\$59,795	\$785
	ANU College of Law, Governance and Policy	\$39,232	\$38,959	-\$274
	ANU College of Science & Medicine	\$93,972	\$94,209	\$236
	ANU College of Health & Medicine (Disestablished)	\$4,894	\$4,253	-\$641
Colleges Subtotal		\$349,388	\$349,069	-\$319
Portfolios	Academic Portfolio	\$36,083	\$36,153	\$70
	Services Portfolio	\$100,874	\$102,208	\$1,333
	ANU Advancement	\$9,396	\$9,892	\$496
	Vice Chancellor Portfolio	\$4,501	\$4,671	\$170
	First Nations Portfolio	\$5,403	\$5,596	\$193
	Research & Innovation Portfolio	\$25,486	\$23,823	-\$1,663
Portfolios Subtotal		\$181,744	\$182,343	\$600
University	Leave, scholarships, borrowings and university level expenses	\$9,739	\$20,835	\$11,097
GRAND TOTAL		\$540,871	\$552,248	\$11,377

Non-Salary - 2024 Actual vs 2024 Adjusted Budget

Non Salary Recurrent Fund (\$000)		2024 Total Non Salary Actual	2024 Total Non Salary Adjusted Budget	2024 Variance Actual vs Adjusted Budget
Colleges / Portfolios				
Colleges	ANU College of Asia & the Pacific	\$2,084	\$3,294	\$1,209
	ANU College of Arts & Social Sciences	\$3,802	\$2,958	-\$844
	ANU College of Business & Economics	\$8,772	\$10,758	\$1,985
	ANU College of Systems and Society	\$9,728	\$9,643	-\$85
	ANU College of Law, Governance and Policy	\$2,923	\$5,229	\$2,307
	ANU College of Science & Medicine	\$17,684	\$13,992	-\$3,693
	ANU College of Health & Medicine (Disestablished)	\$141	\$283	\$142
Colleges Subtotal		\$45,135	\$46,156	\$1,022
Portfolios	Academic Portfolio	\$23,686	\$23,084	-\$603
	Services Portfolio	\$112,020	\$111,789	-\$231
	ANU Advancement	\$712	\$1,168	\$457
	Vice Chancellor Portfolio	\$747	\$616	-\$131
	First Nations Portfolio	\$606	\$723	\$117
	Research & Innovation Portfolio	\$14,583	\$15,351	\$768
Portfolios Subtotal		\$152,355	\$152,731	\$376
University	Leave, scholarships, borrowings and university level expenses	\$60,880	\$60,929	\$49
GRAND TOTAL		\$258,370	\$259,816	\$1,447

Note:

1. Building Works and Maintenance is under Services Portfolio.
2. The 'University' category includes whole of University costs such as leave provisions, leave reimbursements (e.g. maternity leave and career entry leave), borrowing costs, scholarships, and other whole of university-level expenses that are not attributable to a specific college or portfolio division.
3. Assessment of actual performance relative to budget for 2024, when calculating the 2025 recurrent budget formula, and the 'projected 2024 overrun' (shown in Appendix 3) was assessed against recurrent (R) and Q ledger.

ATTACHMENT B - Colleges/Portfolios 2025 Budget vs 2025 Q1 Forecast (ex VSS) – Recurrent Fund

Salary - 2025 Budget vs 2025 Q1 Forecast (ex VSS)

Salary Recurrent Fund (\$000)		2025	2025	2025
Colleges / Portfolios		Total Salary Budget	Total Salary Q1 Forecast ex VSS	Variance Budget vs Q1 Forecast ex VSS
Colleges	ANU College of Asia & the Pacific	\$30,265	\$32,896	-\$2,630
	ANU College of Arts & Social Sciences	\$58,605	\$68,048	-\$9,443
	ANU College of Business & Economics	\$61,057	\$59,573	\$1,484
	ANU College of Systems and Society	\$60,670	\$60,707	-\$37
	ANU College of Law, Governance and Policy	\$40,809	\$42,656	-\$1,847
	ANU College of Science & Medicine	\$92,717	\$94,578	-\$1,860
Colleges Subtotal		\$344,124	\$358,457	-\$14,333
Portfolios	Academic Portfolio	\$34,194	\$36,169	-\$1,975
	Services Portfolio	\$107,271	\$113,625	-\$6,354
	ANU Advancement	\$9,072	\$9,168	-\$96
	Vice Chancellor Portfolio	\$4,419	\$4,630	-\$211
	First Nations Portfolio	\$4,324	\$5,104	-\$780
	Research & Innovation Portfolio	\$21,885	\$24,587	-\$2,701
Portfolios Subtotal		\$181,165	\$193,283	-\$12,117
University	Leave, scholarships, borrowings and university level expenses	\$2,078	\$13,327	-\$11,249
GRAND TOTAL		\$527,367	\$565,067	-\$37,699

Non-Salary - 2025 Budget vs 2025 Q1 Forecast (ex VSS)

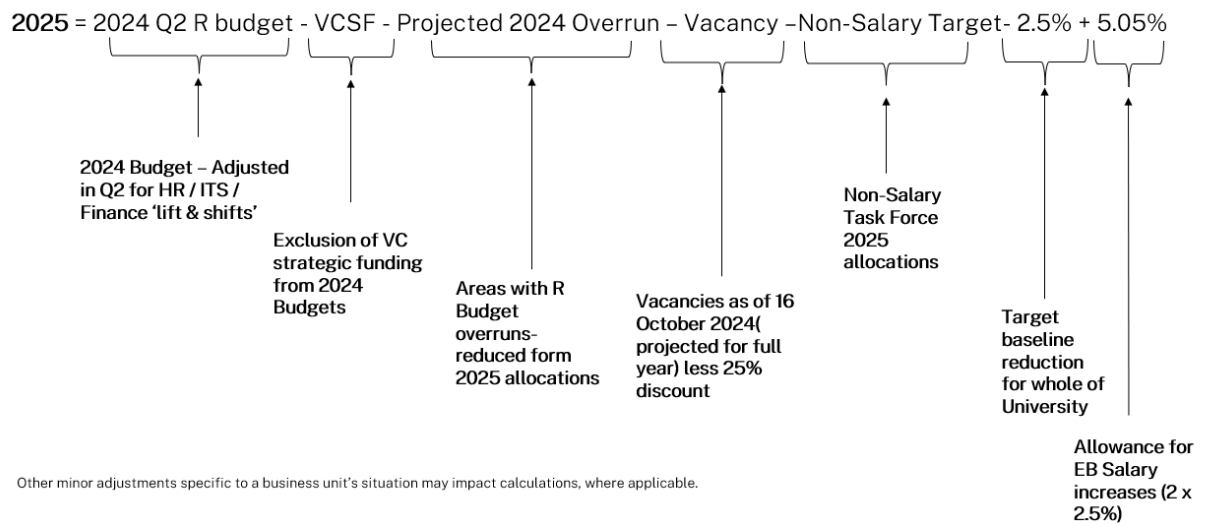
Non Salary Recurrent Fund (\$000)		2025	2025	2025
Colleges / Portfolios		Total Non Salary Budget	Total Non Salary Q1 Forecast ex VSS	Variance Budget vs Q1 Forecast ex VSS
Colleges	ANU College of Asia & the Pacific	\$2,756	\$2,722	\$34
	ANU College of Arts & Social Sciences	\$2,719	\$2,634	\$84
	ANU College of Business & Economics	\$8,088	\$8,040	\$48
	ANU College of Systems and Society	\$8,696	\$8,681	\$15
	ANU College of Law, Governance and Policy	\$5,935	\$5,932	\$2
	ANU College of Science & Medicine	\$15,848	\$19,177	-\$3,330
Colleges Subtotal		\$44,041	\$47,187	-\$3,146
Portfolios	Academic Portfolio	\$21,889	\$21,974	-\$86
	Services Portfolio	\$104,642	\$114,742	-\$10,100
	ANU Advancement	\$1,176	\$1,176	-
	Vice Chancellor Portfolio	\$751	\$748	\$3
	First Nations Portfolio	\$350	\$594	-\$244
	Research & Innovation Portfolio	\$12,480	\$14,172	-\$1,692
Colleges Subtotal		\$141,287	\$153,406	-\$12,119
University	Leave, scholarships, borrowings and university level expenses	\$59,641	\$54,142	\$5,499
GRAND TOTAL		\$244,970	\$254,735	-\$9,766

Note:

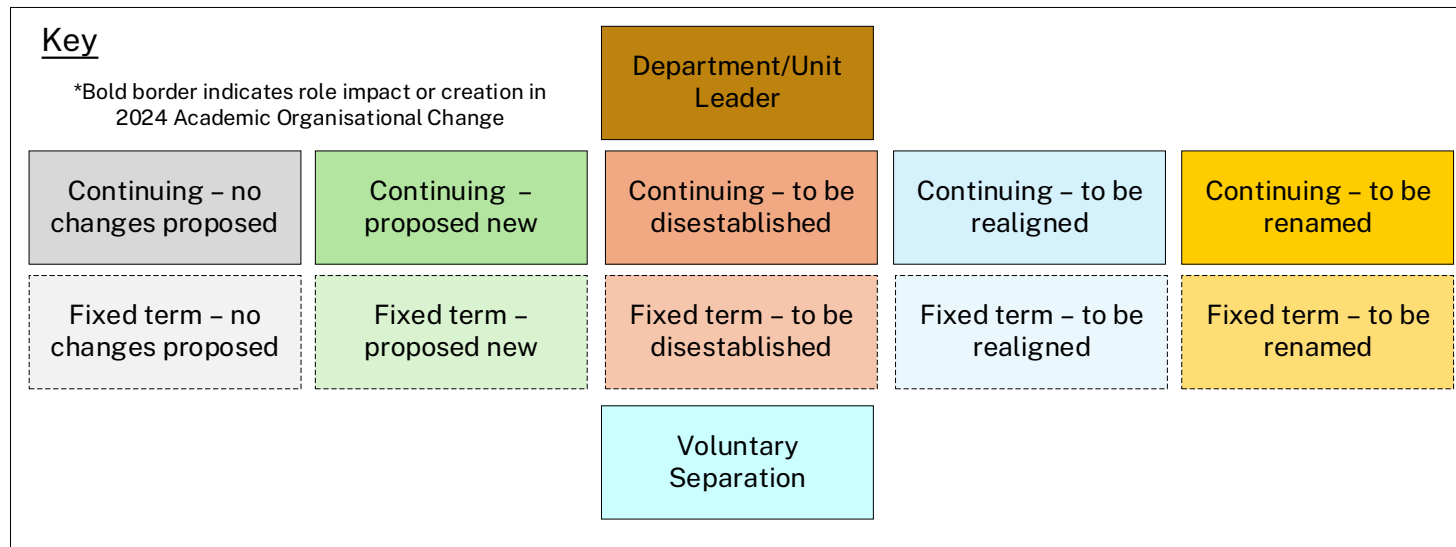
1. Building Works and Maintenance is under Service Portfolios.
2. The 'University' category includes whole of university costs such as leave provisions, leave reimbursements (e.g. maternity leave and career entry leave), borrowing costs, scholarships, and other whole of university-level expenses that are not attributable to a specific college or portfolio division.
3. The above 2025 tables exclude one off expenditure related to Renew ANU including separation payments and other incidental program costs.
4. The above 2025 Q1 Forecast reflects the operating costs under Recurrent fund if no Voluntary Separation Scheme (VSS) or other change initiatives are implemented (noting some areas had modelled and included prospective savings, which for this analysis have been removed).

ATTACHMENT C – 2025 Recurring Budget Formula

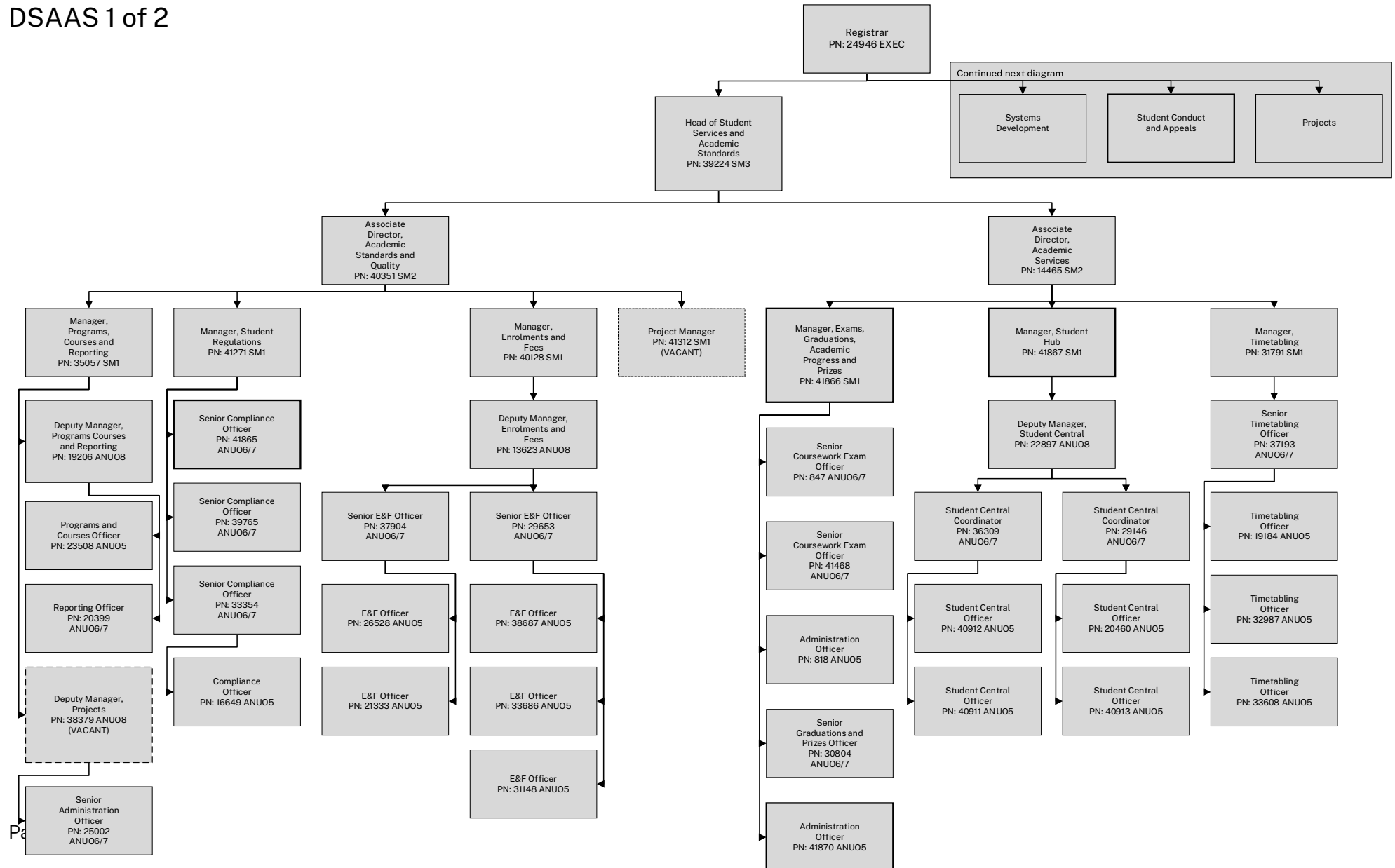
2025 R Budget principles

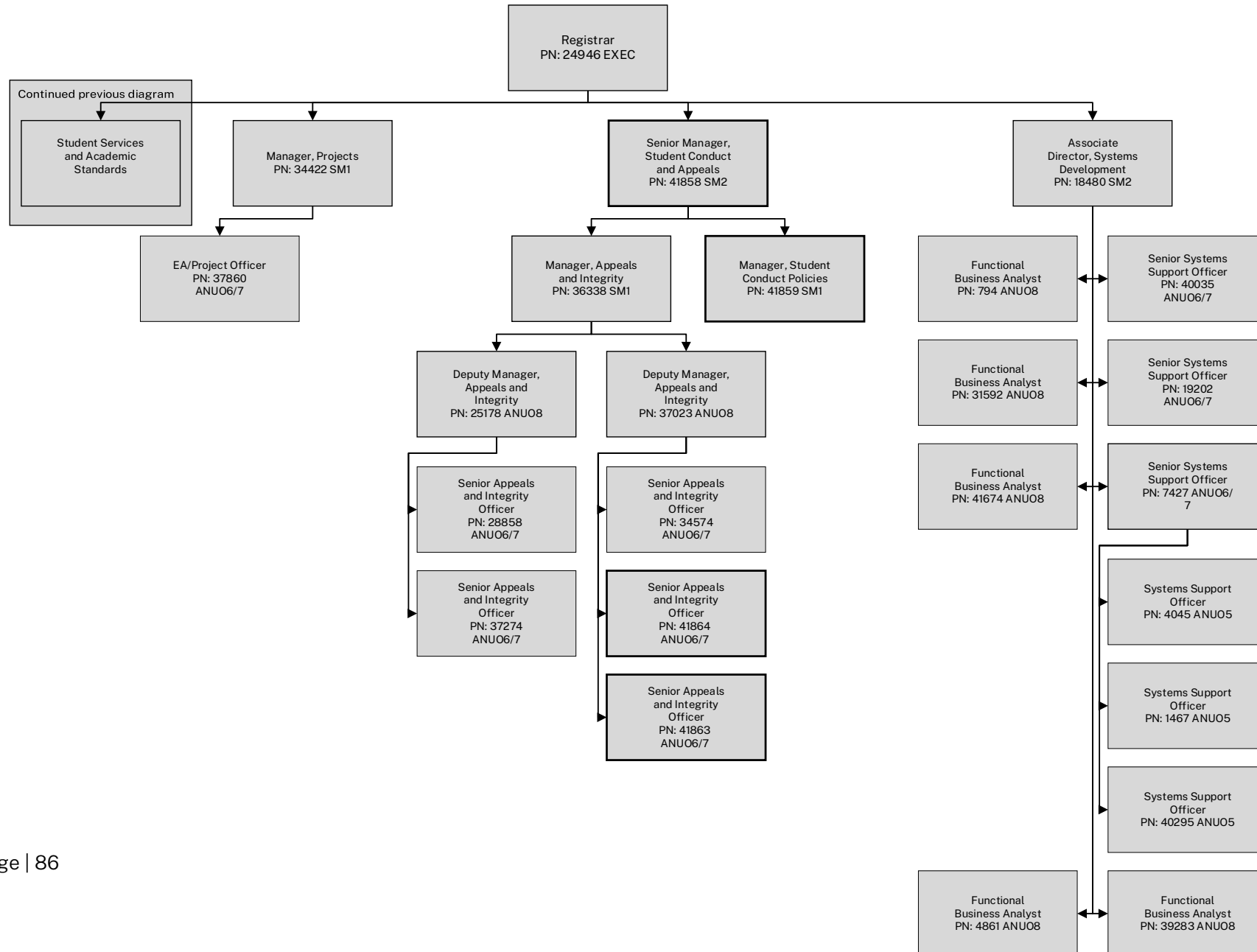


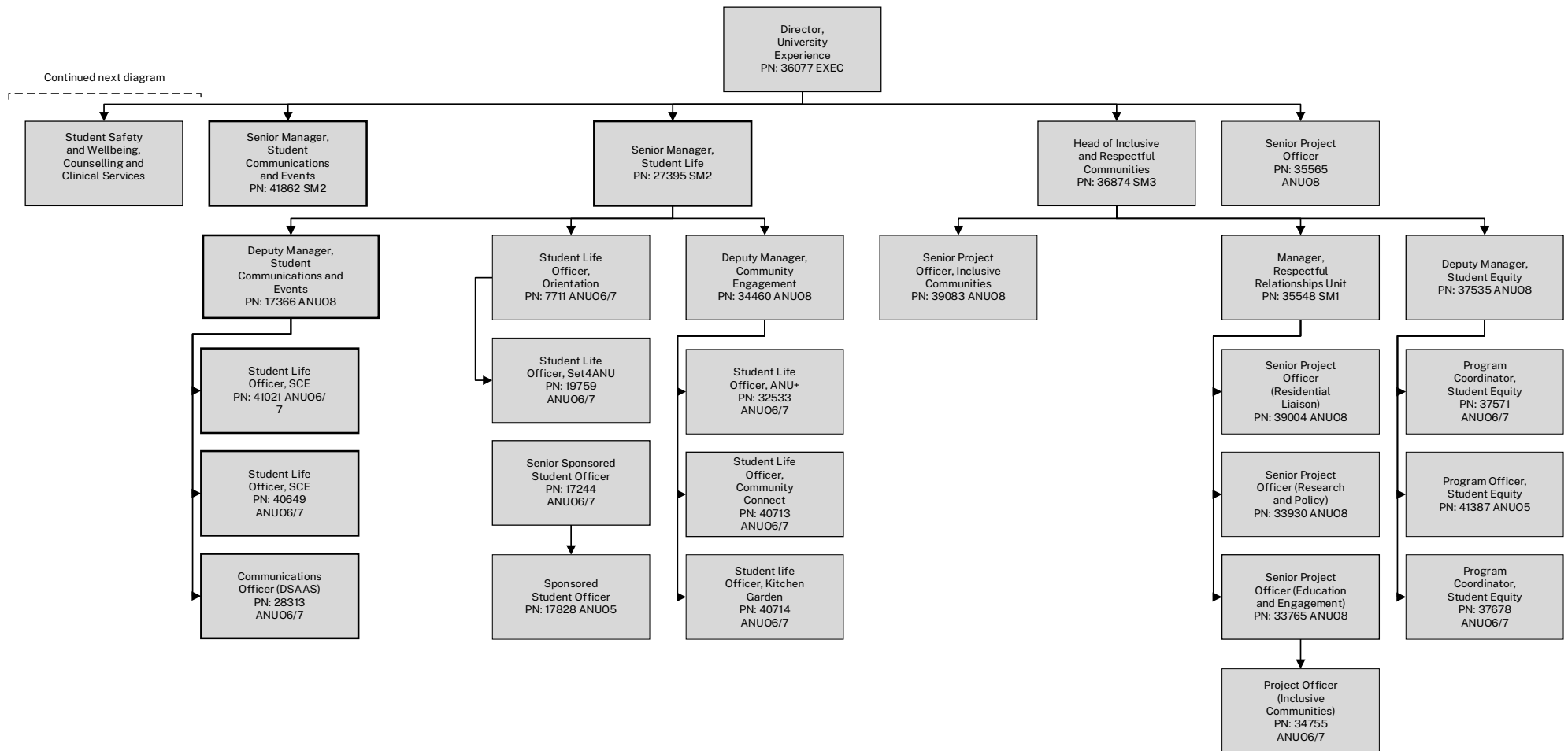
Appendix 3 –Current Organisational Charts

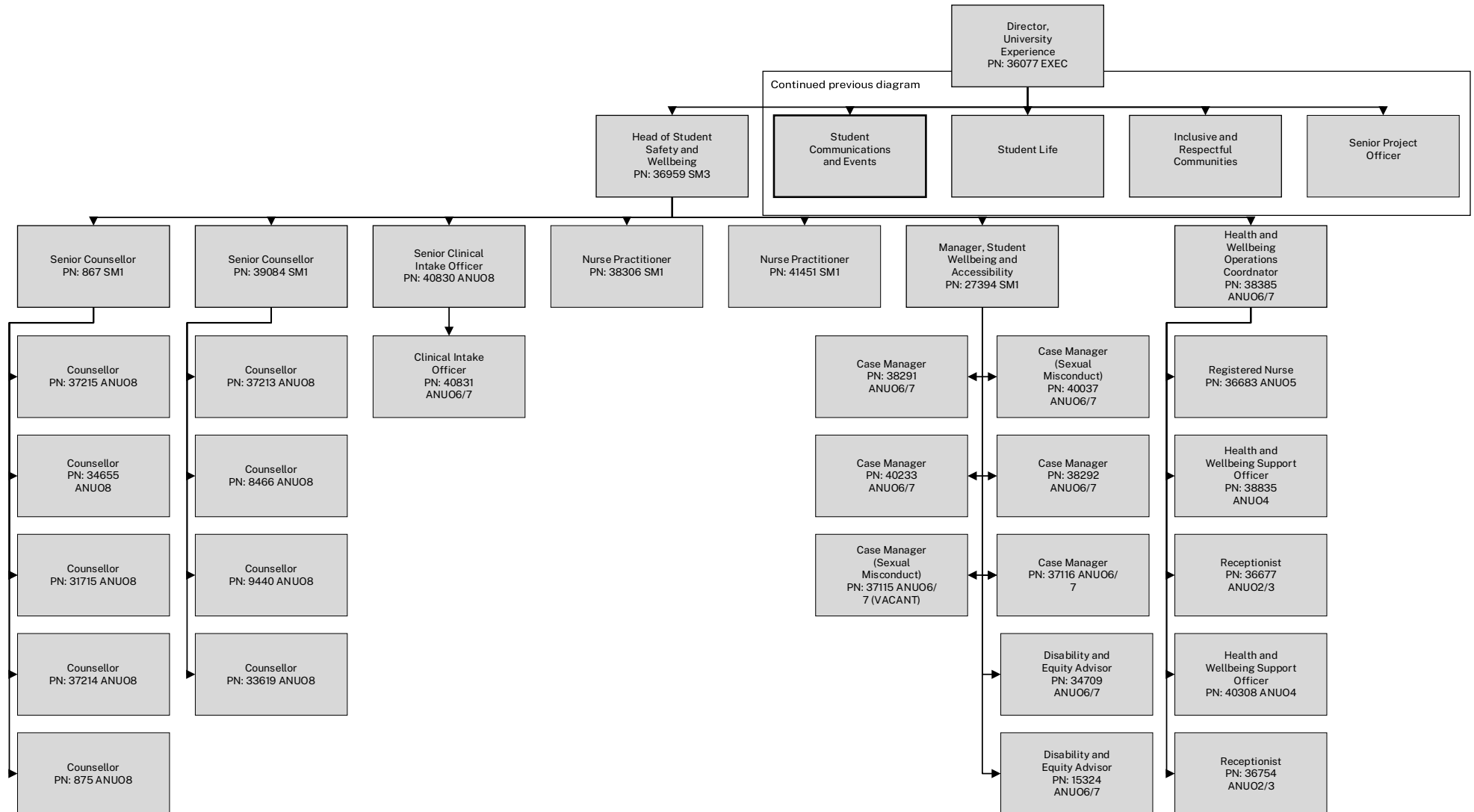


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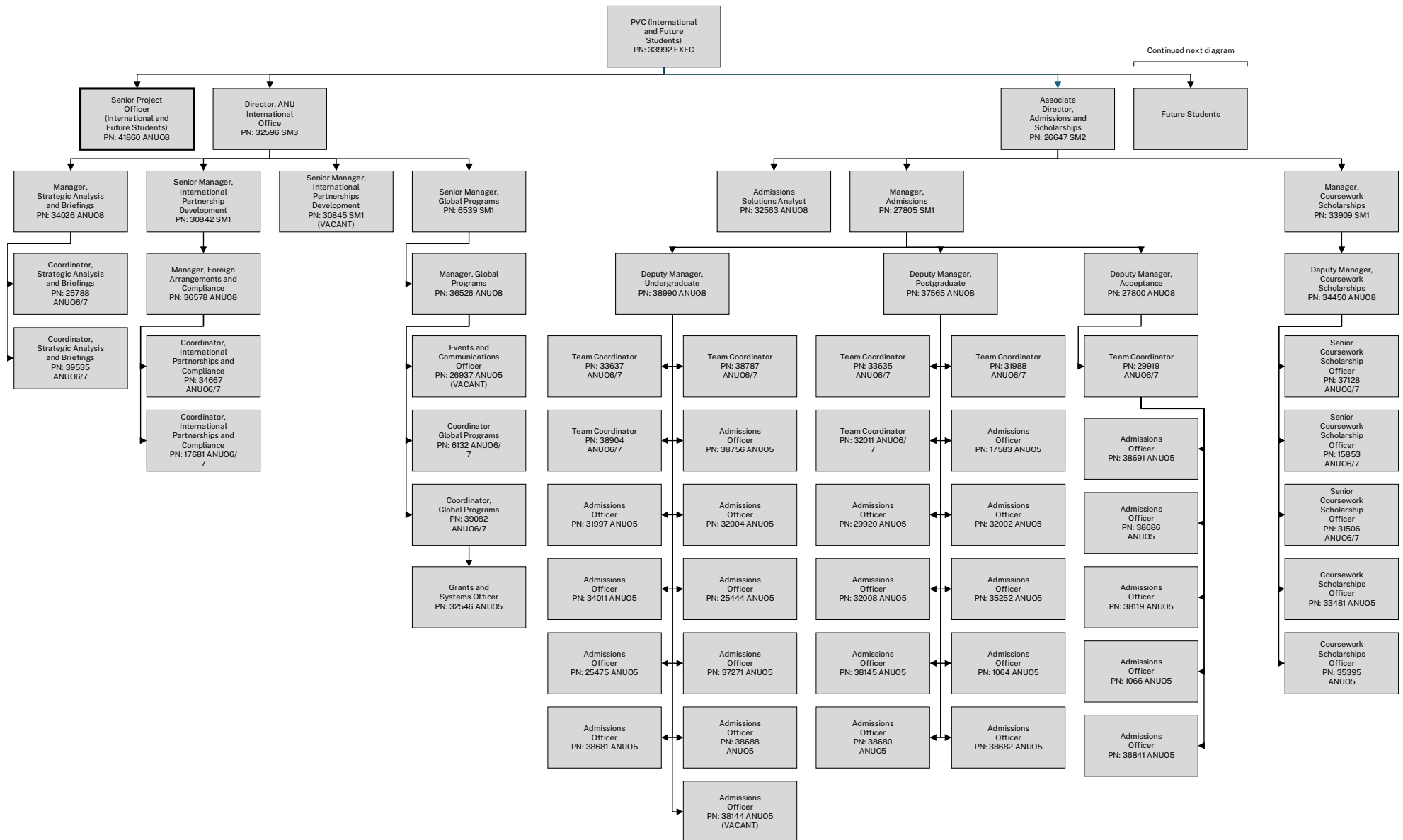


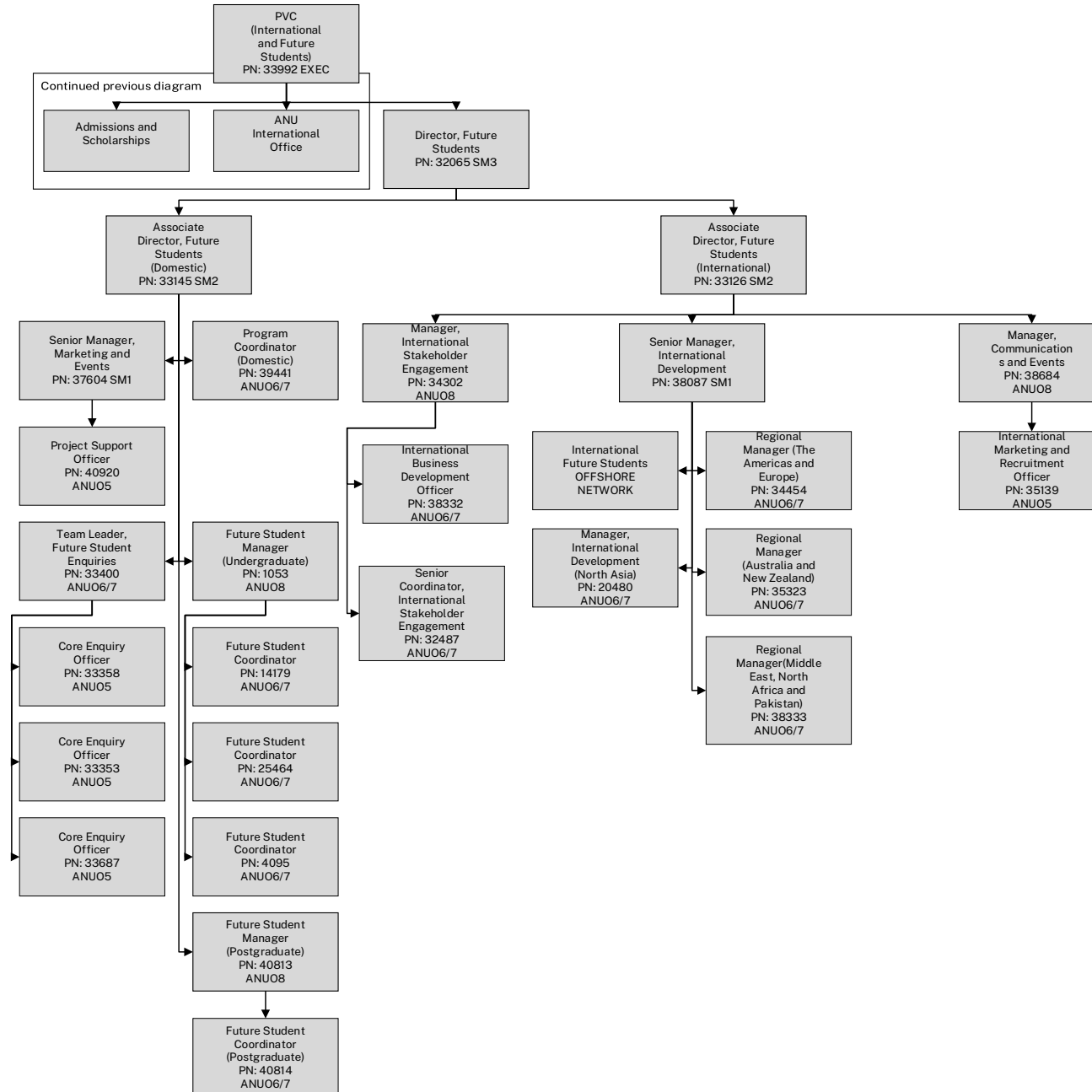


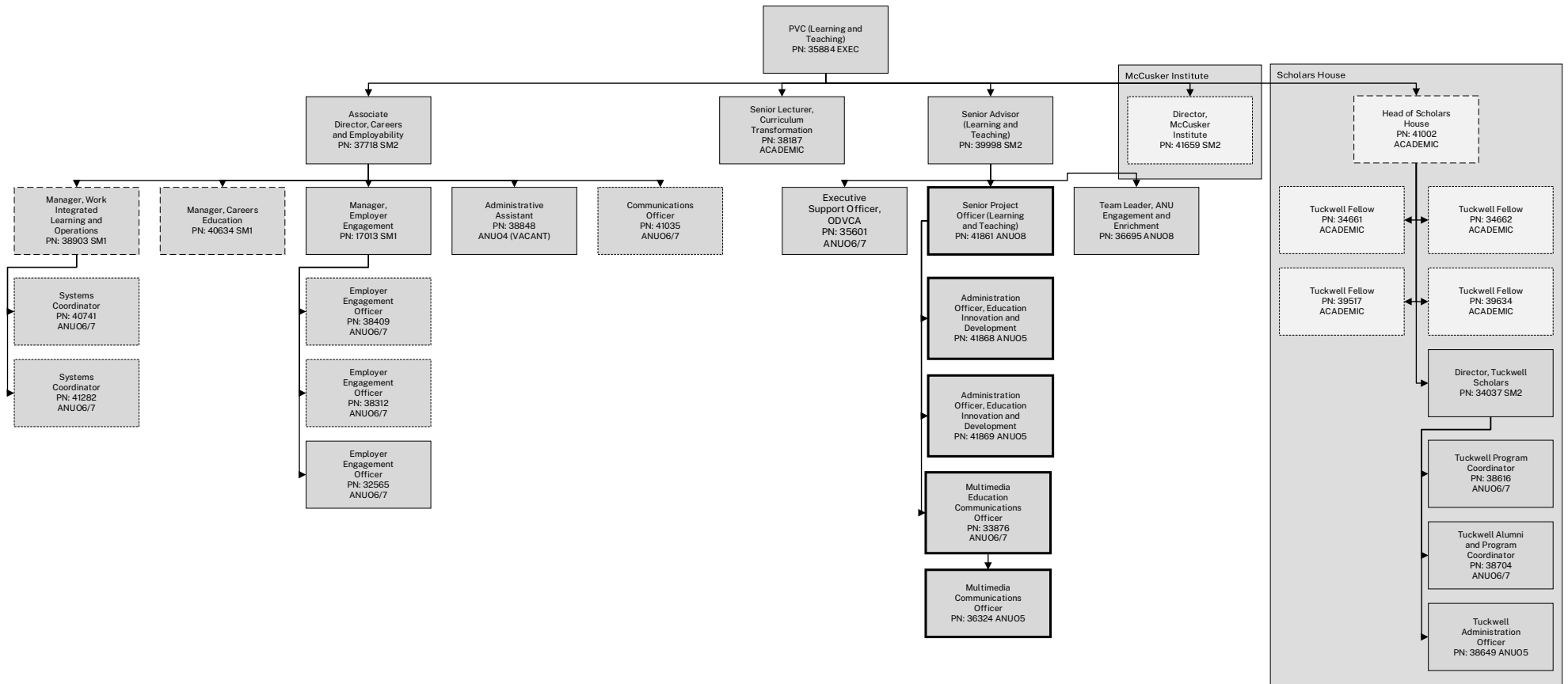




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Appendix 4 –New Organisation Charts

DVCE Office:

(Click [link](#))

SEEM:

(Click [link](#))

IFS:

(Click [link](#))

EWI:

(Click [link](#))

L&T:

(Click [link](#))

Appendix 5 – New and updated Position Descriptions

SEEM:

[\(Click link\)](#)

Head of Education Management	SM3
Senior Manager, Student Business Systems	SM2
Senior Manager, Compliance	SM2
Senior Manager, Exams Results and Conferrals	SM2
Senior Manager, Student Conduct	SM2
Senior Manager, Student Education Support	SM2
Senior Manager, Student Assistance	SM2
Manager, Exams, Results and Conferral	SM1
Manager, Regulatory Compliance	SM1
Manager, Academic Compliance	SM1
Manager, SEEM Projects	SM1
Manager, Student Central	SM1
Manager, Student Conduct Policies	SM1
Manager, Student Conduct and Appeals	SM1
Manager, Student Transition and Retention	SM1
Manager, Student Communications and Events	SM1
Manager, Student Education Support	SM1
Business Analyst	ANU08
Deputy Manager, Student Hub	ANU08
Deputy Manager, Student Conduct	ANU08
Deputy Manager, Student Appeals	ANU08
Deputy Manager, Student Communications	ANU08
National Student Ombudsman Liaison	ANU08
Deputy Manager, Student Education Support	ANU08
CRM Administrator	ANU08
Deputy Manager, Professional Accreditation	ANU08
Deputy Manager SEEM Projects	ANU08
Deputy Manager, Student Events	ANU08
Deputy Manager, Timetabling	ANU08
Deputy Manager, Student System Support	ANU08
Enrolments and Fees Coordinator	ANU06/7
Regulatory Compliance Coordinator	ANU06/7
Systems Support Coordinator	ANU06/7
Academic Compliance Coordinator	ANU06/7

Academic Compliance Coordinator	ANU06/7
Timetabling Coordinator	ANU06/7
Exams and Results Coordinator	ANU06/7
Conferral and Prizes Coordinator	ANU06/7
Executive Assistant / Project Officer	ANU06/7
Student Hub Coordinator	ANU06/7
Enrolments and Fees Coordinator	ANU06/7
Student Communications Coordinator	ANU06/7
Student Transition Coordinator	ANU06/7
Set4ANU Coordinator	ANU06/7
Student Events Coordinator	ANU06/7
Academic Compliance Coordinator	ANU06/7
College Timetabling Liaison	ANU06/7
Project Officer, SEEM	ANU06/7
Conduct and Appeals Coordinator	ANU06/7
Education Liaison	ANU06/7
Student Education Advisor	ANU06/7
Student Transition Coordinator	ANU06/7
Retention Coordinator	ANU06/7
Student Hub Officer	ANU05
Academic Compliance Officer	ANU05
Conferral and Prizes Officer	ANU05
Exams and Results Officer	ANU05
Timetabling Officer	ANU05
Student Education Advisor	ANU05
Student Retention Officer	ANU05
Student Conduct and Appeals Officer	ANU05
Regulatory Compliance Officer	ANU05
Student Hub Assistant	ANU04

IFS:

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Director, Student Recruitment	SM3
Associate Director, Global Engagement and Partnerships	SM2
Senior Manager, Sponsored Students and Global Programs	SM2
Manager, Student Recruitment	SM1
Manager, Student Recruitment College Liaison	SM1
Manager, International Product and Network	SM1
Manager, Strategic Analysis and Briefings (Operations and Global Alliances)	SM1
Manager, Global Engagement and Partnerships	SM1
Manager, Future Students (Domestic)	SM1
Deputy Manager, Sponsor Students (Student Engagement)	ANU08
Engagement Lead (Student Recruitment)	ANU08
Deputy Manager, Future Students Experience	ANU08
Deputy Manager, Global Engagement and Partnerships	ANU08
Deputy Manager, Future Students (Domestic)	ANU08
Deputy Manager, International Stakeholder Engagement	ANU08
Deputy Manager, Student Recruitment	ANU08
Regional Manager, Global Engagement and Partnerships	ANU06/7
Engagement Coordinator (Student Recruitment)	ANU06/7
Student Recruitment Coordinator	ANU06/7
Coursework Scholarships Coordinator	ANU06/7
Future Students Coordinator	ANU06/7
Regional Manager (Student Recruitment)	ANU06/7
Sponsored Students Coordinator	ANU06/7
Sponsored Students Officer	ANU05
Future Students Officer	ANU05

EWI:

(Click [link](#))

Director, Experience Wellbeing and Inclusion	SM5
Clinic Manager and Nurse Practitioner	SM2
Manager, Clinical Intake	SM1
Nurse Practitioner	SM1
Manager, Education, Prevention and Development)	SM1
Deputy Manager, Clinical Intake	ANU08
Senior Project Officer, Experience, Wellbeing and Inclusion	ANU08
Program Lead (Prevention and Community Education)	ANU08
Program Lead (Evidence and Impact)	ANU08
Program Lead (Residential Liaison and Peer Education)	ANU08
Program Lead (Governance and Strategies)	ANU08
Senior Case Manager, Accessibility	ANU08
Senior Case Manager, Student Safety and Wellbeing	ANU08
Counsellor	ANU08
Program Coordinator (Education, Prevention and Development)	ANU06/7
Program Coordinator, Student Equity (Kitchen Garden)	ANU06/7
Program Coordinator, Student Equity (Community Connect)	ANU06/7
Case Manager, Student Safety and Wellbeing	ANU06/7
Health and Wellbeing Operations Coordinator	ANU06/7
Program Coordinator, Governance and Strategies	ANU06/7
Clinical Intake Officer	ANU06/7
Case Manager, Accessibility	ANU06/7
Registered Nurse	ANU05
Program Officer, Evidence and Impact	ANU05
Program Officer, Evidence and Impact	ANU05
Health and Wellbeing Support Officer	ANU04
Health and Wellbeing Support Officer	ANU04

L&T:

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Snr Manager, Careers Education and Engagement Operations	SM2
Snr Manager, Education Support and Innovation	SM2
Associate Director, Student Employability and Industry Engagement	SM2
Manager, Curriculum Architecture	SM1
Manager, Education Transformation	SM1
Manager, Careers Education	SM1
Manager, Employability and Engagement Operations	SM1
Manager, Student Employability and Industry Engagement	SM1
Manager, Teaching Support and Recognition	SM1
Manager Student Employability and Industry Engagement	ANU08
Deputy Manager Employability and Engagement Operations	ANU08
Deputy Manager BP Careers Education	ANU08
Deputy Manager BP Curriculum Architecture	ANU08
Deputy Manager Teaching Support and Recognition	ANU08
Administration Coordinator, McCusker Institute	ANU06/7
Teaching Support and Recognition Coordinator	ANU06/7
Curriculum Architecture Coordinator	ANU06/7
Systems, Data and Stakeholder Engagement Coordinator	ANU06/7
Learning Multimedia Coordinator	ANU06/7
Careers Education Coordinator	ANU06/7
Employability and Engagement Operations Coordinator	ANU06/7
Careers Education and Engagement Coordinator	ANU06/7
Student Employability and Industry Engagement Coordinator	ANU06/7
Teaching Support and Recognition Officer	ANU05
Learning Multimedia Officer	ANU05
Education Transformation Officer	ANU05
Curriculum Architecture Officer	ANU05
Student Employability and Industry Engagement Officer	ANU04

Appendix 6 – Academic Portfolio Service Catalogue

(Click [link](#))

Appendix 7 – Consultation Log

Date	Area / Channel	Activity
31 July	Academic Portfolio	Renew ANU – Academic Portfolio Town Hall Consultation period extended closed 4 September
31 July to 22 August	Student Experience and Education Management	Drop-In Sessions
1 August	Academic Portfolio Town Hall	International & Future Students, Learning & Teaching
		Student Administration & Academic Services, University Experience
11 August	Student Experience and Education Management	Workshop 1 – Enquiry Management
18 August		Workshop 2 – Student Academic Support
Specific Team meetings on various dates	Student Experience and Education Management	Student Central; SCC Student Service (x2); CoSM Student Services; CAP; Exams and Conferral; Timetabling
28 August	DVCA email Update	Extension of consultation and invitation to Town Hall on consultation/feedback to date
29 August	Academic Portfolio	Renew ANU – Academic Portfolio Town Hall on consultation/feedback to date
5 September	Academic Portfolio	Email notification – close of formal consultation on 4 September
25 September	Academic Portfolio	Rapid Discovery Tool launched
15 October	DVCA email Update	Feedback - What we heard; Our Response
23 October	Learning and Teaching	Session 1 – WIL / Careers & Employability
28 October	DVCA Newsletter	University Experience update and structure
	On Campus	Academic Portfolio Renew ANU Update
	Learning and Teaching	Session 1 - Curriculum
		Session 2 – WIL / Careers & Employability
30 October	Learning and Teaching	Session 2 - Curriculum
3 November	International and Future Students	Meeting with Director, ANU International Office – Structure Review
		Meeting with Director (Acting) Future Students – Structure Review
		Meeting with ANU, Admissions and Scholarships – Structure Review
4 November	DVCA Newsletter	SEEM future state update
	International and Future Students	Meeting with Director (Acting) Future Students and Team SM2s, SM1s – Structure Review
		Meeting with ANU Admissions and Scholarships and Team SM2s, SM1s – Structure Review
		Meeting with ANU International Office – Director and SM2s, SM1s – Structure Review
	Learning and Teaching	CASS – Org structure discussion
		CBE – Org structure discussion

13 November	DVCA Newsletter	Learning & Teaching future state update
2 December		International & Future Students future state update

Appendix 8

Other positions in the Portfolio

For completeness, two tables have been included to list the remaining roles in the Portfolio.

The tables represent the continuing and fixed-term roles have been listed in the organisational structure and are not considered to have any direct impact to the position. These have been provided for information only.

Future Team	Current Position	Future Position	Classification	Position No.	Position Impact
Office of the DVCA					
Office of the DVCE	PVC (Academic Quality)	Pro Vice-Chancellor (Academic Quality)	EXEC	35886	No change
Office of the DVCE	Dean of Students	Dean of Students	EXEC	15013	No change
Office of the DVCE	Deputy Dean of Students	Deputy Dean of Students	ACADEMIC	28045	No change
Office of the DVCE	Academic Case Officer	Academic Case Officer	ANU06/7	41857	No change
Student Administration and Academic Services					
Student Engagement & Engagement Management	University Registrar	University Registrar	EXEC	24946	No change
Student Integrity	Manager, Student Conduct Policies	Manager, Student Conduct Policies	SM1	41859	No change
Education Management	Deputy Manager, Enrol & Fees	Deputy Manager, Enrolment and Fees	ANU08	13623	No change
Education Management	Functional Business Analyst	Functional Business Analyst	ANU08	4861	No change
Education Management	Functional Business Analyst	Functional Business Analyst	ANU08	39283	No change
Education Management	Functional Business Analyst	Functional Business Analyst	ANU08	41674	No change

Future Team	Current Position	Future Position	Classification	Position No.	Position Impact
Student Integrity	Student Appeals and Conduct Coordinator	Student Appeals and Conduct Coordinator	ANU06/7	28858	No change
Education Management	System Support Officer	Systems Support Officer	ANU05	40295	No change
Education Management	Systems Support Officer	Systems Support Officer	ANU05	4045	No change
Education Management	Systems Support Officer	Systems Support Officer	ANU05	14670	No change
International and Future Students					
International and Future Students	Pro Vice-Chancellor (I&FS)	Pro Vice-Chancellor (International & Future Students)	EXEC	33992	No change
ANU International Office	Director, NALO	Director, North American Liaison Office	ACADEMIC	25292	No change
ANU International Office	Director, ANU International Office	Director, ANU International Office	SM3	32596	No change
Student Recruitment	Associate Director, Future Students (International)	Associate Director, Future Students (International)	SM2	33126	No change
Admissions and Scholarships	Admissions Manager	Manager, Admissions	SM1	27805	No change
Admissions and Scholarships	Manager, Coursework Scholarships	Manager, Coursework Scholarships	SM1	33909	No change
Admissions and Scholarships	Admissions Solutions Analyst	Admissions Solutions Analyst	ANU08	32563	No change
Admissions and Scholarships	Dpty Mngr, Coursework Schlrshps	Deputy Manager, Coursework Scholarships	ANU08	34450	No change
Admissions and Scholarships	Admissions Team Coordinator	Admissions Team Coordinator	ANU06/7	38904	No change
Admissions and Scholarships	Admissions Team Coordinator	Admissions Team Coordinator	ANU06/7	33637	No change
Admissions and Scholarships	Admissions Team Coordinator	Admissions Team Coordinator	ANU06/7	38787	No change
Admissions and Scholarships	Admissions Officer	Admissions Officer	ANU05	1064	No change

Future Team	Current Position	Future Position	Classification	Position No.	Position Impact
Admissions and Scholarships	Admissions Officer	Admissions Officer	ANU05	1066	No change
Admissions and Scholarships	Admissions Officer	Admissions Officer	ANU05	17583	No change
Admissions and Scholarships	Admissions Officer	Admissions Officer	ANU05	25444	No change
Admissions and Scholarships	Admissions Officer	Admissions Officer	ANU05	25475	No change
Admissions and Scholarships	Admissions Officer	Admissions Officer	ANU05	31997	No change
Admissions and Scholarships	Admissions Officer	Admissions Officer	ANU05	32002	No change
Admissions and Scholarships	Admissions Officer	Admissions Officer	ANU05	32004	No change
Admissions and Scholarships	Admissions Officer	Admissions Officer	ANU05	32008	No change
Admissions and Scholarships	Admissions Officer	Admissions Officer	ANU05	34008	No change
Admissions and Scholarships	Admissions Officer	Admissions Officer	ANU05	34011	No change
Admissions and Scholarships	Admissions Officer	Admissions Officer	ANU05	35252	No change
Admissions and Scholarships	Admissions Officer	Admissions Officer	ANU05	36841	No change
Admissions and Scholarships	Admissions Officer	Admissions Officer	ANU05	37271	No change
Admissions and Scholarships	Admissions Officer	Admissions Officer	ANU05	38119	No change
Admissions and Scholarships	Admissions Officer	Admissions Officer	ANU05	38144	No change
Admissions and Scholarships	Admissions Officer	Admissions Officer	ANU05	38145	No change
Admissions and Scholarships	Admissions Officer	Admissions Officer	ANU05	38680	No change
Admissions and Scholarships	Admissions Officer	Admissions Officer	ANU05	38682	No change
Admissions and Scholarships	Admissions Officer	Admissions Officer	ANU05	38686	No change
Admissions and Scholarships	Admissions Officer	Admissions Officer	ANU05	38688	No change

Future Team	Current Position	Future Position	Classification	Position No.	Position Impact
Admissions and Scholarships	Admissions Officer	Admissions Officer	ANU05	38691	No change
Admissions and Scholarships	Admissions Officer	Admissions Officer	ANU05	38756	No change
Admissions and Scholarships	Coursework Scholarships Officer	Coursework Scholarships Officer	ANU05	33481	No change
ANU International Office	Grants and Systems Officer	Grants and Systems Officer	ANU05	32546	No change
Learning and Teaching					
Learning and Teaching	Pro Vice-Chancellor (L&T)	Pro Vice-Chancellor (Learning and Teaching)	EXEC	38541	No change
McCusker Institute	Director, McCusker Institute	Senior Manager, McCusker Institute	SM2	41659	No change
Careers and Employability	Work Integrate Learning Mgr OOC	Manager, Employability and Engagement Operations	SM1	38903	No change
University Experience					
Inclusive and Respectful Communities	Head of Equity and Belonging	Head of Equity and Belonging	SM3	36874	No change
Student Health and Wellbeing	Head of Student Health&Well	Head of Student Health and Wellbeing	SM3	36959	No change
Student Health and Wellbeing	Manager, Student Wellbeing and Accessibility	Manager, Student Wellbeing and Accessibility	SM1	27394	No change
Student Health and Wellbeing	Senior Counsellor	Senior Counsellor	SM1	867	No change
Student Health and Wellbeing	Senior Counsellor	Senior Counsellor	SM1	39084	No change
Student Health and Wellbeing	Counsellor	Counsellor	ANU08	875	No change
Student Health and Wellbeing	Counsellor	Counsellor	ANU08	8466	No change
Student Health and Wellbeing	Counsellor	Counsellor	ANU08	9440	No change

Future Team	Current Position	Future Position	Classification	Position No.	Position Impact
Student Health and Wellbeing	Counsellor	Counsellor	ANU08	17095	No change
Student Health and Wellbeing	Counsellor	Counsellor	ANU08	31715	No change
Student Health and Wellbeing	Counsellor	Counsellor	ANU08	33619	No change
Student Health and Wellbeing	Counsellor	Counsellor	ANU08	34655	No change
Student Health and Wellbeing	Counsellor	Counsellor	ANU08	37213	No change
Student Health and Wellbeing	Counsellor	Counsellor	ANU08	37214	No change
Student Health and Wellbeing	Counsellor	Counsellor	ANU08	37215	No change
Inclusive and Respectful Communities	Program Coord (Stud Equity)	Program Coordinator (Student Equity)	ANU06/7	37678	No change
Student Health and Wellbeing	Clinical Intake Officer	Clinical Intake Officer	ANU06/7	40831	No change
Inclusive and Respectful Communities	Program Officer (Stud Equity)	Program Officer (Student Equity)	ANU05	41387	No change
Student Health and Wellbeing	Receptionist-Health Service	Receptionist (Health Service)	ANU02/3	36677	No change
Student Health and Wellbeing	Receptionist	Receptionist	ANU02/3	36754	No change

Total 73 positions

Fixed-Term

Team	Current Position	Classification	Position No.	Status	End Date	Comment
Student Engagement and Education Management						
Student Central	Student Central Officer	ANU05	40911	Fixed Term, Replacement employee	14/03/2026	No impact to current fixed term contract
International and Future Students						
Student Recruitment Enquiries	Enquiry Team Leader	ANU06/7	33400	Fixed Term, Replacement employee	2/5/2026	No impact to current fixed term contract
Admissions and Scholarships	Admissions Officer	ANU05	34008	Fixed Term, Replacement employee	29/06/026	No impact to current fixed term contract
Admissions and Scholarships	Admissions Officer	ANU05	36841	Fixed Term, Replacement employee	24/01/2026	No impact to current fixed term contract
Learning and Teaching						
Careers and Employability	C&E Systems Coordinator	ANU06/7	40741	Fixed term, Specific task or project.	13/12/2026	No impact to current fixed term contract
Careers and Employability	Employer Engagement Officer	ANU06/7	41282	Fixed term, Specific task or project.	29/04/2027	No impact to current fixed term contract
Experience, Wellbeing and Inclusion						
Health and Wellbeing	Counsellor	ANU08	8466	Fixed Term, Replacement employee	31/03/2026	No impact to current fixed term contract
Student Assistance	Deputy Manager, Student Orientation	ANU08	37461	Fixed term, Specific task or project.	28/02/2026	No impact to current fixed term contract

Total 8 positions

Appendix 9

Positions out-of-scope

Through the consultation process and subsequent analysis of feedback, a number of roles and functional areas have been confirmed as out of scope for inclusion in the Implementation Plan. These positions will remain unchanged and continue to sit within their current College or local teams.

The table below outlines the specific positions confirmed as out of scope. This includes roles that were initially captured through the CMP or surfaced via the Rapid Discovery Tool as potentially relating to the Academic Portfolio, but which, following consultation and detailed assessment, have been confirmed as aligning more appropriately to other functions.

Team	Current Position	Classification	Position No.	Position type	CMP Outcome	Staff Impact
College of Arts and Social Sciences	Educational Technologist	ANU06/7	35540	Education Technologist	Closed EOI	Out of Scope
College of Arts and Social Sciences	Educational Technologist	ANU06/7	35541	Education Technologist	Closed EOI	Out of Scope
College of Arts and Social Sciences	Educational Technologist	ANU06/7	35542	Education Technologist	Closed EOI	Out of Scope
College of Asia and the Pacific	Digital Education Technologist	ANU06/7	22858	Education Technologist	Direct transfer	Out of Scope
College of Asia and the Pacific	Digital Education Technologist	ANU06/7	25060	Education Technologist	Direct transfer	Out of Scope
College of Asia and the Pacific	Deputy Manager, Digital Learning	ANU08	27660	Education Technologist	Direct transfer	Out of Scope
College of Asia and the Pacific	Digital Education Support Officer	ANU05	31260	Education Technologist	Direct transfer	Out of Scope
College of Asia and the Pacific	Digital Education Support Officer	ANU05	31967	Education Technologist	Direct transfer	Out of Scope
College of Business and Economics	Educational Technologist	ANU06/7	8430	Education Technologist	Closed EOI	Out of Scope
College of Business and Economics	Senior School Administrator	ANU06/7	31408	General College administration	Placement cohort	Out of Scope
College of Business and Economics	Dep Mgr, Prizes & Scholarships	ANU08	32732	Included in the DVC RI Implementation Plan	Closed EOI	Out of Scope

College of Law, Governance and Policy	Academic Skills Advisor	ANU08	8435	Academic Skills	Direct transfer	Out of Scope
College of Law, Governance and Policy	Education Support Officer	ANU05	10702	Education Development	Closed EOI	Out of Scope
College of Law, Governance and Policy	Educational Developer	ANU06/7	17346	Education Development	Direct transfer	Out of Scope
College of Law, Governance and Policy	Deputy Manager, Student Admin	ANU08	21702	Professional Accreditation	Closed EOI	Out of Scope
College of Law, Governance and Policy	Education Support Officer	ANU05	28106	Education Development	Closed EOI	Out of Scope
College of Law, Governance and Policy	Education Support Officer	ANU05	29005	Education Development	Direct transfer	Out of Scope
College of Law, Governance and Policy	Education Support Officer	ANU05	29608	Education Development	Closed EOI	Out of Scope
College of Law, Governance and Policy	Educational Developer	ANU06/7	39632	Education Development	Closed EOI	Out of Scope
College of Science and Medicine	Academic Developer	ANU06/7	16654	Education Development	Closed EOI	Out of Scope
College of Science and Medicine	Admissions Officer	ANU05	18571	Professional Accreditation	Direct Transfer	Out of Scope
College of Science and Medicine	Learning Technologist	ANU05	20581	Education Technologist	Closed EOI	Out of Scope
College of Science and Medicine	Educational Developer	ANU06/7	21530	Education Development	Closed EOI	Out of Scope
College of Science and Medicine	Education Technologist	ANU08	22633	Education Technologist	Direct transfer	Out of Scope
College of Science and Medicine	Student CE Administration Officer	ANU05	23642	General College administration	Placement cohort	Out of Scope
College of Science and Medicine	Education Manager	SM1	34734	Professional Accreditation	Closed EOI	Out of Scope
College of Systems and Society	Educational Technologist	ANU06/7	3630	Education Technologist	Closed EOI	Out of Scope
College of Systems and Society	Education Manager	SM1	16496	Education Development	Closed EOI	Out of Scope
College of Systems and Society	Senior Academic Services Officer	ANU06/7	19061	Education Development	Closed EOI	Out of Scope

College of Systems and Society	Admin Officer(Edu&Execsupport)	ANU05	23019	General College administration	Placement cohort	Out of Scope
College of Systems and Society	Student Administration Officer	ANU05	25089	General College administration	Placement cohort	Out of Scope
College of Systems and Society	Learning Technologist	ANU05	34693	Education Technologist	Closed EOI	Out of Scope
College of Systems and Society	Educational Technologist	ANU06/7	37261	Education Technologist	Closed EOI	Out of Scope
College of Systems and Society	Educational Technologist	ANU06/7	37567	Education Technologist	Closed EOI	Out of Scope
College of Systems and Society	Educational Technologist	ANU06/7	37568	Education Technologist	Closed EOI	Out of Scope

Total: 35 out of scope