College of Arts and Social Sciences

Implementation Plan

Australian National University

Release date: 29 January 2026

Version: 2

Change Log

The Implementation Plan was released on 01 December 2025.

Following a short feedback period, a limited number of minor, local refinements have been made to enhance role clarity while consolidating resources into a structure designed to manage workload and operational activities more effectively with existing staff and staffing constraints.

These changes do not constitute material variations, do not adversely impact staff, and did not require additional formal consultation. All approved refinements are documented below and incorporated into this updated version, released on 29 January 2026.

Change ID	Pages / Sections	Description of Change	Rationale
1	Page 18,19; impact table page 20, 21; appendix 1 page 43; appendix 2 page 53	Position 35847 – Administration Officer (vacant) will be disestablished.	The cost savings will be reassessed post-implementation. Our focus is on embedding the structure and ensuring any roles are fit for purpose for the services changing from other portfolios.
2	Page 18,19; impact table page 20, 25; appendix 1 page 43; appendix 2 page 53	A new position Engagement and Impact Coordinator ANUO6/7 will be established within the Operations team.	The realignment of services within the structure required a new role be established to manage workload at an appropriate classification
3	Appendix 2 page 53	Position 35842 – Engagement and Impact Officer will report to Operations Manager position 35472 (not 35795).	The role remains in Operations team but has shifted within that team for better balance and operational support of researchers and research contracts.

4	Appendix 2 page 53	Position 42273 - Engagement and Impact Officer will report to Operations Manager position 35795 (not 35472).	The role remains in Operations team but has shifted within that team for better balance and operational support of our buildings and infrastructure.
5	Appendix 4 page 57	Position 42273 - Engagement and Impact Coordinator Position Description added into the PDF link.	With the new position Engagement and Impact Coordinator, a Position Description has been included for completeness.

Introduction

On 3 July 2025 the University released the ANU College of Arts and Social Sciences (CASS) Organisational Change Proposal to all University staff. The formal consultation period ran from 3 July 2025 until 7 August 2025. On 6 August 2025 the NTEU notified the University of a dispute regarding the CASS Change Proposal. In view of the formal dispute, the University continued to accept and consider all feedback provided on the CASS Change Proposal until close of business on 29 August 2025.

During this period the University held a Town Hall with College staff. This provided an opportunity for staff to ask questions and seek further clarification on the Change Proposal. A recording of this Town Hall was made available to staff via publication on the University's Renew ANU website.

This document, the Implementation Plan, reiterates the key details of the Change Proposal, outlines the consultation that took place and the changes arising from the consultation process, and details the implementation schedule in line with the Organisational Change and Consultation provisions of the Australian National University *Enterprise Agreement 2023 – 2026* (Enterprise Agreement).

Background 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 the Australian National University Act 1991 (Act) 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 the 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

The Renew ANU program 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 the University's 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.

Change approach and principles

After a University-wide consultation with staff and representatives in May 2025, the Renew ANU program finalised an "Approach to Change" and a set of Change Principles to guide future organisational changes in specific Colleges, Portfolios and Service Divisions. The aim of the Renew ANU program is 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, the Renew ANU program pursues alignment with the University's national mission and excellence, financially sustainable planning, and ongoing program review including digital learning. The operating model principles focus 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 University is now focused on embedding these changes, ensuring alignment with institutional priorities, and stabilising operations after an extended period of reform activity.

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 College of Arts and Social Sciences, incorporating changes made as a result of the consultation process. Based upon that consultation the changes include a reduced number of position reductions in some areas and refinements to local structures in response to staff feedback. 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

In mid-2024, revised financial assessments of ANU revealed the need for a $250m reduction in spend across the University. In line with the proposed overall reduction of expenditure, CASS was given a recurrent target budget of $58.6m in salary expenditure for 2025. In order to achieve the target budget, the CASS Change Proposal set out a case to identify operational savings via restructuring of the College, including via reduction of posts, reprofiling of schools and centres, and simplification and streamlining of current administrative structures.

The CASS Change Proposal included a record of all the consultation that had occurred since February 2025 and detailed the financial context and drivers that provide the rationale for the case for change.

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 now no longer required to achieve savings, and the University and CASS are now focussed on strengthening capability and ensuring sustainable revenue growth.

Overview of original Change Proposal

The Change Proposal was issued on 3 July 2025. In summary it proposed:

- The disestablishment of thirty-five (35) continuing academic staff positions.
- The disestablishment of five (5) vacant continuing academic staff positions.
- The establishment of two (2) new continuing academic staff positions.
- Three (3) fixed term academic staff positions to end.
- Two (2) fixed term college leadership positions to be realigned and renamed.
- The realignment of sixteen (16) academic staff positions.
- The disestablishment of eighteen (18) continuing professional staff positions.
- The disestablishment of two (2) vacant continuing professional staff positions.
- The establishment of four (4) new continuing professional staff positions.
- The realignment of twenty-nine (29) continuing professional staff positions.

Summary of changes in response to consultation

In response to consultation and the revised financial outlook for the University, the following adjustments have been made in this Implementation Plan, further to the CASS Change Proposal released on 3 July 2025:

- Removal of all involuntary redundancies proposed.
  - o Proposed changes to College academic architecture as set out below will not proceed under the Renew ANU Change Process. The Interim Vice Chancellor confirmed at the University Community Town Hall that any consideration of further architectural or structural changes to the organisation of the College will only take place following the further development of the ANU 2026 University Strategy.
  - o The Research School of Humanities and the Arts and the Research School of Social Sciences will not be disestablished.
  - o Proposed establishment of a new School of Creative and Cultural Practice via merging of the School of Music, School of Art and Design, and Centre for Heritage and Museum Studies will not proceed.
  - o Proposed establishment of a new School of Social Foundations and Futures via the merging of the School of Demography, School of Sociology, and the Crime and Social Justice unit (located in POLIS: The Centre for Social Policy Research) will not proceed.
  - o The expansion / renaming of the School of Philosophy to School of Philosophical and Ethical Inquiry, and expansion / renaming of the School of History to the School of History and Biographical Studies will not proceed.
  - o Proposed disestablishment of the Australian National Dictionary Centre, the ANU Centre for European Studies, and the Humanities Research Centre will not proceed.
  - o The renaming of CASS as the College of Humanities, Arts and Social Sciences will not proceed.
- The realignment of professional staff from the Research Schools into central College-level service delivery teams will proceed excluding:
  - o The reclassifications within the streamlined structure and,
  - o The reduction of two (2) positions at ANU08,
  - o The removal of one (1) vacant position at ANU08
  - o The addition of two (2) positions at SM2.

Overview of consultation process

Consultation period

On 1 and 2 July 2025, directly affected staff in CASS were invited to meet individually with senior leaders and P&C representatives to discuss the proposed changes, understand potential impacts on their roles, explore available support and be advised of timelines and avenues for consultation.

On 3 July 2025 the Dean of CASS, together with the Provost, Chief Operating Officer, and Chief People Officer held a Townhall meeting with all CASS staff to announce the Change Proposal, and to take questions on the proposal. The Change Proposal was released on the Renew ANU webpage and shared with the National Tertiary Education Union (NTEU).

Additional informal and formal staff meetings were also held on 3, 4, 9 and 14 July for Research School of Humanities and the Arts staff, Research School of Social Sciences staff, and all College Professional staff. These sessions allowed staff in each area to discuss the

Change Proposal in detail, raise area-specific questions, and provide feedback in a more interactive setting.

A number of individual meetings were also held, where requested, with staff and students affected by the change proposal, including a Town Hall with School of Music staff and students on the 31 July, and a meeting with HDR representatives on the 11 August 2025.

During the consultation period, staff, students and external stakeholders were given the opportunity to provide feedback via an online feedback form, email to the key contacts hrbp.renew@anu.edu.au, org.change@anu.edu.au, or dean.cass@anu.edu.au. Feedback was also submitted directly to the ANU Chancellor and Vice-Chancellor.

The initial two-week consultation period, originally scheduled to close on 24 July 2025, was extended to 12:00 pm on Thursday, 7 August 2025, to provide staff with additional time to review the proposal in the context of the forthcoming Academic Portfolio Change Proposal. Subsequently, further feedback was received and was considered until close of business on 29 August 2025.

A recording of the College Town Hall meeting was made available on the Renew ANU page. The Change Proposal was viewed 5,615 and there were 630 views of the Town Hall recording.

In addition to the Change Proposal and recording, 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.

Overview of feedback received in response to the Change Proposal

During the extended consultation period, the University received 1,105 individual submissions regarding the Change Proposal. Feedback was provided by CASS staff as well as external stakeholders across the ACT, nationally, and internationally. Many submissions addressed multiple aspects of the proposed changes across Research Schools and the College more broadly. The feedback received can be broadly categorised as follows:

- College-level feedback on financials, architecture and workload
- Feedback on specific proposed changes in the Research School of Humanities and the Arts
- Feedback on specific proposed changes in the Research School of Social Sciences
- Feedback on specific proposed changes to the structure of professional services in CASS from Research Schools to a college-level service delivery model

The University carefully and genuinely considered all feedback received during the consultation period. Responses have been organised and summarised by area to identify key themes, outline the University's response, and highlight, where relevant, amendments made to the original Change Proposal as reflected in this Implementation Plan.

To protect the privacy of respondents, individual items of feedback will not be disclosed, but have been reflected in the feedback summaries below. In addition, there were a number of submissions relating to the potential impact of disestablishing individual positions named in the Change Proposal. Although these are not addressed individually in the responses below (to protect the privacy of individual respondents), the feedback has been genuinely considered and incorporated in the College's overall planning as a result. Any individual staff members concerned about continuity for specific initiatives/activities within their teams are encouraged to discuss them with their supervisor and area lead.

The current organisational charts of CASS Schools and Centres are provided at Appendix 1 – CASS Current Organisational Charts Schools. New organisational charts following implementation of the changes set out in this Implementation Plan are provided at Appendix 2 - CASS New Organisation Charts.

Voluntary Separation Scheme (VSS) – Second Round

On 26 August 2025, the University announced a second Voluntary Separation Scheme (VSS). Staff within the College were invited to apply under the provisions of this scheme between 29 August 2025 and 12 September 2025.

The University has approved 28 voluntary separations within the College; however, these remain subject to staff acceptance through the execution of deeds of release. As these discussions are ongoing, the organisational structures presented here reflect the College's configuration to include accepted separations only. Once a staff member has accepted the offer of a voluntary separation, the relevant position will be closed and not able to be filled in line with the approved process.

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

Workload

The University acknowledges that prospective increases in workload associated with potential involuntary redundancies were raised as a consistent theme in feedback responses. Those proposed involuntary redundancies are now not proceeding. Further, where changes to staffing are proposed, the College will work with affected teams to monitor workload closely through the implementation phase and beyond. This will include developing practical, locally tailored tools to track demand and capacity and, for professional staff, using the service catalogues to clarify task allocation and expectations. Where sustained workload pressures are identified, adjustments to processes, prioritisation, or resourcing will be considered to ensure that service quality and staff wellbeing are maintained.

Summary of feedback – College-level

Feedback submissions from CASS staff raised the following questions which are not defined by staffing or academic area:

1. Concerns regarding the University's financial position and the rationale for using financial sustainability as the basis for proposed disestablishment of positions, including requests for additional data on the financial performance of individual schools.

A number of feedback submissions from internal CASS staff queried the financial context and information provided in the Change Proposal, namely the $250m targeted reduction in expenditure required across the University, the breakdown of the CASS budget allocation by School / Centre and the rationale for the number of positions identified for disestablishment in each School / Centre. Significant distrust was expressed in relation to the identification and communication of the $250m targeted reduction. Some submissions sought clarity on the budget allocation for individual Schools/Centres, noting that based on their calculations of significant student revenue in particular disciplines it would not be appropriate to propose reduction of academic positions in those areas. Some submissions sought clarity on the budget allocation for individual Schools/Centres, noting that based on their calculations of significant student revenue in particular disciplines it would not be appropriate to propose reduction of academic positions in those areas.

Response:

As outlined in the CASS Change Proposal, the 2025 college budget allocation for salary expenditure was set at $58.6m, while the forecasted actual salary expenditure for the year was estimated at $68.1m at the time the Proposal was prepared. The need to find net savings of $9.5m was a key driver for the Change Proposal.

Questions regarding the College budget allocation explored context about the College's historical student load and staffing, revenue and expenditure at College and School levels, the University's broader financial context and budgetary framework and the rationale behind current allocation decisions. Although some units within CASS generate significant teaching revenue, the budgetary model of the University does not distribute funds on a 'margin model', rather since 2020 the University operates an allocation model in the context of an overall

EFSTL contraction. One of the positive attributes of an allocation model is that it allows for a whole of institution approach to sustaining a diverse number of disciplinary offerings, some, but not all of which, are margin generating.

We acknowledge overarching questions relating to University-wide matters including derivation of the 2024 baseline budget. While financial context was outlined in the proposal, since this time, a number of University-wide updates have been shared. In September, the Interim Vice-Chancellor announced the university's priorities as bringing stability, restoring trust and creating a transparent plan for the future. In addition to the announcements about the cessation of redundancies and changes to academic structures reflected in this Implementation Plan, it has also been announced that a new university budget model will be developed, together with a renewed focus on growing student numbers. Work on both these priorities has commenced and regular community engagement and consultation will continue throughout 2026.

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2. **Concerns regarding the rationale for limiting Change Proposals to two academic Colleges rather than adopting a whole-of-institution approach, particularly in disciplines that span multiple Colleges.**

Submissions queried why only the CASS, and the College of Science and Medicine had announced Change Proposals that required compulsory redundancies from amongst the six academic colleges. In particular, it was noted that a number of disciplines (Political Science, International Relations, History, Development Studies, Linguistics, Archaeology and Anthropology) are taught across both CASS and the College of Asia and the Pacific, with staff from both Colleges contributing significantly to the University's 2024 QS subject top-ten rankings in Archaeology, Politics & International Relations, Anthropology and Development Studies. Submissions advocated for the need for a whole-of-University approach that would give due consideration to areas and disciplines that are strategic to the excellence and reputation of the ANU.

Response:

The Change Proposal for CASS was developed to address the College's specific financial and structural sustainability objectives for 2025, and to ensure its teaching and research activities are well supported within its defined academic portfolio. This College-level approach was aligned with the University's broader objectives to strengthen academic excellence, financial resilience, and sustainability across all Colleges.

The College leadership, including the Dean, has consistently supported the principle of a University-wide and discipline-focused approach to identifying areas of cross-College collaboration, potential duplication, and shared academic strength. While this institution-wide work sits outside the scope of the CASS change process, which was focused on addressing College-specific priorities within the approved budget framework, the feedback provided is valued and will help inform future planning and academic strategy discussions beyond 2025.

3. **Opportunity for consultation prior to the release of the Change Proposal**

Feedback noted a desire for earlier and more collaborative consultation prior to the release of the Change Proposal to support greater understanding and input.

Response:

As outlined in Appendix 6 of the CASS Change Proposal, and above, an extensive series of preliminary consultation activities were undertaken in developing the Change Proposal, including a Town Hall and multiple one on one meetings between the Dean and the Heads of School. The release of the proposal took place at the College Town Hall and subsequent formal and informal meetings were also held to consult with staff on proposed changes during the formal Consultation period. Feedback from these meetings, as well as written feedback, have been valuable and have been used to inform the both the original Change Proposal and the

subsequent development of this Implementation Plan, with specific changes to the Implementation Plan outlined further below.

4. **Impact on research excellence, impact on quality of teaching, and overall loss of reputation**

Feedback was received that the significant number of proposed position reductions could adversely impact the research capability of CASS disciplines, as well as the quality of teaching in both coursework and HDR programs, and result in overall loss of reputation for the College and the University. Concerns were also raised around continuity and quality of supervision for Honours and HDR students, where their supervisors were potentially impacted by proposed position reductions.

Response:

The CASS Change Proposal sought to outline key areas of opportunity where the College's operations that could be contracted without adversely impacting areas of sustained research excellence and areas of future student growth. Particular attention was given to consideration of how to minimize disruption that might arise for students whose supervision could have been impacted as a result of the proposed staffing changes. The CASS Associate Dean HDR would have accomplished this by identifying alternate supervisory arrangements for the affected students in keeping with standard ANU Post Graduate Research Award rules and existing HDR policies.

5. **Feedback on proposed changes to the CASS College executive structure.**

Feedback was received opposing the proposed disestablishment of two Research Schools and the associated Research School Director positions, as well as the proposed disestablishment of the Sub-Dean Graduate Studies position.

Response:

The College has confirmed no architectural changes in relation to the structure of the academic schools and centres will proceed as part of the Renew ANU change management program.

In respect of the position changes that had been proposed under the College Architecture and proposed changes to the CASS Executive, in summary the following are proposed for implementation:

Changes to be implemented:

- One (1) currently vacant position disestablished: Associate Dean (Australian Indigenous Studies) (Level C3)

Changes not to be implemented

- One (1) position, Director – Research School of Humanities and the Arts (Level E), to be realigned and renamed to Deputy Dean, Humanities and the Arts (Level E).

- One (1) position, Director – Research School of Social Sciences (Level E), to be realigned and renamed to Deputy Dean, Social Sciences (Level E).

- One (1) position disestablished: Sub-Dean Graduate Studies (Level B) (0.2 FTE)

Summary of feedback - Research School of Humanities and the Arts

Humanities Research Centre (HRC)

Summarised Feedback	Response and/or Change made in Implementation Plan

Feedback was received opposing the disestablishment of the HRC due to its reputation and role in fostering relationships and collaboration between ANU and the international academic community.	No architectural changes in relation to the HRC will proceed as part of the Renew ANU change plan. The proposed disestablishment of occupied positions will not proceed.

Changes to be implemented:

- Nil

Changes not to be implemented

- One (1) position disestablished: Professor – Head HRC (Level E) to be declared surplus, and the temporary transfer of the incumbent to end.
- One (1) position disestablished: Professor (Level E)

Australian National Dictionary (ANDC)

Summarised Feedback	Response and/or Change made in Implementation Plan
Feedback was received expressing concern about the proposed disestablishment of the ANDC citing its cultural significance and contribution to the national mission	An anonymous donor offered, and the University accepted, a generous gift to support the continuation of the ANDC for a further two years, allowing time for the University's financial position to stabilise and for consideration of strategic priorities, and for the ANDC to secure more permanent funding for financial sustainability into the future. No architectural changes in relation to the ANDC will proceed as part of the Renew ANU change plan. The proposed disestablishment of occupied positions will not proceed.

Changes to be implemented:

- In response to philanthropic support, staffing costs, the equivalent of the savings has been secured for two (2) years.

Changes not to be implemented

- One (1) position disestablished: Associate Professor – Centre Director (Level D) (0.8FTE).
- One (1) position disestablished: Senior Research Officer (ANU 7 Research).

School of Music (SOM)

Summarised Feedback	Response and/or Change made in Implementation Plan
A significant volume of feedback was received from internal and external stakeholders regarding the proposed alignment of the School of Music with the School of Art and Design and the Centre for	The feedback received on the proposed alignment of the School of Music with the School of Art and Design and the Centre for Heritage and Museum Studies reflected a broad range of perspectives, including both

Heritage and Museum Studies to form a School of Cultural and Creative Practice. Some respondents were positive about the change and others expressed concern. The former identified the considerable advantages that would accrue from co-locating our most powerful creative and cultural practitioners into a new multidisciplinary School, citing increased opportunities for collaboration, the sharing of best practice models in research and education and improved opportunities for engagement with external stakeholder organisations across the GLAM sector. The latter group cited concerns about the potential dilution of the School of Music's identity within the local performing arts community. They also raised concerns about the responsibility of the ANU under the *Australian National University Act (Cth)* to provide high quality training in the performing arts and whether this would be affected by amendments to the B. Mus curriculum, specifically through a perceived loss of one-to-one performance tuition	support for greater collaboration and concern about the potential impact on the School of Music's distinct identity and contribution to the performing arts.

The proposed structural changes to the School of Music will not proceed. |
| A further body of feedback from student and external stakeholder groups addressed specific implications of amendments to the Bachelor of Music curriculum. | The revision of the Bachelor of Music curriculum is a separate process that stands outside of the Change Proposal, and which is governed by Academic Board. The curriculum changes to the Bachelor of Music were passed by Academic Board on 19 August 2025. All curriculum amendments were undertaken in line with College and University governance processes.

The proposed disestablishment of occupied positions reductions will no longer be included in the Implementation Plan except following VSS. |

Changes to be implemented:

- One (1) position disestablished following VSS: Senior Lecturer (Level C).
- One (1) position disestablished following VSS: Lecturer (Level B)
- One (1) position disestablished following VSS: Lecturer (Level A) (0.6FTE).

Changes not to be implemented

- One (1) vacant position disestablished: Professor (Level E).
- One (1) position disestablished: Lecturer (Level B) (0.8FTE).
- One (1) position disestablished: Lecturer (Level B) (0.8FTE).
- One (1) position disestablished: Lecturer (Level B) (0.5FTE).
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School of Art and Design (SOAD)

Summarised Feedback	Response and/or Change made in Implementation Plan

Feedback was received that advocated for continued support for the Environment Studio and specifically for positions that foster First Nations engagement and learning.	Feedback was received from Indigenous communities, highlighting the significance and impact of the program. In response to this feedback, the Environment Studio will continue to be supported. The proposed disestablishment of occupied positions will not proceed.

Changes to be implemented:

- One (1) position disestablished following VSS: Lecturer (Level B)
- One (1) position disestablished following VSS: Research Fellow (Level B)

Changes not to be implemented:

- One (1) position disestablished: Foundation Studies - Senior Lecturer (Level C) (0.5FTE)
- One (1) position disestablished: Environment Studio - Lecturer (Level B)

School of Archaeology and Anthropology (SOAA)

Summarised Feedback	Response and/or Change made in Implementation Plan
Feedback was received that advocated for the retention of the proposed position disestablishments, citing the excellence and international reputation of the Anthropology program as one of the University's top ten ranked disciplines in the 2024 QS Subject Rankings. Concerns raised regarding focusing on disciplines within one college that exist across other Colleges.	The proposed disestablishment of occupied positions will not proceed.

Changes to be implemented:

- Nil

Changes not to be implemented:

- One (1) position disestablished: Lecturer (Level B) via closed EOI process.
- One (1) position disestablished: Senior Lecturer (Level C)

School of Literature, Languages and Linguistics

Summarised Feedback	Response and/or Change made in Implementation Plan
Feedback was received that advocated for retention of positions that had been identified for disestablishment in Gender Studies, German, Linguistics and Literature departments.	The proposed disestablishment of occupied positions will not proceed, except following VSS.

Changes to be implemented:

- One (1) position disestablished following VSS: Linguistics - Lecturer (Level B) (0.5FTE)
-

Changes not to be implemented:

- One (1) position disestablished: Associate Professor – Gender Studies (Level D)
- One (1) fractional portion (0.25FTE) split role to be realigned to German.
- One (1) position disestablished: German - Lecturer (Level B)
- One (1) position disestablished: Literature - Lecturer (Level B)

Summary of feedback - Research School of Social Sciences

School of Demography (SOD) and School of Sociology (SOS)

Summarised Feedback	Response and/or Change made in Implementation Plan
Feedback was received that raised some concerns about the proposed consolidation of SOD, SOS, and Centre for Crime and Social Justice into a new School of Social Foundations and Futures.	The feedback received on the proposed merger of the School of Demography, the School of Sociology and the Centre for Crime and Social Justice currently situated in POLIS: The Centre for Social Policy Research reflected a broad range of perspectives, including both support for greater collaboration and concern about the potential impact on the Schools and disciplinary identity. In light of this feedback, it has been agreed that proposed structural changes relating to the realignment of the School of Demography, School of Sociology or Centre for Crime and Social Justice will not proceed.
Feedback was received opposing proposed position reductions in SOD and SOS.	The proposed disestablishment of occupied positions will not proceed.

Changes to be implemented:
- Nil

Changes not to be implemented:
- One (1) position co-funded: Professor (Level E) be achieved through cross appointment in the College of Systems and Society.
- One (1) position disestablished: Demography - Senior Lecturer (Level C) via closed EOI process
- One (1) position disestablished: Sociology - Associate Professor (Level D)

POLIS: The Centre for Social Policy Research

Summarised Feedback	Response and/or Change made in Implementation Plan
Feedback was received that raised some concerns about the proposed consolidation of SOD, SOS, and the Centre for Crime and Social Justice currently located in in POLIS: The Centre for Social Policy Research into a	The proposed structural changes in relation to the re-alignment of the Centre for Crime and Social Justice will not proceed. The proposed disestablishment of occupied positions will not proceed.

new School of Social Foundations and Futures. Some feedback responses also advocated for the retention of positions identified for disestablishment.	

Changes to be implemented:

- Two (1) positions disestablished following VSS: Professor – POLIS (Level E)
- One (1) position disestablished following VSS: Associate Professor (Level D)
- One (1) currently vacant position disestablished: Centre Administrator (ANU O5).

Changes not to be implemented:

- One (1) position disestablished: Senior Lecturer – Criminology (Level C)
- One (1) position disestablished: Professor – POLIS (Level E)
- One (1) position disestablished: Senior Lecturer (Level C)

School of Philosophy (SOP)

Summarised Feedback	Response and/or Change made in Implementation Plan
Limited feedback was received opposed the proposal to expand the name and remit of the School of Philosophy to the proposed School of Philosophical and Ethical Enquiry.	Given the commitment to no changes to academic structures, the re-naming of the School will not now proceed.

Changes to be implemented:

- One (1) position disestablished following VSS – Professor (Level E)

School of History (SOH) and the Australian Dictionary of Biography (ADB)

Summarised Feedback	Response and/or Change made in Implementation Plan
Feedback was received, primarily from external stakeholders and ADB volunteers and contributors, noting the national significance and importance of the ADB, particularly in relation to Indigenous engagement. Feedback emphasised that the work of the ADB was already primarily being driven by volunteers, and the loss of two positions identified for disestablishment would significantly impact the ADB. Feedback also questioned the rationale for targeting the ADB for reductions. Limited feedback was received relating to the proposal to expand the name and remit of the School of History to the proposed School of History and Biographical Studies.	The proposed disestablishment of occupied positions will not proceed. Given the commitment to no changes to academic structures, the re-naming of the School will not now proceed.

Changes to be implemented:

- Two (2) positions disestablished following VSS: History - Professor (Level E)
- One (1) position disestablished following VSS: History - Senior Lecturer (Level C)
- One (1) existing position: ADB – Senior Academic Research Editor (Level C) scheduled for retirement in 2025. Once vacant, the role will be disestablished.
- In response to philanthropic support, staffing costs, the equivalent of the savings ($250K pa) will be moved to Philanthropic funding for two (2) years

Changes not to be implemented:

- One (1) position to be disestablished: Senior Academic Research Editor (Level C) via closed EOI process.
- One (1) position disestablished: Administration Officer - ADB (ANU O5).

School of Politics and International Relations (SPIR)

Summarised Feedback	Response and/or Change made in Implementation Plan
Feedback was received regarding concerns about the potential impact on academic workload that might arise in relation to position disestablishments, given SPIR's significant teaching load. Although the proposal to consolidate academic programs in SPIR was developed as a CMP proposal by School leaders some feedback was received from external stakeholders that queried this proposition.	The proposed disestablishment of occupied positions will not proceed. No changes to teaching programs are included in this Implementation Plan. Reviews of curriculum are normal and necessary to assure academic quality and will continue to be initiated as required by university governance processes.

Changes to be implemented:

- Two (2) currently vacant positions disestablished: Associate Professor (Level D).
- One (1) currently vacant position disestablished: Senior Lecturer (Level C).

Changes not to be implemented:

- Two (2) positions disestablished: Lecturer Level B or C (International Relations) via closed EOI process.

ANU Centre for European Studies (ANUCES)

Summarised Feedback	Response and/or Change made in Implementation Plan
Feedback from external stakeholders, primarily members of the ACT diplomatic community, who were concerned about the proposed disestablishment of the ANUCES due to its importance in fostering relationships between the University and local / diplomatic communities and profiling our commitment to the study of Europe.	The proposed disestablishment of occupied positions will not proceed.

Changes to be implemented:

- Nil

Changes not to be implemented:

- One (1) position disestablished: Senior Lecturer Centre Director (Level C) (0.5 FTE) will be declared surplus, and contract will end.

- One (1) position disestablished: Lecturer – Deputy Director (Level B) will be declared surplus, and contract will end.

Centre for Arab and Islamic Studies (CAIS)

Summarised Feedback	Response and/or Change made in Implementation Plan
Feedback was received focusing on CAIS maintaining its autonomy and remaining a stand-alone centre.	The Change Proposal contained no proposals the realignment or disestablishment of CAIS, and no changes to its organisational standing are included in the Implementation Plan.

Changes to be implemented:

- One (1) position disestablished following VSS: Senior Lecturer (Level C)
- One (1) position disestablished following VSS: Centre Administrator (ANU 05)

Summary of feedback – professional staff realignment

Summarised Feedback	Response and/or Change made in Implementation Plan
Feedback was received noting the risks of centralisation within the College Structure and its impact on professional staff roles. Concerns were raised that centralisation might: - Reduce role variety and opportunities for professional growth. - Distance staff from the local academic and research communities they support. - Create "one size fits all" processes that don't suit specialist needs. - Risk the loss of institutional knowledge if staff are relocated or their responsibilities realigned.	The proposed structure has been based on the Renew ANU principles and was designed to balance consistency and efficiency with the need to maintain strong local connections. Professional staff will remain embedded in key schools and functions where specialist knowledge and front-line support are essential, Determination of services in a college centralisation will focus on functions that benefit from scale (e.g. consistency of processes, shared systems). The College has commenced workshops and co-design to: - Assess retention of locally embedded roles in local areas, especially in high-risk and specialist areas. - Develop clear service catalogues and escalation pathways to ensure professional staff can remain responsive to school-level needs.

	• Provide professional development opportunities across the College to support career growth and skills development. • Ensure that changes do not diminish professional staff visibility or their critical role in supporting research, teaching, and student experience.
Feedback was noted that questioned the concerns about workload, location, and consultation process, including: • Increased workloads under the proposed structure. • The physical location of teams and whether relocation would disrupt service continuity. The pace and clarity of consultation, particularly whether individual concerns would be considered.	Professional services staff have been included in workshops and clarification of consistent approaches to service models being adopted across all Colleges has been communicated. **Workload**: The College is committed to monitoring workloads carefully during and after transition, with explicit mechanisms to escalate workload pressures. Teams will be sized to provide adequate resilience, cross-coverage, and peer support. In addition to the existing support channels which are currently available to all staff to raise concerns (HR, Advisor to Staff and EAP) the mechanisms which are available for workload concerns to be escalated are to the General Manager through the following: • Fortnightly expanded professional staff leadership group meetings will continue to address a review and preview approach of workloads, resourcing, key activities, progression of staff onboarding and development. • Monthly CASS professional staff forum is planned (increased frequency from current quarterly cadence recognises the need to provide feedback and co-design progress). • Initial reporting lines are to Managers. This design was agreed to ensure appropriate oversight and ability to monitor transition of all staff. • Progressively transition from current workload practices to a channelled approach (includes consolidation of current email functional accounts to a smaller number to support improved management of volume and task delivery) **Location**: No decisions about physical location have been made as we prioritise service delivery, staff wellbeing, and operational efficiency.

	No relocations will occur without further consultation, and co-location will be pursued only where it demonstrably strengthens team function. Further refinements will continue as implementation planning progresses, and in consultation with staff.
Feedback received focused on maintaining current leadership and not proceeding with restructure as proposed or impacting current staff.	The College is proposing a realignment of staff and services without any changes to existing professional leadership groups at ANU08 and SM1 classification.
Concerns were raised about workforce capability and resourcing levels to provide appropriate leadership and management of technical staffing, WHS coverage for specialist lab hazards in the Tier 2 risk spaces	Feedback has been considered; clarification is provided and changes to the Implementation Plan have been made. The vacant SoMAD Operation manager position is proposed to be repurposed as a Manager Technical Services (SM1) in acknowledgement of the leadership and management needs of the technical spaces in high-risk technical spaces. This will be done through existing ANU recruitment practices and controls. Technical capacity and WHS arrangements will be reviewed and confirmed through established governance and HR processes; the workshop function is retained in the current plan and will be monitored through implementation.

Changes to be implemented: Positions

- One (1) position disestablished following VSS: Senior Administrator (ANU O6/7)
- One (1) position disestablished following VSS: Assistant Administration Officer (ANUO4)
- One (1) position disestablished following VSS: Administration Officer (ANUO5)
- One (1) position disestablished following VSS: HAL Technical Officer (ANU O4/5)
- One (1) position disestablished following VSS: HAL Collections Officer (ANU O4/5)
- One (1) position disestablished following VSS: SOMAD School Manager (SM2)
- One (1) position disestablished following VSS: SOMAD Admin Manager (ANU O8)
- One (1) position disestablished following VSS: Senior Administrator (ANU O6/7)
- One (1) position disestablished following VSS: Senior Technical Officer (ANU O6)
- One (1) currently vacant position disestablished: Administration Officer (ANU O5)One (1) position will be established; Lab Co-ordinator (ANU O6/7)
- One (1) position will be established; Collections Co-ordinator (ANU O6/7)
- One (1) position will be established; Engagement and Impact Coordinator (ANU O6/7)

Changes to be Implemented: Reporting lines

- Two (2) School Managers (SM1) reporting lines changed to the College General Manager
- One (1) Admin Manager (ANUO8) reporting line will change to School Manager, Humanities and the Arts

- One (1) Operations Manager (ANUO8) reporting line will change to School Manager, Social Sciences
- One (1) ANU O7 (Tech) SOAD Technical Services Team Coordinator (ANUO7) reporting line will change to College General Manager until Technical Manager (SM1) is recruited
- One (1) ANU O6/7 Senior Gallery Coordinator reporting lines changed to Operations Manager
- Twelve (11) professional staff will be realigned to the College Administration team
- Twelve (12) professional staff will be realigned to the College Operations team

One (1) continuing position to be realigned from the RSHA Directorate to Office of the Dean, reporting to the Executive Officer of the Dean.

Changes not to be implemented: Positions

- One (1) position proposed will not be established; SM2 School Manager, Social Sciences
- One (1) position proposed will not be established; SM2 School Manager, Humanities and the Arts.
- Two (2) positions will not be disestablished following closed EOI: Manager ANUO8
- One (1) vacant position proposed will not be disestablished: SoMAD Operations Manager (ANU08)

Changes not to be Implemented: Reporting lines

In response to no academic organization restructures or consolidations at Implementation, there will be no realignment of proposed reporting lines for the following staff to the Director, School of Creative and Cultural Practice:

- One (1) ANU O7 (Tech) SOAD Technical Services Team Coordinator
- One (1) ANU O7 (Tech) SOM Technical Services Coordinator
- One (1) ANU O6/7 Senior Gallery Coordinator
- No reporting line changes for technical staff reporting to the technical service Coordinator will occur.

Impacts of the change to be implemented

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

Any new academic positions that were proposed in the original Change Management proposal will now be considered in the normal of course of business planning and will be subject to budget availability.

Position Count Impact Summary - COMPARISON			
Action		Change proposal (Academic/ Prof)	Implementation Plan (Academic/ Prof)
Disestablished	Positions currently vacant to be disestablished	7 (5/2)	7 (5/2)

	Positions disestablished through VSS	21 (10/11)	28 (14/14)
	Other positions proposed to be disestablished	36 (29/7)	0
	TOTAL	**63**	**35**
New	New roles proposed	6 (2/4)	3 (0/3)
Realigned (Professional staff)	Within area	9	9
	School to College	32	34
		47	**46**

Position impacts of the change

Positions to cease

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

Team	Current Position	Classific-ation	Position No.	# Position	Position Outcome	Occupant Impact
College						
	Associate Dean (Indigenous Studies)	Level C	38989	1	Position disestablished	Nil - vacant
	Student Advisor	ANU O6/7	35527	1	Position disestablished	Nil - VSS
	Building Custodian	ANU O6/7	7783	1	Position disestablished	Nil - VSS
	Deputy Manager, Research Admin	ANU O8	36069	1	Position disestablished	Nil - VSS
	Deputy Manager, Education Design	ANU O8	35538	1	Position disestablished	Nil - VSS
RSHA						
Directorate	Senior Technical Officer	ANU O6	25050	1	Position disestablished	Nil - VSS
Directorate	Senior Admin Officer	ANU O6/7	35833	1	Position disestablished	Nil - VSS
Directorate	SoMAD Administration Manager	ANU O8	35818	1	Position disestablished	Nil - VSS
Directorate	SoMAD School Manager	SM2	35817	1	Position disestablished	Nil - VSS
Directorate	HAL Collections Coordinator	ANU O4/5	34212	1	Position disestablished	Nil - VSS (separation in November 2025)
Directorate	HAL Technical Officer	ANU O4/5	35875	1	Position disestablished	Nil - VSS (separation in November 2025)
Directorate	Administration Officer	ANU O5	35847	1	Position disestablished	Nil - vacant
SLLL	Lecturer	Level B	7083	1	Position disestablished	Nil - VSS
SOAD	Research Fellow	Level B	27257	1	Position disestablished	Nil - VSS

Team	Current Position	Classifica-tion	Position No.	# Position	Position Outcome	Occupant Impact
SOAD	Lecturer	Level B	17926	1	Position disestablished	Nil - VSS
SOM	Music Lecturer	Level B	25055	1	Position disestablished	Nil - VSS
SOM	Senior Lecturer (Piano)	Level C	28642	1	Position disestablished	Nil - VSS (separation in December 2025)
SOM	Associate Lecturer	Level A	22032	0.6	Position disestablished through VSS or remains if VS declined	Nil - VSS (separation in November 2025)
RSSS						
Directorate	Assistant Admin Officer	ANU O4/5	35481	1	Position disestablished	Nil - VSS
Directorate	Admin Officer / EA	ANU O5	29679	1	Position disestablished	Nil - VSS
Directorate	Senior Admin Officer	ANU O6/7	35477	1	Position disestablished	Nil - VSS
CAIS	Senior Lecturer	Level C	22160	1	Position disestablished	Nil - VSS
CAIS	Centre Administrator	ANU O5	20540	1	Position disestablished	Nil - VSS (separation in November 2025)
POLIS	Centre Administrator	ANU O5	33384	1	Position disestablished	Nil – vacant
POLIS	Associate Professor	Level D	40050	1	Position disestablished	Nil - VSS
POLIS	Professor	Level E	32303	1	Position disestablished	Nil - VSS (separation in January 2026)
POLIS	Professor	Level E	30789	1	Position disestablished	Nil - VSS (separation in November 2025)
SoH	Senior Academic Research Editor	Level C	27004	1	Position disestablished	Nil - Vacant
SoH	Senior Lecturer	Level C	8417	1	Position disestablished	Nil - VSS
SoH	Professor	Level E	5101	1	Position disestablished	Nil - VSS (separation in January 2026)
SoH	Professor	Level E	6323	1	Position disestablished	Nil - VSS (separation in December 2025)
SoP	Professor	Level E	7281	1	Position disestablished	Nil - VSS
SPIR	Senior Lecturer	Level C	8392	1	Position disestablished	Nil - Vacant
SPIR	Associate Professor	Level D	41602 41587	2	Position disestablished	Nil - Vacant

Total positions to cease: 7 vacant, 28 VSS – 35 total

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.

Team	Current Position	Future Position	Classifi-cation	Position No.	# Positions	Position Outcome	Occupant Impact
RSHA							
Directorate	HAL School Manager	School Manager	SM1	37284	1	Duties broadened slightly; minor. Change of reporting line to College General Manager	Direct transfer with minor changes
Directorate	Operations Manager	Operations Manager	ANU O8	35795	1	Minor changes to PD. Change of reporting line.	Direct transfer with minor changes
Directorate	SOMAD Operations Manager	Operations Manager	ANU O8	36015	1	Minor changes to PD. Change of reporting line.	Direct transfer with minor changes
Directorate	Administration Manager	Administration Manager	ANU O8	35796	1	Minor changes to PD. Position realigned to new College Admin team.	Direct transfer with minor changes
Directorate	Senior Administration Officer	Senior Administrator	ANU O6/7	36131 35844 35843	3	Minor changes to PD. Position realigned to new College Admin team.	Direct transfer with minor changes
Directorate	Administration Officer	Administration Officer	ANU O5	37896 35837 35846 35845 35847	5	Minor changes to PD. Position realigned to new College Admin team.	Direct transfer with minor changes
Directorate	Assistant Administration Officer	Assistant Administration Officer	ANU O4	35838 35848	2	Minor changes to PD. Position realigned to new College Admin team.	Direct transfer with minor changes
Directorate	Executive Assistant	Executive Assistant	ANU O5	6676	1	Minor changes to PD. Position realigned to the Office of the Dean. Change of reporting line to Executive Officer to the Dean	Direct transfer with minor changes
Directorate	Engagement & Impact Coordinator	Engagement & Impact Coordinator	ANU O6/7	35840 35850	2	Minor changes to PD. Position realigned to new College Admin team.	Direct transfer with minor changes
Directorate	Engagement & Impact Officer	Engagement & Impact Officer	ANU O5	35841 35842 39034 35851	4	Minor changes to PD. Position realigned to new College Admin team.	Direct transfer with minor changes

Team	Current Position	Future Position	Classifi-cation	Position No.	# Positions	Position Outcome	Occupant Impact
RSHA Technical Staff	Senior Gallery Coordinator	Senior Gallery Coordinator	ANU O6/7	33325	1	Minor changes to PD. Position realigned to the operations team within the new College Admin team. Change of reporting line.	Direct transfer with minor changes
RSHA Technical Staff	Gallery Administrator	Gallery Administrator	ANU O5	36071	1	Minor changes to PD. Position realigned to new College Admin team.	Direct transfer with minor changes
RSHA Technical Staff	Technical Service Team Coordinator	Technical Services Coordinator	ANU O7	35993	1	Direct transfer of position. Minor changes to PD. Change of reporting line to College General Manager	Direct transfer with minor changes
RSHA Technical Staff	Technical Services Coordinator	Technical Services Coordinator	ANU O7	3016	1	Direct transfer of position. Minor changes to PD. Change of reporting line to College General Manager	Direct transfer with minor changes
RSHA Technical Staff	All other RSHA technical staff not listed above					Minor changes to PD. Position realigned to new College Admin team.	Direct transfer with minor changes
RSSS							
Directorate	RSSS School Manager	School Manager	SM1	35471	1	Duties broadened slightly, minor. Change of reporting line to College General Manager	Direct transfer with minor changes
Directorate	Administration Manager	Administration Manager	ANU O8	35473	1	Minor changes to PD. Change of reporting line.	Direct transfer with minor changes
Directorate	Operations Manager	Operations Manager	ANU O8	35472	1	Minor changes to PD. Position realigned to new College Admin team.	Direct transfer with minor changes
Directorate	Administration Officer	Administration Officer	ANU O5	35479 35480	2	Minor changes to PD. Position realigned to new College Admin team.	Direct transfer with minor changes
Directorate	Assistant Administration Officer	Assistant Administration Officer	ANU O4	42273 35482	2	Minor changes to PD. Position realigned to new College Admin team.	Direct transfer with minor changes
Directorate	Engagement & Impact Coordinator	Engagement & Impact Coordinator	ANU O6/7	35474	1	Minor changes to PD. Position realigned to new College Admin team.	Direct transfer with minor changes
Directorate	Engagement & Impact Officer	Engagement & Impact Officer	ANU O5	35475 35476	2	Minor changes to PD. Position realigned to new College Admin team.	Direct transfer with minor changes

Positions to be transferred to College team: 35 total.

New positions

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

Team	New Position	Classification	# Positions	Position Outcome
CASS General	Laboratory Coordinator	ANU O6/7	1	Position established
CASS General	Collections Coordinator	ANU O6/7	1	Position established
CASS General	Engagement and Impact Coordinator	ANU O6/7	1	Position established

Total: three (3) positions to be established.

Timeline for implementation

Milestone	Date
Meetings with directly affected staff	*1-2 July - completed*
Release of Change Proposal & consultation opens	*2 July - completed*
Close consultation period (12:00 pm AEST)	*7 August - completed*
Collation of feedback and preparation of Implementation Plan	From 7 August to 12 October - completed
Release of Implementation Plan	Week commencing 1 December 2025
Opportunity for directly affected staff and the NTEU to comment on Implementation Plan	2 December to 9 December 2025
Anticipated commencement of implementation	Staged, commencing 15 December 2025

Specific implementation elements and dates

All dates are subject to final discussion with Schools and are sequenced to minimise disruption and maximise likelihood of a smooth transition.

School Managers — reporting & service roles	
Change	Confirm School Manager reporting lines change to GM (dotted line to Directors)
	Confirm Operations Managers and Administration Managers reporting lines changed
Target dates	Reporting line changes: **15 December 2025**

Formation of new College-level teams	
Change	• Establishment of College wide Administration and Operations streams
	• Work commences on individual team service catalogues (guided by School Manager lead)
	• Align access, delegations.
Target dates	• Transition activities, including consultation on any proposed location changes: **February - March 2026**
	• Go-live with new services model: **from 31 March 2026**

Professional staff reporting lines	
Change	All identified professional staff move to new **professional-staff supervisory lines** at College level, with documented dotted-line to local academic leads as needed.
	Exceptions: Externally funded roles and specialist research/technical positions as negotiated with GM.
Target date	**31 March 2026**

Location approach

The default position will be that we will assess staged consolidation of staff where feasible. The following principles will be applied in any decisions on location:

- **Hubs (where needed):** selected operational teams will co-locate in defined geographical hubs to improve service coverage, handoffs, and training.
- **Anchor day:** each team should meet in person at least **one day per week** for team building, coaching, and cross-skilling, where possible.
- **How decided:** we will use workload data, operational service window requirements, and space availability; a draft location map will be circulated for feedback before finalisation.
- **Equity & exceptions:** accessibility, caring responsibilities, and other commitments will be considered case by case.

Governance, feedback and reviews

Essential to this model is the publication of 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 developed in consultation with School Managers and other identified key staff, and will encompass types of requests, expected turnaround times, and priority levels, co-designed with Schools, and with quarterly/monthly reviews built in.

To ensure the new College service delivery team model embeds safely and delivers measurable value, the College will run a schedule of light, internal 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 General Manager. These will be conducted internally among the College executive at approximately 1, 3 and 6 months from implementation.

• Shared service model – workload allocation

With teams working across multiple Schools, the development of workload allocation model is essential to ensure responsiveness as well as flexibility in delivery. A variety of models are being considered with staff is as follows:

Dedicated staff/Champions/Primary leads: Staff within service groups will be assigned to manage day-to-day workflows, understand the nuances of that School, and maintain strong relationships with local academic leadership.

Floating/shared staff: A pool of professional staff with skills across multiple areas (e.g., finance, events, student support, infrastructure) operate across multiple Schools. They cover general enquiries and calls for assistance, step in for surge capacity, cover absences, or take on more transactional tasks that don't require deep local knowledge.

This model preserves local connection while also enabling scalability. This can help to keep familiar faces embedded in the new structure. The system should be designed to be both locally responsive and centrally coordinated, with clear structures, load balancing, and reporting tools so Directors can have confidence that their School's needs are being met

A continuing co-design process with staff prior to a go-live date in implementation will test the feasibility of this model, and/or propose an alternative for testing.

Work Allocation - tools

Work allocation and resource management is envisaged to be undertaken after an assessment of a variety of tools. The setup will be reviewed in monthly checkpoints to maintain visibility, reduce duplication and improve flow. Suggested possibilities raised during consultation include:

Tool	Description
MS Teams	- One channel per School for dedicated staff and School collaboration - Shared channels for cross-cutting work

	• Link the relevant Planner board to each channel
MS Planner	• Board per School owned by dedicated staff • Board per shared service area for triage and assignment • Simple status views for prioritisation
Outlook shared mailboxes	• School inbox monitored by dedicated staff • Overflow routed by rules to a shared mailbox and triaged by leads
Tools quick map	• Task tracking: Planner • Requests and feedback: Forms or Qualtrics • Dashboards: Power BI or Excel • Alerts and reminders: Power Automate • Continuous review: monthly check-ins

During implementation, these tools will be validated through a continuing co-design process with staff, in collaboration with central experts to establish standard templates, configure the tools, and deliver training, with refinements or alternative approaches piloted as required.

Implementation process
Process and timing for filling positions in the new structure

Following an agreed Implementation Plan, the process for transition into the new structure will be informed by the provisions of the Enterprise Agreement.

The University's priority is to maintain ongoing employment by placing affected staff into suitable roles wherever possible. The University may transfer a staff member to a position at the same level, commensurate with their skills and capability, in order to provide this continued employment.

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

Key stages in the process

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

Direct transfer

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

• their position's duties and responsibilities remain substantially unchanged
• the classification level is the same
• there is a one-to-one relationship between the number of staff and available roles.
This includes minor changes to duties, title, reporting line or department/area.

Closed Expression of Interest (EOI)

In some cases, where it is necessary to assess the suitability of existing staff for roles in a new structure — or when there is a reduced number of roles — a Closed Expression of Interest (EOI) process may be undertaken.

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

Recruitment

Any positions that remain unfilled may proceed to open recruitment – in accordance with standard University recruitment policies.

Role transition, induction and upskilling

Where existing staff roles are varied or staff transition into new or revised positions, they will be supported with targeted onboarding and upskilling to support readiness for the new structure.

Considerations for Temporary Arrangements and Contract Types

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

Temporary allowances

Staff temporarily receiving an acting, responsibility or other allowance will be considered for mapping and placement based on their substantive (permanent) classification and role, not the higher duties or temporary responsibilities they are currently performing. While experience gained in temporary duties may be considered during EOI assessments, it will not determine eligibility for direct mapping or Closed EOIs.

Temporary transfers

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

If you are seconded into an affected role from another Division, you are not eligible to be considered for direct transfer or Closed EOIs for permanent roles in the new structure. However, you will be consulted about the change, and early termination of the temporary transfer may be considered where appropriate.

Fixed-term contracts

Staff employed on fixed-term contracts are not eligible for direct role mapping, or participation in the Closed Expression of Interest (EOI) processes for ongoing positions.

Once the placement process for affected continuing staff is complete, fixed-term employees will be welcome to apply for any remaining vacancies through the University's open recruitment processes.

Fixed-term staff not transitioning to the future structure will be consulted on their contract status and end dates in accordance with the University's standard employment provisions.

Supporting our people through change

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

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

People and Culture Division

- HR Business Partners are available to provide advice, discuss impacts, and support you throughout the change process.

- [Equity and Diversity Team](#) and [Staff Respect Consultant](#) offer tailored support to staff in equity groups.

- [Health, Safety and Wellbeing Team](#) can support staff experiencing mental health or safety concerns as a result of the change.

Employee Assistance Program (EAP)

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

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

Staff seeking additional support or advice can contact:

Provider	Contact details
Assure	1800 808 374
Converge	https://services.anu.edu.au/human-resources/wellbeing/employee-assistance-program/converge

Additional support

Lifeline | Beyond Blue

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

13Yarn (13 92 76)

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

Financial advice

UniSuper offers free general financial advice and retirement planning support to members. Resources, appointment bookings, and webcast recordings can be accessed via unisuper.com.au.
UniSuper has an office on-site in Kambri where you can book an appointment to speak with a super consultant in person. Alternatively, UniSuper also offer online appointments.

MetLife 360Health

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

Career transition support

- Outplacement services: if applicable, affected employees with positions surplus to requirements will be offered external outplacement support, including career coaching, resume review, and interview preparation.

- Online resources: the ANU intranet includes a range of tools for staff seeking career support.

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

Further information is available on the Guiding Teams through Change SharePoint site.

Other relevant documents

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

- 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

    o Appendix 'A' – Additional Feedback

    o Appendix B – Response to Open letter

    o Appendix C – Psychosocial Risk assessment – Change Principles

- Renew ANU Change Principles Implementation Plan

- Financial Update – May 2025

- Updates from ANU leadership

- CASS Change Management Proposal

Appendices

1. Appendix 1 -CASS Current Organisational Chart Schools, Centres and College – level teams impacted by change
2. Appendix 2 – CASS New Organisation charts
3. Appendix 3 – WHS Psychological Risk Assessment
4. Appendix 4 - New and updated Position Descriptions

Appendix 1 – CASS Current Organisational Charts

Schools, Centres and College-level teams impacted by change

Key for Current Organisational Charts

	College Leader			
Continuing – no change	Continuing - realigned	Continuing – disestablished (vacant or VSS)	Continuing - new position established	Continuing – position identified in DVCA proposal	Continuing – position identified in CE proposal
Fixed term or CCF – no change	Fixed term or CCF - realigned			
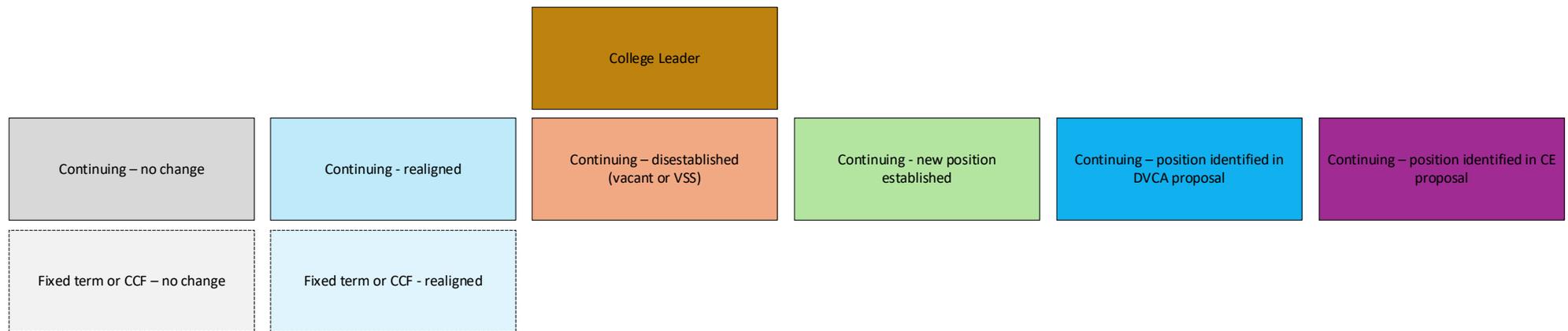
NB: Organisational Charts for areas that are not undergoing change to their structure, have not been included.

1.1 CASS School of Music – current organisational chart

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┌─────────────────────────┐
│ 15734 - Level E         │
│                         │
│ Director, RSHA          │
└─────────────────────────┘
            │
┌─────────────────────────┐
│ 2964 - Level E          │
│                         │
│ Head of School          │
└─────────────────────────┘
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25655 - Level E	2966 - Level C	33870 - Level B
Professor	Senior Lecturer	Lecturer

30825 - Level E	35254 - Level C	35034 - Level B
Professor	Senior Lecturer	Lecturer

33564 - Level E	26728 - Level C	25055 - Level B
Professor	Senior Lecturer	Lecturer

27141 - Level D	28642 - Level C	22032 - Level A
Associate Professor	Senior Lecturer	Associate Lecturer

25056 - Level E	35129 - Level B	32427 - Level A
Professor	Lecturer	Associate Lecturer

1.2 CASS School of Art & Design – current organisational chart

15734 - Level E
Director, RSHA

38982 - Level E
Head of School

30753 - Level E
Professor

30575 - Level D
Associate Professor

32795 - Level E
Professor

6288 - Level D
Associate Professor

3017 - Level C
Senior Lecturer

32515 - Level C
Senior Lecturer

6842 - Level D
Associate Professor

12809 - Level C
Senior Lecturer

22078 - Level C
Senior Lecturer

27257 - Level B
Research Fellow

37646 - Level A
Associate Lecturer

2906 - Level D
Associate Professor

31497 - Level C
Senior Lecturer

39783 - Level B
Lecturer in Design

26898 - Level C
Senior Lecturer

2889 - Level C
Senior Lecturer

2895 - Level C
Senior Lecturer

39606 - Level B
Lecturer

33633 - Level C
Senior Lecturer

2917 - Level C
Senior Lecturer

2901 - Level C
Senior Lecturer

34790 - Level B
Lecturer

6041 - Level B
Lecturer, Ceramics

33672 - Level B
Lecturer

27006 - Level B
Lecturer

2905 - Level B
Lecturer, Design

41424 - Level A
Associate Lecturer Design

27589 - Level D
Associate Professor

33449 - Level C
Senior Lecturer

33051 - Level C
Senior Lecturer

35045 - Level B
Lecturer

17926 - Level B
Lecturer

1.3 CASS School of Literature, Languages and Linguistics – current organisational chart

15734 - Level E
Director, RSHA

40917 - Level D
Head of School

27583 - Level D
Associate Professor, German & Gender Studies

27722 - Level C
Senior Lecturer, French

16548 - Level C
Lecturer, Spanish

3130 - Level B
Lecturer, German

35543 - Level B
Level B, Spanish & Portuguese

24685 - Level D
Associate Professor, French (Reports to Position 34836)

39784 - Level B
Lecturer, French

23739 - Level E
Professor

38057 - Level D
Senior Fellow, Italian

35555 - Level B
Lecturer, Spanish

41629 - Level A
Associate Lecturer, French

41657 - Level A
Associate Lecturer, Italian

30751 - Level C
Senior Lecturer, French (Reports to Position 3182)

30875 - Level C
Senior Lecturer, French (Reports to Position 34836)

32713 - Level C
Senior Lecturer, German (Reports to Position 20006)

37306 - Level E
Professor

3182 - Level D
Associate Professor

29237 - Level D
Senior Fellow

3185 - Level C
Senior Lecturer

26557 - Level C
Senior Lecturer

7311 - Level B
Lecturer

7083 - Level B
Lecturer

38940 - Level A
Fellow

LINGUISTICS

34836 - Level E
Professor

20006 - Level E
Professor

32497 - Level C
Senior Lecturer

12393 - Level C
Senior Lecturer

3139 - Level B
Lecturer

40946 - Level B
Lecturer

3198 - Level D
Associate Professor
Reports to Position 20006

GENDER STUDIES

LITERATURE

9757 - Level D
Associate Professor

21937 - Level C
Senior Lecturer

13907 - Level B
Lecturer (E-funded)

39000 - Level B
Lecturer

41306 - Level B
Lecturer

9010 - Level B
Lecturer

36442 - Level E
Professor

41425 - Level C
Senior Lecturer, Classics

38886 - Level C
Senior Lecturer, Classics

33679 - Level B
Lecturer, Classics

41464 - Level B
Lecturer, Classics

CLASSICS

31613 - Level E
Director, ICH

40784 - Level B
Deputy Director, ICH

33658 - ANU O6/7
ICH Project Officer

40165 - Level B
Research Fellow

INSTITUTE FOR COMMUNICATION IN HEALTHCARE

36714 - Level D
Director, Australian National Dictionary Centre

4263 - ANU O7 (Res)
ANDC Senior Research Officer

AUSTRALIAN NATIONAL DICTIONARY CENTRE

1.4 CASS POLIS: Centre for Social Policy Research – current organisational chart

21215 - Level E
Director, RSSS

29222 - Level E
Director, POLIS: Centre for Social Policy Research

32303 - Level E
Professor

38861 - Level D
Associate Professor

31784 - Level D
Director, Cen. for Gambling Research

16332 - Level E
Professor

21529 - Level E
Professor

40187 - Level E
Professor

31508 - ANU O8
Centre Manager, POLIS

11907 - ANU O6/7
Centre Manager, CIPR

33384 - ANU O5
Centre Administrator

33372 - ANU O5
Centre Administrator

31631 - Level E
Professor

33406 - Level B
Research Fellow

33257 - Level C
Senior Research Fellow

19009 - Level D
Director, Aust. Data Archive

39468 - Level C
Deputy Director, Australian Data Archive

29076 - ANU O6/7
Senior User Services Officer, ADA

9599 - ANU O6/7 .
Senior Data Archivist, ADA

35505 - ANU O6/7
Data Archivist

30949 - ANU O6/7
Data Archivist

40050 - Level D
Associate Professor

29864 - Level D
Principal Research Fellow

32451 - ANU O8 (Res)
Senior Research Officer

33639 - ANU O5/6
Research Officer

32169 - Level C
Senior Lecturer

16469 - Level B
Research Fellow

32960 - Level C
Senior Lecturer

30789 - Level E
Professor

29224 - Level E
Professor

34617 - Level D
Associate Professor

40496 - Level B
Research Fellow

38261 - Level B
Lecturer

35992 - Level A
Indigenous Academic Associate

31394 - Level C
Fellow

34220 - Level C
Fellow

3236 - Level D/E
Director, Centre for Indigenous Pol. Res.

38331 - Level E
Professor

13798 - Level C
Fellow

38393 - Level D
Associate Professor

27728 - Level D
Associate Professor

CENTRE FOR INDIGENOUS POLICY RESEARCH

34432 - Level E
Professor

29366 - Level C
Senior Lecturer

39644 - Level B
Lecturer, Criminology

36184 - Level B
Lecturer

40019 - Level B
Research Fellow

39073 - Level A
Indigenous Academic Assoc

29788 - Level E
Professor

32685 - Level D
Associate Professor

CRIMINOLOGY

1.5 CASS School of Philosophy – current organisational chart

```
                              ┌─────────────────────────┐
                              │ 21215 - Level E         │
                              │                         │
                              │ Director, RSSS          │
                              └─────────────────────────┘
                                          │
                              ┌─────────────────────────┐
                              │ 7896 - Level E          │
                              │                         │
                              │ Head of School          │
                              └─────────────────────────┘
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| 25313 - Level E3 | 30848 - Level E2 | 34405 - Level E |
| Distinguished Professor | Professor | Professor |

| 5086 - Level E2 | 16165 - Level E2 | 40921 - Level E |
| Professor | Professor | Professor |

| 35112 - Level E2 | 40640 - Level E | 21412 - Level E |
| Professor | Professor | Professor |

| 1884 - Level E2 | 35396 - Level E | 27989 - Level D |
| Professor | Professor | Associate Professor |

| 10956 - Level E2 | 35396 - Level E | 15796 - Level D |
| Professor | Professor | Associate Professor |

| 31082 - Level E | 29813 - Level E | 41161 - Level B |
| Professor | Professor | Lecturer |

1.6 CASS School of History – current organisational chart

21215 - Level E
Director, RSSS

40730 - Level E
Head of School

7661 - Level E3
Distinguished Professor

3242 - Level E3
Distinguished Professor

10178 - Level E2
Professor

11654 - Level E
Professor

32446 - Level E
Professor

6323 - Level E
Professor

5101 - Level E
Professor

18947 - Level E
Professor

34651 - Level D
Associate Professor

39475 - Level C
Senior Lecturer

29821 - Level C
VC Scholar

8417 - Level C
Senior Lecturer

40748 - Level C
Senior Lecturer

22057 - Level C
Senior Lecturer

36932 - Level C
Senior Lecturer

32846 - Level C
Senior Lecturer

35333 - Level C
Senior Lecturer

15416 - Level B
Lecturer

37991 - Level B
Research Fellow

16443 - Level E
Director, Australian Dictionary of Biography

27004 - Level C
Senior Academic Research Editor

19858 - Level C
Senior Academic Research Editor

19540 - Level C
Senior Academic Research Editor

37894 - Level B
Academic Research Editor

20733 - ANU O7 (IT)
Web Developer

7922 - ANU O6/7
Online Manager

11520 - ANU O5
Administration Officer

10427- ANU O5/6 (Res)
Indigenous Research Editor

33299 - ANU 05/6 (Res)
Research Editor

29438 - ANU 05/06 (Res)
Research Editor

40978 - ANU O5/6 (Res)
Research Editor

AUSTRALIAN DICTIONARY OF BIOGRAPHY

1.7 CASS School of Politics & International Relations – current organisational chart

21215 - Level E

Director, RSSS

37026 - Level E

Head of School

5033 - Level E3 Distinguished Professor	**41602 - Level D** Associate Professor	**25381 - Level C** Senior Lecturer	**34468 - Level C** Senior Lecturer	**3232 - Level B** Lecturer
10750 - E3 Distinguished Professor	**41587 - Level D** Associate Professor	**33562 - Level C** Senior Lecturer	**27994 - Level C** Senior Lecturer	**37210 - Level B** Lecturer
3227 - Level E Professor	**8392 - Level C** Senior Lecturer	**21344 - Level C** Lecturer	**27851 - Level C** Senior Lecturer	**24351 - Level B** Lecturer
21523 - Level E Professor	**12210 - Level C** Senior Lecturer	**29887 - Level C** Senior Lecturer	**19635 - Level C** Senior Lecturer	
25507 - Level D Associate Professor	**27962 - Level C** Senior Lecturer	**3184 - Level C** Senior Lecturer	**27845 - Level B** Lecturer	
32633 - Level D Associate Professor	**21343 - Level C** Senior Lecturer	**29191 - Level C** Senior Lecturer	**29829 - Level B** Lecturer	

1.8 CASS Centre for Arab and Islamic Studies– current organisational chart

21215 - Level E

Director, RSSS

12362 - Level E
Director, Centre for Arab &
Islamic Studies

3273 - Level D

Associate Professor

34694 - Level B

Lecturer

22160 - Level C

Senior Lecturer

38772 - Level B

Lecturer

9072 - Level C

Senior Lecturer

40023 - Level B

Lecturer

36894 - Level C

Senior Lecturer

34676 - Level B

Lecturer

40180 - Level C

Senior Lecturer

20540 - ANU 05

Administration Officer

1.9 CASS Research School of Social Sciences Professional Staff – current organisational chart

21215 - Level E

Director, RSSS

35471 - SM1

RSSS School Manager

35473 - ANU O8

RSSS Admin Manager

35477 - ANU O6/7

Senior Admin Officer

42273 - ANU O4

Assist. Admin Officer

35479 - ANU O5

Administration Officer

35480 - ANU O5

Administration Officer

35481 - ANU O4

Assistant Admin Officer

29679 - ANU O5

Admin Officer / EA

35472 - ANU O8

RSSS Operation Manager

35475 - ANU O5
Engagement & Impact Officer

35476 - ANU O5
Engagement & Impact Officer

35474 - ANU O6/7
Engagement & Impact Coordinator

35482 - ANU O4
Assistant Administration Officer

42273 - ANU O4
Assistant Administration Officer

1.10 CASS Research School of Humanities & the Arts Professional Staff – current organisational chart

15734 - Level E
Director, RSHA

37284 - SM1
HAL School Manager

35817 - SM2
SOMAD School Manager

6676 - ANU O5
Executive Assistant

35796 - ANU O8
Administration Manager

35795 - ANU O8
Operations Manager

35818 - ANU O8
Administration Manager

36015 - ANU O8
Operation Manager

35993 - ANU O7 (Tech)
Technical Services Team Coordinator (SOAD)

3016 - ANU O7 (Tech)
Technical Services Coordinator (SOM)

36131- ANU O6/7
Senior School Administrator

35840 - ANU O6/7
Engagement & Impact Coordinator

35843 - ANU O6/7
Senior Administration Officer

35850 - ANU O6/7
Engagement & Impact Coordinator

22906 - ANU O6 (Tech)
Senior Technical Officer

41048 - ANU O6 (Tech)
Technical Officer (SOM)

37896 - ANU O5
Administration Officer

35841 - ANU O5
Engagement & Impact Officer

35845 - ANU O5
Administration Officer

39034 - ANU O5
Engagement & Impact Officer

40654 - ANU O6 (Tech)
Senior Technical Officer

25050 - ANU O6 (Tech)
Senior Tech Officer (SOM)

35833 - ANU O6/7
Senior Admin Officer

35842 - ANU O5
Engagement & Impact Officer

35844 - ANU O6/7
Senior Administration Officer

41804 - ANU O6/7
Senior Admin Officer

2951 - ANU O6 (Tech)
Senior Technical Officer

35837 - ANU O5
Administration Officer

34212 - ANU O4/5
Technical Officer / Collections Coordinator

35846 - ANU O5
Administration Officer

35851 - ANU O5
Engagement & Impact Officer

30237 - ANU O6 (Tech)
Senior Technical Officer

35838 - ANU O4
Assistant Administration Officer

35875 - ANU O4/5
RSHA Technical Officer

35847 - ANU O5
Administration Officer

33325 - ANU O6/7
Senior Gallery Coordinator

8505 - ANU O4/5 (Tech)
Technical Officer

35848 - ANU O4
Assistant Administration Officer

36071 - ANU O5
Gallery Administrator

8505 - ANU O4/5 (Tech)
Technical Officer

22902 - ANU O4/5 (Tech)
Technical Officer

22905 - ANU O4/5 (Tech)
Technical Officer

1.11 CASS College Central Leadership & Professional Staff – current organisational chart

17457 - Level E
Dean, CASS

15854 - SM4
CASS General Manager

21477 - Level D
Director, ANIP

24574 - Level D
Associate Dean Education

21215 - Level E
Director, RSSS

15734 - Level E
Director, RSHA

37014 - Level E
Associate Dean Research

Level E
Associate Dean HDR

41098 - Level C
Associate Dean Student Experience & Integrity

41030 - Level D
Associate Dean IDEA

38989 - Level C
Associate Dean, Australian Indigenous Studies

35523 - SM1
Manager, Student Office

35524 - Level ANU O8
Deputy Manager

35525 - ANU O8
Deputy Manager

35527 - ANU O6/7
Student Advisor

35526 - ANU O6/7
Student Advisor

35528 - ANU O6/7
Student Advisor

35532 - ANU O6/7
Student Advisor

35530 - ANU O6/7
Student Advisor

35533 - ANU O5
Student Administrator

12330 - SM2
Manager, Marketing & Communications

21220 - ANU O8
Deputy Manager

22970 - ANU O7
Web Developer

31759 - ANU O7
Digital Publishing Coordinator

41923 - ANU O6/7
Marketing & Student Recruitment Coordinator

21219 - ANU O6/7
Marketing & Student Recruitment Coordinator

36311 - ANU O6/7
Marketing & Student Recruitment Coordinator

29083 - ANU O6/7
Communications Coordinator

37588 - SM2
Senior Research Advisor

38570 - ANU O8
Research Communications Coordinator

15897 - SM1
Collaborative Research Initiatives Manager

23759 - ANU O6/7
Project Coordinator

36069 - ANU O8
Deputy Manager, Research Office

12528 - SM1
Executive Officer to the Dean

38715 - ANU O5
Executive Assistant to the Dean

33455 - ANU O5
Executive Assistant to the General Manager

7783 - ANU O6/7
Building Manager

35929 - ANU O4
A/g Building Custodian

1994 - ANU O3
Facilities Assistant

34309 - ANU 08
Manager, Partnerships & Employment

26248 - ANU 04
Administrative Assistant

39290 - ANU 04
Administrator

30831 - Level B
Sub-Dean Graduate Studies

35534 - ANU O8
Executive Officer, Education

38449 - ANU 06/7
Project Officer, Education

35535 - ANU 06/7
Project Officer, Education

35536 - ANU 06/7
Project Officer, Education

35537 - ANU 05
Project Support Officer

35538 - ANU 08
Manager, Education Technology

35542 - ANU 07
Education Technologist

35541 - ANU 07
Education Technologist

35540 - ANU 07
Education Technologist

Appendix 2 – CASS New Organisation charts

2.1 CASS School of Music – future organisational chart

15734 - Level E

Director, RSHA

2964 - Level E

Head of School

25655 - Level E

Professor

30825 - Level E

Professor

33564 - Level E

Professor

27141 - Level D

Associate Professor

25056 - Level E

Professor

2966 - Level C

Senior Lecturer

35254 - Level C

Senior Lecturer

26728 - Level C

Senior Lecturer

35129 - Level B

Lecturer

33870 - Level B

Lecturer

35034 - Level B

Lecturer

32427 - Level A

Associate Lecturer

2.2 CASS School of Art & Design – future organisational chart

15734 - Level E
Director, RSHA

38982 - Level E
Head of School

30753 - Level E
Professor

30575 - Level D
Associate Professor

32795 - Level E
Professor

6288 - Level D
Associate Professor

3017 - Level C
Senior Lecturer

32515 - Level C
Senior Lecturer

6842 - Level D
Associate Professor

12809 - Level C
Senior Lecturer

22078 - Level C
Senior Lecturer

37646 - Level A
Associate Lecturer

2906 - Level D
Associate Professor

31497 - Level C
Senior Lecturer

39783 - Level B
Lecturer in Design

26898 - Level C
Senior Lecturer

2889 - Level C
Senior Lecturer

2895 - Level C
Senior Lecturer

39606 - Level B
Lecturer

33633 - Level C
Senior Lecturer

2917 - Level C
Senior Lecturer

2901 - Level C
Senior Lecturer

34790 - Level B
Lecturer

6041 - Level B
Lecturer, Ceramics

33672 - Level B
Lecturer

27006 - Level B
Lecturer

2905 - Level B
Lecturer, Design

41424 - Level A
Associate Lecturer Design

27589 - Level D
Associate Professor

33449 - Level C
Senior Lecturer

33051 - Level C
Senior Lecturer

35045 - Level B
Lecturer

2.3 CASS School of Literature, Languages and Linguistics – future organisational chart

15734 - Level E
Director, RSHA

40917 - Level D
Head of School

27583 - Level D
Associate Professor,
German & Gender Studies

27722 - Level C
Senior Lecturer, French

16548 - Level C
Lecturer, Spanish

3130 - Level B
Lecturer, German

35543 - Level B
Level B, Spanish &
Portuguese

24685 - Level D
Associate Professor, French
(Reports to Position 34836)

39784 - Level B
Lecturer, French

23739 - Level E
Professor

38057 - Level D
Senior Fellow, Italian

35555 - Level B
Lecturer, Spanish

41629 - Level A
Associate Lecturer, French

41657 - Level A
Associate Lecturer, Italian

30751 - Level C
Senior Lecturer, French
(Reports to Position 3182)

30875 - Level C
Senior Lecturer, French
(Reports to Position 34836)

32713 - Level C
Senior Lecturer, German
(Reports to Position 20006)

37306 - Level E
Professor

3182 - Level D
Associate Professor

29237 - Level D
Senior Fellow

3185 - Level C
Senior Lecturer

26557 - Level C
Senior Lecturer

7311 - Level B
Lecturer

38940 - Level A
Fellow

LINGUISTICS

34836 - Level E
Professor

20006 - Level E
Professor

32497 - Level C
Senior Lecturer

12393 - Level C
Senior Lecturer

3139 - Level B
Lecturer

40946 - Level B
Lecturer

3198 - Level D
Associate Professor
Reports to Position 20006

GENDER STUDIES

9757 - Level D
Associate Professor

21937 - Level C
Senior Lecturer

13907 - Level B
Lecturer (E-funded)

39000 - Level B
Lecturer

41306 - Level B
Lecturer

9010 - Level B
Lecturer

LITERATURE

36442 - Level E
Professor

41425 - Level C
Senior Lecturer, Classics

38886 - Level C
Senior Lecturer, Classics

33679 - Level B
Lecturer, Classics

41464 - Level B
Lecturer, Classics

CLASSICS

31613 - Level E
Director, ICH

40784 - Level B
Deputy Director, ICH

33658 - ANU O6/7
ICH Project Officer

40165 - Level B
Research Fellow

INSTITUTE FOR
COMMUNICATION IN
HEALTHCARE

36714 - Level D
Director, Australian
National Dictionary Centre

4263 - ANU O7 (Res)
ANDC Senior Research
Officer

AUSTRALIAN NATIONAL
DICTIONARY CENTRE

2.4 CASS POLIS: Centre for Social Policy Research – future organisational chart

21215 - Level E
Director, RSSS

29222 - Level E
Director, POLIS: Centre for Social Policy Research

38861 - Level D
Associate Professor

31784 - Level D
Director, Cen. for Gambling Research

16332 - Level E
Professor

21529 - Level E
Professor

40187 - Level E
Professor

31508 - ANU O8
Centre Manager, POLIS

11907 - ANU O6/7
Centre Manager, CIPR

33372 - ANU O5
Centre Administrator

31631 - Level E
Professor

33406 - Level B
Research Fellow

33257 - Level C
Senior Research Fellow

19009 - Level D
Director, Aust. Data Archive

39468 - Level C
Deputy Director, Australian Data Archive

29076 - ANU O6/7
Senior User Services Officer, ADA

9599 - ANU O6/7 .
Senior Data Archivist, ADA

35505 - ANU O6/7
Data Archivist

30949 - ANU O6/7
Data Archivist

29864 - Level D
Principal Research Fellow

32451 - ANU O8 (Res)
Senior Research Officer

33639 - ANU O5/6
Research Officer

32169 - Level C
Senior Lecturer

16469 - Level B
Research Fellow

32960 - Level C
Senior Lecturer

29224 - Level E
Professor

34617 - Level D
Associate Professor

40496 - Level B
Research Fellow

38261 - Level B
Lecturer

35992 - Level A
Indigenous Academic Associate

31394 - Level C
Fellow

34220 - Level C
Fellow

3236 - Level D/E
Director, Centre for Indigenous Pol. Res.

38331 - Level E
Professor

13798 - Level C
Fellow

38393 - Level D
Associate Professor

27728 - Level D
Associate Professor

CENTRE FOR INDIGENOUS POLICY RESEARCH

34432 - Level E
Professor

29366 - Level C
Senior Lecturer

39644 - Level B
Lecturer, Criminology

36184 - Level B
Lecturer

40019 - Level B
Research Fellow

39073 - Level A
Indigenous Academic Assoc

29788 - Level E
Professor

32685 - Level D
Associate Professor

CRIMINOLOGY

2.5 CASS School of Philosophy – future organisational chart

21215 - Level E

Director, RSSS

7896 - Level E

Head of School

25313 - Level E3

Distinguished Professor

5086 - Level E2

Professor

35112 - Level E2

Professor

1884 - Level E2

Professor

10956 - Level E2

Professor

31082 - Level E

Professor

30848 - Level E2

Professor

16165 - Level E2

Professor

40640 - Level E

Professor

35396 - Level E

Professor

29813 - Level E

Professor

34405 - Level E

Professor

40921 - Level E

Professor

21412 - Level E

Professor

27989 - Level D

Associate Professor

15796 - Level D

Associate Professor

41161 - Level B

Lecturer

2.6 CASS School of History – future organisational chart

21215 - Level E

Director, RSSS

40730 - Level E

Head of School

7661 - Level E3

Distinguished Professor

3242 - Level E3

Distinguished Professor

10178 - Level E2

Professor

11654 - Level E

Professor

32446 - Level E

Professor

18947 - Level E

Professor

34651 - Level D

Associate Professor

39475 - Level C

Senior Lecturer

29821 - Level C

VC Scholar

22057 - Level C

Senior Lecturer

40748 - Level C

Senior Lecturer

36932 - Level C

Senior Lecturer

32846 - Level C

Senior Lecturer

35333 - Level C

Senior Lecturer

15416 - Level B

Lecturer

37991 - Level B

Research Fellow

16443 - Level E
Director, Australian
Dictionary of Biography

19858 - Level C
Senior Academic Research
Editor

19540 - Level C
Senior Academic Research
Editor

37894 - Level B

Academic Research Editor

20733 - ANU O7 (IT)

Web Developer

7922 - ANU O6/7

Online Manager

11520 - ANU O5

Administration Officer

10427- ANU O5/6 (Res)

Indigenous Research Editor

33299 - ANU 05/6 (Res)

Research Editor

29438 - ANU 05/06 (Res)

Research Editor

40978 - ANU O5/6 (Res)

Research Editor

AUSTRALIAN DICTIONARY OF BIOGRAPHY

2.7 CASS School of Politics & International Relations – future organisational chart

21215 - Level E

Director, RSSS

37026 - Level E

Head of School

5033 - Level E3

Distinguished Professor

10750 - E3

Distinguished Professor

3227 - Level E

Professor

21523 - Level E

Professor

25507 - Level D

Associate Professor

12210 - Level C

Senior Lecturer

27962 - Level C

Senior Lecturer

21343 - Level C

Senior Lecturer

32633 - Level D

Associate Professor

29191 - Level C

Senior Lecturer

25381 - Level C

Senior Lecturer

33562 - Level C

Senior Lecturer

21344 - Level C

Lecturer

29887 - Level C

Senior Lecturer

3184 - Level C

Senior Lecturer

34468 - Level C

Senior Lecturer

27994 - Level C

Senior Lecturer

27851 - Level C

Senior Lecturer

19635 - Level C

Senior Lecturer

27845 - Level B

Lecturer

29829 - Level B

Lecturer

3232 - Level B

Lecturer

37210 - Level B

Lecturer

24351 - Level B

Lecturer

2.8 CASS Centre for Arab and Islamic Studies– future organisational chart

21215 - Level E

Director, RSSS

12362 - Level E
Director, Centre for Arab &
Islamic Studies

3273 - Level D

Associate Professor

34694 - Level B

Lecturer

40180 - Level C

Senior Lecturer

38772 - Level B

Lecturer

9072 - Level C

Senior Lecturer

40023 - Level B

Lecturer

36894 - Level C

Senior Lecturer

34676 - Level B

Lecturer

2.9 CASS College Professional Staff – future organisational chart

17457 - Level E
Dean

15854 - SM4
General Manager

24574 - Level D
Associate Dean Education

12528 - SM1
Executive Officer

38715 - ANU O5
EA to the Dean

33455 - ANU O5
EA to the GM

Realigned Position
6676 - ANU O5
Executive Assistant

37588 - SM2
Senior Research Advisor

15897 - SM1
Collaborative Research Initiatives Manager

38570 - ANU 6/7
Research Communications Coordinator

Office of the Dean

37284 - SM1
School Manager
(Humanities & the Arts)

35473 - ANU O8
Administration Manager (A)

35844 - ANU O6/7
Senior Admin Officer

36131 - ANU O6/7
Senior School Admin

35480 - ANU O5
Admin Officer

35479 - ANU O5
Admin Officer

35845 - ANU O5
Admin Officer

35838 - ANU O4
Assistant Admin Officer

35796 - ANU O8
Administration Manager (B)

35843 - ANU O6/7
Senior Admin Officer

35846 - ANU O5
Admin Officer

35837 - ANU O5
Admin Officer

37896 - ANU O5
Admin Officer

35848 – ANU O4
Assistant Admin Officer

35471 - SM1
School Manager
(Social Sciences)

35795 - ANU O8
Operations Manager (A)

35840 - ANU O6/7
Eng & Imp Coordinator

35474 - ANU O6/7
Eng & Imp Coordinator

39034 - ANU O5
Eng & Imp Officer

35841 - ANU O5
Eng & Imp Officer

35845 - ANU O5
Eng & Imp Officer

42273 - ANU O4
Assistant Admin Officer

New Positions
ANU O6/7
Lab Coordinator
ANU O6/7
Collections Coordinator

35472 - ANU O8
Operations Manager (B)

35850 - ANU O6/7
Eng & Imp Coordinator

New PN - ANU O6/7
Eng & Imp Coordinator

35851 - ANU O5
Eng & Imp Officer

35475 - ANU O5
Eng & Imp Officer

35476 - ANU O5
Eng & Imp Officer

35842 - ANU O5
Eng & Imp Officer

35482 – ANU O4
Assistant Admin Officer

Gallery
33325 - ANU 06/7
Senior Gallery Coordinator
39460 - ANU 05
Eng & Imp Officer

36015 - ANU O8
SOMAD Operations Mgr

Art & Design
35993 - ANU 07
Tech Service Team Coordinator

22906 - ANU 06
Senior Technical Officer

40654 - ANU 06
Senior Technical Officer

2951 - ANU 06
Senior Technical Officer

30237 - ANU 06
Senior Technical Officer

8505 - ANU 04/5
Technical Officer (PT)

8505 - ANU 04/5
Technical Officer (PT)

22902 - ANU 04/5
Technical Officer (PT)

22905 - ANU 04/5
Technical Officer (SOAD)

Music
3016 - ANU 07
Tech Services Coordinator

41048 - ANU 06
Technical Officer

Technical Staff

12330 - SM2
Manager, Marketing & Communications

21220 - ANU O8
Deputy Manager

22970 - ANU O7
Web Developer

31759 - ANU O7
Digital Publishing Coordinator

41923 - ANU O6/7
Marketing & Student Recruitment Coordinator

21219 - ANU O6/7
Marketing & Student Recruitment Coordinator

36311 - ANU O6/7
Marketing & Student Recruitment Coordinator

29083 - ANU O6/7
Communications Coordinator

Marketing & Communications

35542 - ANU 07
Education Technologist

35541 - ANU 07
Education Technologist

35540 - ANU 07
Education Technologist

Education Technology

2.10 CASS College Professional Staff – future organisational chart
Cont.

17457 - Level E

Dean

24574 - Level D

Associate Dean Education

21477 - Level D

Director, ANIP

15854 - SM4

General Manager

35534 - ANU O8
Executive Officer, Education

38449 - ANU O6/7

Project Officer, Education

35535 - ANU O6/7

Project Officer, Education

35536 - ANU O6/7

Project Officer, Education

35537 - ANU O5

Project Support Officer

Education Governance

34309 - ANU 08
Manager, Partnerships & Employment

26248 - ANU 04

Administrative Assistant

39290 - ANU 04

Administrator

Australian National Internship Program

35523 - SM1

Manager, Student Office

35525 - ANU O8
Deputy Manager

35524 - ANU O8
Deputy Manager

35528 - ANU O6/7
Student Advisor

35526 - ANU O6/7
Student Advisor

35532 - ANU O6/7
Student Advisor

35530 - ANU O6/7
Student Advisor

35533 - ANU O5
Student Administrator

Student Office

35929 - ANU O4
WHS & Facilities Support Officer

1994 - ANU O3
Facilities Assistant

Building Operations

Appendix 3 – WHS Psychological Risk Assessment

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

No specific feedback was received on the Draft released with the proposal. As such, please review the confirmed Psychosocial risk assessment - CASS.

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
Poor organisational change management	Insufficient consultation and consideration of new hazards or performance impacts when planning for and implementing change
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.
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
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.

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 the College, School 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 College and School level.
Conflict or poor workplace relationships and interactions	Regular communication at the College, School and team levels
	Managerial support in leading change in the workplace
	Timely response to issues raised or observed in the workplace

Appendix 4 - New and updated Position Descriptions

(Click link)

- Collections Coordinator, ANUO 6/7
- Laboratory Coordinator, ANUO 6/7
- Engagement and Impact Coordinator, ANUO 6/7
- Administration Manager, ANUO 8
- Operations Manager, ANUO 8
- School Manager, SM1