



**ANU COLLEGE OF MEDICINE, BIOLOGY &  
ENVIRONMENT  
ANU COLLEGE OF PHYSICAL SCIENCES**

**JAG Human Resources Working Party**

**To: Joint College Executive Committee**

**Progress Report  
31 August 2009**

**EXECUTIVE SUMMARY**

The JAGHR Working Party, through the commitment and leadership of the members of the Working Party and Sub-Groups has reached all of the key milestones to date. The Working Party would like to thank key stakeholders for their support and active involvement in the project and offers the following summary of progress, engagement and consultation with stakeholder groups:

- The guiding principle of the HR Working Party has been extensive consultation with key stakeholders at all stages of the development and design of staffing structures and service commitments.
- The staffing structure, endorsed by JCEC, focuses on a strategic realignment of existing staffing resources to one team, two locations with identified client groups.
- The Service Charter was developed and distributed for consultation. Feedback was analysed and reviewed and the Service Charter re-drafted. After further consultation the revised document has been translated to the endorsed template.
- A website presence has been established to promote a Joint Colleges approach to HR activities. The first pages are designed to inform general staff about position reclassification processes.
- The Working Party will wind up effective from 1 September with a staged evaluation of progress at three and six months.
- Ongoing client feedback mechanisms will be introduced. The establishment of a JAG HR User Group will provide ongoing feedback and participate in the development of future CMBE and CPS HR innovations.

**Key risks identified at this stage are:**

- A delay in endorsing the final structure may lead to a loss of good will and commitment from the HR practitioners and stakeholders across the Colleges.
- A delay in implementation may affect the commitment of the function to engage stakeholders in future change management activity and innovation.

## **PROGRESS REPORT**

### **1. Staffing Structure**

Since the last report work has continued on the proposed JAGHR staffing structure, with extensive feedback from stakeholders, and revision by the College Executive. A revised proposal, consisting of one team, across two locations, with allocated client groups is attached in Appendix 1, along with the general principles of operation and role expectations for the identified positions.

The priority for JAGHR is to deliver high quality support to management and local staff across the Joint Colleges to support research, education and administration within the Schools, Centres and Joint Programs.

JAGHR is a large administrative team organised in two management groups across the Banks and Garran precincts. Each HR Management Group has integrated reporting and relationship lines to facilitate productive working relationships and collaborative partnerships with clients. Formal reporting lines occur within each group and across the team (Appendix 1). Responsiveness, however, remains to the Schools, Centres and Programs across the Joint Colleges.

All managers within JAGHR are equally responsible and responsive to the Executive of the Colleges, Schools, Centres and Programs. Within the two management groups each HR practitioner is responsible for providing a quality HR service to an identified client group. Schools, Centres and Programs also have the added support of the wider JAGHR team, irrespective of the designated contact/s. A professional and productive working relationship with each client group is critical for JAGHR to deliver quality service. It is our aim that each JAGHR practitioner will be considered a valuable local resource and an integral member of School, Centre and Program teams.

Rationale for the development of this integrated model of service delivery is primarily the provision of a critical mass of HR practitioners within each HR Management Group and across the wider JAGHR team. The structure of JAGHR facilitates the development of a sustainable leave support strategy to ensure continuity of quality service across the Colleges throughout the academic year. It also enables a workplace strategy that focuses on career development and values HR capability as a means of retaining staff within the Joint Colleges and ANU. Benefits of the model include the opportunity for mobility of HR practitioners within the team to encourage a greater understanding of local area business needs.

The HR Managers, Operations (Team Leaders), the HR Manager, Policy and Projects and the HR Manager, Projects (P/T) have co leadership roles within each HR Group. The HR Manager, Policy and Projects and the HR Manager, Projects also have a leadership role across the whole JAGHR team. Positions within the Senior Leadership and Management Team are interchangeable to encourage career development, support succession planning and share corporate knowledge (Appendix 1).

The Manager, Human Resources has a strategic leadership role managing the HR function and relationships. A focus for this position is to establish an environment that delivers flexible, robust and best practice HR service across the Joint Colleges and to promote a culture of continuous improvement and quality management. Relationships and responsiveness will be managed via the Service Charter and regular feedback and evaluation.

The JAGHR model is based on staffing levels of 17 FTE with the option to engage a trainee, casual or graduate student to develop 'in-house' HR practitioners. A strategy to employ ANU students helps JAGHR and the local areas to manage variable workloads throughout the year and promotes the ANU as an 'employer of choice'.

#### **Recommendations:**

- 1.1 Endorse the JAGHR Model principles and role expectations as per Appendix 1
- 1.2 Commence implementation of the endorsed structure as outlined in Appendix 1, including updating reporting lines

## 2. Service Charter

The JAGHR Service Charter was developed using input from existing service charters across the two Colleges and extensive consultation with Directors and Managers across Schools and Centres. The consultation, undertaken by HR Practitioners via face-to-face meetings and surveys, to discuss the needs and expectations of Schools and Centres was conducted during June and July 2009. The feedback was used to map core and non-core services and to prioritise activities.

A draft Service Charter was distributed to the following groups for consultation on Thursday 6 August 2009:

- Joint College Executive Committee – Professor Aidan Byrne, Professor Andrew Cockburn, Professor Nicholas Glasgow and Ms Anne Kealley
- The College Executive Administrative Committee (CEAC) – includes all School Managers, Executive Officers and JAG Function Managers
- JAG HR Reference Group – includes CMBE and CPS School Directors, representatives from JAG, and Central HR Division
- JAG HR Working Party (and subgroups) – includes representatives from CMBE and CPS School Managers, HR Division and current CMBE and CPS HR Managers and practitioners

In addition, the draft was distributed to Ron Watts, Director, Human Resources, and Paul Stewart, Associate Director, Employment Services. The draft Service Charter was disseminated widely to a variety of forums.

Responses were received from individuals, committees and from representatives on behalf of Schools. Specifically responses were received from:

- CMBE & CPS Executives
- Aidan Byrne (Dean of Science)
- Anne Kealley (General Manager, CMBE & CPS)
- Prof. Helen Christensen (on behalf of CMHR Advisory Board)
- Prof. Jim Williams (Survey Questionnaire)
- Prof. Barry Pogson (RSB)
- Suzanne Mendes (FSES School Manager)
- Ron Watts, Director, Human Resources
- Wei Shi, ANUMs
- Sam Bullen, HRBS
- BaMBi Management Group (through GM)

The feedback provided in the consultation period was extensive and has been reviewed by the Working Party and JAGHR Senior Leadership Team for inclusion into the Service Charter. The Working Party thanks all of the stakeholders who provided feedback, which was invaluable in the development and design of the service commitments.

The original JAGHR Service Charter has been redesigned and is outlined in Appendix 2, using the JCEC endorsed template. The updated version includes service descriptions, responsibilities, quality assurance and timelines. There is a commitment to review the Service Charter to incorporate future feedback from stakeholders and a yet to be established User Group.

A commitment has been made by the JAGHR working Party to continue the development of detailed business process maps for individual HR activities and processes to support the Service Charter, as outlined in Item 4 below.

### **Recommendations:**

2.1 Adopt the JAG HR Service Charter

2.2 Endorse the ongoing development of the JAGHR Service Charter, and associated business process maps, via the Senior Leadership team and expert colleagues from across the University.

### 3. Website Presence - <http://science.anu.edu.au/Staff/HR/>

An interim website has been established to provide up to date information about the Colleges' Human Resources function including purpose statements, a list of services, current management structure, staff contact details and the HR Activity calendar. At this stage in its development there has been a focus on building pages that relate to the current cycle of business activity such as the reclassification of general staff positions. A page on Academic Promotions is under development and the intention is to add pages as the mapping of core business processes across the Colleges continues. As an interim measure 'Quick Links' have been developed to access the Human Resources Division web pages. Two members of the JAGHR team have had initial training in content management.

#### **Recommendations:**

- 3.1 Continue the development of the website as a vehicle to promote the JAGHR function
- 3.2 Consult with stakeholders on a regular basis to inform functionality and content.

### 4. Winding up the Working Party

The JAGHR working Party will hold its last meeting formal meeting on Tuesday 1 September 2009. A three-phase approach is recommended for the winding up of the Working Party.

#### Phase 1

At this meeting provision will be made for transferring outstanding work to the JAGHR Senior Leadership team for distribution within the JAGHR Functional Group. The remaining work relates to finalising the Service Charter, implementing the structure, documenting business processes and developing the website. This work will continue under the direction of the Senior Leadership Team and draw on expertise from other JAG Function Groups (such as Finance) and Central Administrative Divisions (such as HR Business Solutions, HR Division) as required.

#### Phase 2

The Working Party has commenced discussions on a launch and roadshow approach to implement the new staffing structure, Service Charter, website and ongoing consultative mechanisms. At the final meeting, to be held on 1 September 2009, a plan for launch and roadshows will be initiated with responsibility transferring to the JAGHR Senior Leadership Team.

Proposed elements of the launch and roadshows will, for example, include:

- Establishing consultation with Schools, Centres and Areas;
- HR practitioners meeting with School Directors and School Managers to determine future needs and requirements;
- HR practitioners undertaking tours of School facilities and meeting with staff members;
- HR practitioners establishing stronger partnerships with Departmental and Group administrators; and
- Internal marketing activities using web presence, newsletter facilities and existing forums.

#### Phase 3

The Working Party, as currently constituted, will reconvene in approximately three months and again in six months to evaluate progress and implementation. This evaluation will allow for an assessment of client feedback, reflection, a refinement of service delivery and a renewed emphasis on innovation.

#### **Recommendations:**

- 4.1 The Working Party will meet on Tuesday 8th December at 9.00am to evaluate progress, determine future priorities and review feedback mechanisms to ensure the focus remains on continuous improvement of HR Service delivery.

## 5. Ongoing Feedback & Evaluation

While winding up the working Party and establishing a review mechanism is important, it has been recognized by the working party that an ongoing mechanism is required for client feedback, evaluation and review.

The Working Party has committed to establishing a JAGHR User Group to provide this ongoing consultative mechanism. Terms of Reference and invitations to participate will be developed by the JAGHR Senior Leadership Team in consultation with the School Executives, the Joint College Executive and JAG Function Groups.

It is anticipated that such a group would draw on participants from the following stakeholder groups:

- Joint College Executive Committee
- JAG Function Groups
- CMBE and CPS Executive
- School Directors
- School Managers
- Line Managers
- Departmental / Group Administrators
- HR Practitioners
- Central HR Division representatives

It would be recommended that this group meet approximately quarterly to discuss:

- Current provision of service and priorities
- Feedback on service delivery
- Service improvements
- Innovations

### **Recommendations:**

5.1 Endorse the establishment of a HR User Group to meet approximately quarterly each year to foster service improvements and innovations.

Attachments:

- Appendix 1: JAGHR Service Charter  
Appendix 2: JAGHR Staffing Structure, Principles and Role Expectations  
Appendix 3: JAGHR Client Mapping

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## JAG Human Resources Statement of Service Commitment

Location 1 Banks Management Group  
Client groups RSB, RSC, FSES, MSI, Psychology, CPAS, EMU, JAG,  
Address Building 42, Frank Fenner Building  
Email hr.jag@anu.edu.au

Location 2 Garran Management Group  
Client groups RSPE, RSAA, RSES, JCSPMR, ANUMS, IPH  
Address TBA  
Email TBA

<http://science.anu.edu.au/Staff/HR/Directory/>

### Who we are

The Joint Administration Group Human Resources (JAGHR) is a team of experienced generalist HR Practitioners, organised in two management groups across the Banks and Garran precincts. On-site support to local areas is our priority. We value a close working relationship with our stakeholders across the University, including School Managers, Deans and Directors, School and JAG administrative staff, Departmental Administrators and staff of the HR Division. JAGHR is the first point of contact for all staff with HR questions and works in partnership with staff of the Human Resources Division.

### A list of our services

- Recruitment, Selection, Appointment and Induction (Addendum 1)
- Payroll and Personnel (Addendum 2)
- Reporting to Schools, College Executive, Central Administration
- Reclassifications and Academic Promotions (<http://science.anu.edu.au/Staff/HR/>)
- Employment Relations Matters (<http://science@anu.edu.au/Staff/HR/services.php>)

### Our partnership with other Colleges and Human Resources Division

We represent the Colleges on selection committees, College staffing committees, University committees, reference groups and working parties, and contribute to the development and review of University policy and procedure.

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## Priorities for JAG Human Resources

Human Resource management is a function of continuous cycles. As a general rule the JAGHR will prioritise service requests against the criteria below. Routine work, however, must continue during any activity spikes. These activity spikes can be ad-hoc such as unusually high recruitment peaks or events that occur annually or biannually such as academic promotions or position reclassification for general staff. The list below describes our order of priority. We encourage you to regularly view our [HR Activity Calendar](http://science.anu.edu.au/Staff/HR/) at <http://science.anu.edu.au/Staff/HR/>.

1. Payroll and associated activities
  2. Crisis/incident management
  3. Employee relation services such as individual staff support and advocacy, and the provision of support for management
  4. Recruitment activities
  5. Administrative support for selection committees
  6. HR committee support for academic promotions and general staff position reclassification
  7. Standard reporting: (see [HR Reporting Calendar](#))
    - a. Payroll Costing; Employee Earnings; Termination Dates
    - b. Visa Expiry; Employees not paid; General Reporting Download
    - c. Absence Balance; Leave Liability; Absence History
    - d. Reports to; Allowances and Loadings
    - e. Salary Increment; Statement of Expectations; Probation
    - f. Persons of Interest; HRMS Operator Access
  8. Supplementary services
    - a. Change management support (including deployment and redundancy)
    - b. Grievance support
    - c. Pre-payments, Overpayments, Payroll Deductions
    - d. Pre-Retirement Contracts
    - e. Redundancy estimates
    - f. Audit requests
    - g. Non-standard reporting e.g. staffing budget projections and salary calculations
    - h. Government, University and College reporting
  9. HRD services
    - a. High level HR advice - Information and Workforce Planning, Employment Services, and Strategy & Development
    - b. Superannuation advice; Salary sacrificing; Smart Salary Packaging; Taxation
    - c. Change Management Advisory Services
    - d. Recognition of Prior Service; Separation Certificates; Statements of Service
    - e. Grievances & Disciplinary actions; Employee Relations and Industrial disputes
    - f. Learning and Development
    - g. OHS; Injury Prevention and Rehabilitation
    - h. Development of University policy and procedures
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| JAG Function: Recruitment, Selection, Appointment and Induction  | Recruitment (other than casuals)   | Addendum # 1a   |
|--|--|---|
| <p><b>Service Description:</b><br/> <b>Recruitment</b> activities include the identification of a vacancy or a new position, the preparation of documentation including the development of a position description, approval to recruit and the request to advertise.</p>   |  |   |
| <p><b>Business Unit Responsibilities</b><br/> <i>What School academic and general staff need to do to help us help you...</i></p> <ul style="list-style-type: none"> <li>• Identify the vacancy</li> <li>• Determine the position requirements</li> <li>• Decide if internal/external advertisement and timeframe</li> <li>• Determine the media in which the position will be advertised</li> <li>• Develop the position description with the support of JAGHR</li> <li>• Finalise the recruitment paperwork in collaboration with JAGHR officer including local area approvals</li> <li>• Advise JAGHR if additional support is required to complete the documentation or if requirements change</li> </ul>  | <p><b>JAG Responsibilities</b><br/> <i>The HR team will ...</i></p> <ul style="list-style-type: none"> <li>• Assist in the preparation of documentation including advice on developing the position description and selection criteria</li> <li>• Prepare the documentation for advertising in collaboration with the local area and HRD</li> <li>• Advise on compliance with University policy and procedure</li> <li>• Seek CSC/ Dean/College Director approval as required</li> <li>• Coordinate the advertising process</li> <li>• Communicate with local areas when process complete</li> </ul> |   |
| <p><b>Performance Measures</b></p>   |  |   |
| <p><b>Quality:</b><br/> We will provide consistent advice and monitor the quality of information coming into the team and responses back to individuals and areas. We are responsible for the complete and correct input of data into <i>recruit@anu</i> (online recruitment system). We will facilitate and support the activities of the local areas in relation to the recruitment function.</p>  | <p><b>Quantity:</b><br/> Activities included in the recruitment, selection and appointment category occur on a daily basis with peaks at the beginning and end of the academic year.<br/><br/> For other information check the <a href="#">HR Activity Calendar</a></p>  | <p><b>Timeline:</b><br/> JAGHR will respond to initial requests within two working days. Our response time to prepare a position for advertisement will be aligned to HRD and media cut-offs. When requesting advice on advertising positions please include an indication of the due date and we will notify you within 48 hours if this turnaround is not achievable.</p> |
| <p><b>Other Information:</b> Requests to advertise are approved by the College delegate and forwarded to the Appointments and Promotions section of HRD. HRD require 48 hours to check, approve and advertise the position. When approved, advertisements are uploaded into <i>recruit@anu</i> and the selection process commences. Advice is sought from HRD on complex recruitment matters with information received by JAGHR discussed with the local area to help facilitate the recruitment process.</p> <p><b>Please note:</b> <i>If a position is considered suitable for an employee identified for redeployment, HRD may be withhold advertising the position for a period of time to allow negotiations with the area and the employee. Redeployees will be considered preferentially for vacant positions at their current level (or by agreement, at a lower level) including where recruitment action has commenced but not yet resulted in an offer of employment being made.</i></p> <p>Recruitment and Selection Guideline: <a href="http://policies.anu.edu.au/guidelines/recruitment_and_selection_guideline/guideline">http://policies.anu.edu.au/guidelines/recruitment_and_selection_guideline/guideline</a><br/> Recruitment flowchart: <a href="http://info.anu.edu.au/hr/Recruitment/HR_Practitioners_at_ANU/Recruitment_Process">http://info.anu.edu.au/hr/Recruitment/HR_Practitioners_at_ANU/Recruitment_Process</a><br/> Media cut-offs: <a href="http://info.anu.edu.au/hr/Recruitment/HR_Practitioners_at_ANU/Media_Cut_Offs">http://info.anu.edu.au/hr/Recruitment/HR_Practitioners_at_ANU/Media_Cut_Offs</a></p> |  |   |

| JAG Function: Recruitment, Selection, Appointment and Induction  | Selection, Appointment and Induction  | Addendum # 1b  |
|--|---|--|
| <p><b>Service Description:</b><br/> <b>Selection</b> activities include providing advice about Selection Committee composition, obtaining delegate approval and providing administrative services to support the work of selection committees. <b>Appointment</b> activities include facilitating requests for appointment and 'appointment without advertisement' (including extensions and conversions to continuing contingent funded positions), preparing letters of offer and variation to contracts, monitoring acceptance and lodging visa applications where required. <b>Induction</b> activities include providing an overview of local and HR services available to support staff.</p>   |   |  |
| <p><b>Business Unit Responsibilities</b><br/> <i>What School academic and general staff need to do to help us help you...</i></p> <ul style="list-style-type: none"> <li>• Nominate the membership of the Selection Committee</li> <li>• Attend staff briefing on Selection Committees</li> <li>• Discuss the level of administrative support required with JAGHR and advise the anticipated timeframe of the selection process</li> <li>• Chair the Selection Committee</li> <li>• Sign off on Selection Committee report</li> <li>• Notify the successful applicant verbally</li> <li>• Provide feedback to applicants on request to interviewed unsuccessful applicants</li> <li>• For 'appointment without advertisement' determine the position requirements and complete the request in consultation with JAGHR</li> <li>• Check trade licences and technical qualifications</li> <li>• Organise local area induction</li> </ul> | <p><b>JAG Responsibilities</b><br/> <i>The HR team will ...</i></p> <ul style="list-style-type: none"> <li>• Advise and assist with Committee composition; obtain delegate approval</li> <li>• Provide secretariat support to the selection process as negotiated with the Chair of the Committee</li> <li>• Complete the report in consultation with the Chair</li> <li>• Seek signatures after the report is completed</li> <li>• Notify unsuccessful applicants by email or in writing</li> <li>• Facilitate requests for 'appointment without advertisement' and seek delegate approval</li> <li>• Prepare the letter of offer or contract variation, obtain signatures, track acceptance and lodge visa application if required</li> <li>• Provide advice on relocation</li> <li>• Complete qualification check and hire on HRMS</li> <li>• Provide HR induction (on entry)</li> </ul> |  |
| <p><b>Performance Measures</b></p>   |   |  |
| <p><b>Quality:</b><br/> We will provide consistent advice and monitor the quality control of information coming into the team and responses back to individuals and areas. We are responsible for the complete and correct input of data into HRMS. We will facilitate and support the activities of the local areas in relation to the staff selection, appointment and HR Induction functions.<br/> <i>Please note: The appointee must be given five working days to consider the contract of employment prior to commencement.</i></p>  | <p><b>Quantity:</b><br/> Activities included in the recruitment, selection and appointment category occur on a daily basis with peaks at the beginning and end of the academic year.<br/><br/> For other information check the <a href="#">HR Activity Calendar</a></p>   | <p><b>Timeline:</b><br/> Our priority is to seek approval for the composition of the Selection Committee from the delegate within 48 hours of receiving the request. Signatures of Committee members will be sought immediately after the completion of the report, subject to Committee member availability. Applicants not shortlisted will be notified by email or post within 24 hours or at the discretion of the Chair. Applicants not successful at interview will be advised when the preferred applicant has formally accepted the offer of employment. The letter of offer will be issued two working days following receipt of the completed and signed selection report. Five working days is required to process a request for 'appointment without advertisement'.</p> |
| <p><b>Other Information:</b> The responsibility to approve senior level committees and provide secretariat support for senior appointments (Executive, Deans and Directors) rests with HRD. The Director, HRD, has the delegation to approve requests for 'appointment without advertisement' over 12 months in length.</p>  |   |  |

| JAG Function: Employment of Casuals and recognition of Honorary status  |  | Addendum # 1c   |
|---|--|---|
| <p><b>Service Description:</b><br/>This service describes the employment of casual staff and HR activities related to the offer of Honorary Status (Emeritus, Academic Status and Visitors).</p>  |  |   |
| <p><b>Business Unit Responsibilities</b><br/><i>What School academic and general staff need to do to help us help you...</i></p> <p>Casuals (General and Academic Staff)</p> <ul style="list-style-type: none"> <li>• Complete the casual (general/sessional academic) employment request including financial and delegate approval</li> <li>• Check funds available (S and Q accounts)</li> <li>• Provide a copy of the proposed employee's CV to JAGHR (academic)</li> <li>• Provide a copy of the proposed employee's CV and Position Description to JAGHR (general)</li> </ul> <p>Local area requirements as negotiated</p> <ul style="list-style-type: none"> <li>• Seek delegate approval, check and process casual timesheets</li> </ul> <p>Honorary Status</p> <ul style="list-style-type: none"> <li>• Complete the request form including seeking delegate approval</li> <li>• Provide a copy of the proposed employee's CV to JAGHR</li> </ul> | <p><b>JAG Responsibilities</b><br/><i>The HR team will ...</i></p> <p>Casuals (General and Academic Staff)</p> <ul style="list-style-type: none"> <li>• Prepare the offer of employment in consultation with the local area</li> <li>• Send out the offer</li> <li>• Finalise the offer of employment</li> <li>• Hire on HRMS</li> </ul> <p>Local area requirements as negotiated</p> <ul style="list-style-type: none"> <li>• Seek delegate approval, check and process casual timesheets</li> <li>• Provide a personalised timesheet template for casual employees</li> </ul> <p>Honorary status</p> <ul style="list-style-type: none"> <li>• Prepare the letter of Offer</li> <li>• Hire on HRMS</li> </ul> |   |
| Performance Measures  |  |   |
| <p><b>Quality:</b><br/>We will provide consistent advice and monitor the quality of information coming into the team and responses back to individuals and areas. We are responsible for the complete and correct input of data into <i>HRMS</i>. We will facilitate and support the activities of the local areas in relation to the employment of casuals and the offer of honorary status.</p>   | <p><b>Quantity:</b><br/>Activities included in this category occur on a daily basis with peaks at the beginning and middle of the academic year.</p> <p>For other information check the <a href="#">HR Activity Calendar</a></p>   | <p><b>Timeline:</b><br/>JAGHR will respond to initial requests within two working days. To employ a casual general staff member and complete the offer of Honorary Status, JAGHR requires five working days from the receipt of the completed paperwork. Bank and tax details are entered into HRMS through HRD as received and processed within cut-off deadlines.</p> |
| <p><b>Other Information:</b><br/>Please note: An honorary status relationship does not constitute employment with the ANU. All honorary status holders will be issued with a formal letter confirming their status arrangements.</p>  |  |   |

|  |                                |                     |
|--|--------------------------------|---------------------|
| <b>JAG Function: Payroll &amp; Personnel</b> | <b>Appointment Maintenance</b> | <b>Addendum # 2</b> |
|--|--------------------------------|---------------------|

**Service Description:**  
**Appointment Maintenance** services include activities that relate to payroll and personnel such as increments, probation and statements of expectation, leave processes, loadings and allowances, changes to employee duties, hours or contact details, promotion, and ceasing employment.

**Business Unit Responsibilities**  
*What School academic and general staff need to do to help us help you...*  
 For each payroll and personnel activity it is important that you provide JAGHR with complete and accurate information using the relevant University forms. This will enable us to complete your request efficiently and accurately.

- Conduct probation reviews and request confirmation of appointment
- In preparation for salary increment discuss Statement of Expectation, complete paperwork and if appropriate prepare case for accelerated increment
- Prepare requests and supporting paperwork for allowances and loadings
- Apply for leave (annual, sick, personal, long service) through HORUS
- Provide a hard copy application to JAGHR for leave affecting salary (parental/grandparent, OSP)
- Seek delegate approval for over-time, additional hours, OSP
- Where possible notify JAGHR by phone or email in advance of an incoming request
- Advise us promptly of changes in conditions of employment such as higher duties, transfers, changes of hours, resignations or redundancies

**JAG Responsibilities**  
*The HR team will ...*

- Review incoming requests and information from local areas and notify individuals/areas of any known issues within 2 working days
- Monitor timelines and dates, run reports as scheduled, provide advice to local areas for activities such as probation and end of fixed term appointments (See HR Reporting Calendar)
- Observe notice periods for activities as per Enterprise Agreement
- Seek College Staffing Committee and delegate approval for requests as required
- Contact individuals/areas (by email or in person) when complex issues arise to discuss the need to refer matters to senior HR staff or HRD
- Check paperwork for leave affecting salary and forward it to HRD
- Liaise with School Managers and area administrators on a regular basis to support activities of the local area
- Provide advice and support to the local areas and/or the delegate as required in activities such as change management, redeployment and redundancy
- Act with integrity and within the legislation; treat sensitive information in confidence

**Performance Measures**

**Quality:**  
 We will provide consistent advice and monitor the quality of information coming into the team and our response back to individuals and areas. We are responsible for the complete and correct input of data into HRMS. We will facilitate and support the activities of the local areas in relation to all the functions of payroll and personnel.

**Quantity:**  
 Activities included in the Payroll & Personnel category occur on a daily basis and continuously throughout the year with few peaks and troughs.

For other information check the [HR Activity Calendar](#)

**Timeline:**  
 The response time to activities will usually be within one pay period. The payroll costing analysis is completed fortnightly. When requesting data reports please include your time frame and we will notify you within 48hours if this turn around is not achievable.

**Other Information:** HRD has delegation for activities such as retrospective payments, out of cycle payments, overpayments, LWOP and half pay applications, leave eligibility, travel payments over \$3000, manual calculations, redundancy estimates, pre-retirement contracts and separation processes. Notice periods are specified in the HRD Service Charter at [http://info.anu.edu.au/hr/HR Service Charter](http://info.anu.edu.au/hr/HR_Service_Charter)

Online information: [Employment](#), [Leave & Absences](#), [Performance Expectations](#), [Remuneration](#), [OHS](#),

|   |  |                      |
|---|--|----------------------|
| <b>JAG Function: [Insert Function]</b>  | <b>[Insert Sub-function if nec.]</b>   | <b>Addendum # __</b> |
| <b>Service Description:</b><br>Further activity sheets will be developed over the next period as appropriate.   |  |                      |
| <b>Business Unit Responsibilities</b><br><i>What School academic and general staff need to do to help us help you ...</i> <ul style="list-style-type: none"> <li>•</li> </ul> | <b>JAG Responsibilities</b><br><i>The [Function] team will ...</i> <ul style="list-style-type: none"> <li>•</li> </ul> |                      |
| <b>Performance Measures</b>   |  |                      |
| <b>Quality:</b>   | <b>Quantity:</b>   | <b>Timeliness:</b>   |
| <b>Other Information:</b>   |  |                      |

## REPORTING CALENDAR

|   | January                | February               | March                  | April                  | May                    | June                   | July                   | August                 | September              | October                | November               | December               |
|---|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| <b>Payroll Costing Report</b>           | Each pay               | Each pay               | Each pay               | Each pay               | Each pay               | Each pay               | Each pay               | Each pay               | Each pay               | Each pay               | Each pay               | Each pay               |
| <b>Employee Earnings Register</b>       | During each pay cycle  | During each pay cycle  | During each pay cycle  | During each pay cycle  | During each pay cycle  | During each pay cycle  | During each pay cycle  | During each pay cycle  | During each pay cycle  | During each pay cycle  | During each pay cycle  | During each pay cycle  |
| <b>Termination Date Report</b>          | First day of the month | First day of the month | First day of the month | First day of the month | First day of the month | First day of the month | First day of the month | First day of the month | First day of the month | First day of the month | First day of the month | First day of the month |
| <b>Visa Expiry Report</b>               |                        | First day of the month |                        |                        | First day of the month |                        |                        | First day of the month |                        |                        | First day of the month |                        |
| <b>Probation Report</b>                 |                        | First day of the month |                        | First day of the month |                        | First day of the month |                        | First day of the month |                        | First day of the month |                        | First day of the month |
| <b>Absence Balance Report</b>           |                        | First day of the month |                        |                        |                        | First day of the month |                        |                        |                        | First day of the month |                        |                        |
| <b>Leave Liability Report</b>           |                        | First day of the month |                        |                        |                        | First day of the month |                        |                        |                        | First day of the month |                        |                        |
| <b>Absence History Report</b>           |                        | During the month       |                        |                        |                        | During the month       |                        |                        |                        | During the month       |                        |                        |
| <b>“Reports to” Report</b>              |                        | During the month       |                        |                        |                        |                        |                        | During the month       |                        |                        |                        |                        |
| <b>Allowances and Loadings Report</b>   |                        | First day of the month |                        |                        |                        | First day of the month |                        |                        |                        | First day of the month |                        |                        |
| <b>Salary/Increment Report</b>          |                        |                        |                        | During the month       |                        |                        |                        |                        |                        | During the month       |                        |                        |
| <b>Statement of Expectations Report</b> |                        | During the month       |                        |                        | During the month       |                        |                        | During the month       |                        |                        | During the month       |                        |
| <b>Employees Not Paid Report</b>        |                        |                        | During the month       |                        |                        |                        |                        |                        | During the month       |                        |                        |                        |
| <b>General Reporting Download</b>       | Ad hoc                 | Ad hoc                 | Ad hoc                 | Ad hoc                 | Ad hoc                 | Ad hoc                 | Ad hoc                 | Ad hoc                 | Ad hoc                 | Ad hoc                 | Ad hoc                 | Ad hoc                 |
| <b>Persons of Interest Report</b>       | Ad hoc                 | Ad hoc                 | Ad hoc                 | Ad hoc                 | Ad hoc                 | Ad hoc                 | Ad hoc                 | Ad hoc                 | Ad hoc                 | Ad hoc                 | Ad hoc                 | Ad hoc                 |
| <b>HRMS Operator Access Report</b>      |                        | During the month       |                        |                        |                        |                        | During the month       |                        |                        |                        |                        |                        |

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## Compliments and Complaints

You can give us a compliment or make a complaint in the most convenient way to you, using one or all of the following communication options:

| Face-to-Face<br><i>Face-to-face communication is our preference, because it encourages the sharing of information and helps avoid miscommunication.</i>   | Over the phone<br><i>Telephone communication requires more skills by both parties because of the absence of visual clues when filtering incoming information.</i> | Email<br><i>Email can be very efficient and generates a record however we'd prefer to interact with you to solve a problem or promote a success.</i> |
|---|---|--|
| Please meet with us and let us know you'd like to provide some feedback. If possible share some details of what you would like to talk about so we can get some background information to bring to the meeting. | If over the phone is a more convenient way to provide feedback, you might consider still meeting with us so that we can discuss your topic uninterrupted.         | You can contact your local HR staff directly through (school).hr@anu.edu.au  |

## Staff Availability

Staff in JAGHR will be available 9:00am-5:00pm on normal work days, Monday to Friday.

The first point of contact for general enquiries is your local HR team. The staff directory is located at <http://science.anu.edu.au/Staff/HR/Directory> .

Your feedback on our service is important to us. Please let us know if you are happy with our work or if there is something you want us to know so that we can improve our service. Feedback can also be provided via the **User Group** for each function (which includes a representative from each School). Alternatively the contact details for the team leaders of the Banks and Garran Management Groups are:

Location: Banks HR Management Group  
Name: Virginia Riddle (HR Manager – Operations)  
Location: Ground Floor, Frank Fenner Building  
T: 6125 4752  
E: [virginia.riddle@anu.edu.au](mailto:virginia.riddle@anu.edu.au)

Location: Garran HR Management Group  
Name: Rob Tidy (HR Manager – Operations)  
Location: 1st floor, Oliphant Building  
T: 6125 9371  
E: [rob.tidy@anu.edu.au](mailto:rob.tidy@anu.edu.au)

If you feel you need to talk further, or provide feedback about University policies and procedures, please contact one of the senior staff below:

### **ANU College of Medicine, Biology and Environment ANU College of Physical Sciences**

Kate Browning  
HR Manager - Policy & Projects  
JCSMR Building  
T: 6125 3954  
E: [kate.browning@anu.edu.au](mailto:kate.browning@anu.edu.au)

Virginia Pederick  
Manager, Human Resources  
Ground Floor, Frank Fenner Building  
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**JAGHR**  
**ANU COLLEGE OF MEDICINE, BIOLOGY & ENVIRONMENT**  
**ANU COLLEGE OF PHYSICAL SCIENCES**

**Our guiding principles and priorities**

The priority for JAGHR is to deliver high quality support to management and local staff across the Joint Colleges to support research, education and administration within the Schools, Centres and Joint Programs.

JAGHR is a large administrative team organised in two management groups across the Banks and Garran precincts (see JAGHR Management Model Page 5). Each HR Management group has integrated reporting and relationship lines to facilitate productive working relationships and collaborative partnerships with clients. Formal reporting lines occur within the group and across the team (see JAGHR Organisational Chart Page 6). Responsiveness, however, remains to the Schools, Centres and Programs across the Joint Colleges.

All managers within JAGHR are all equally responsible and responsive to the Executive of the Colleges, Schools, Centres and Programs. Within the two management groups each HR practitioner is responsible for providing a quality HR service to an identified client group (see JAGHR Organisational Chart Page 6). Schools, Centres and Programs also have the added support of the wider JAGHR team, irrespective of the designated contact/s. A professional and productive working relationship with each client group is critical for JAGHR to deliver quality service. It is our aim that each JAGHR practitioner will be considered a valuable local resource and an integral member of School, Centre and Program teams.

Rationale for the development of this integrated model of service delivery is primarily the provision of a critical mass of HR practitioners within each HR Management Group and across the wider JAGHR team. The structure of JAGHR facilitates the development of a sustainable leave support strategy to ensure continuity of quality service across the Colleges throughout the academic year. It also enables a workplace strategy that focuses on career development and values HR capability as a means of retaining staff within the Joint Colleges and ANU. Benefits of the model include the opportunity for mobility of HR practitioners within the team to encourage a greater understanding of local area business needs.

The HR Managers, Operations (Team Leaders), the HR Manager, Policy and Projects and the HR Manager, Projects (P/T) have co leadership roles within each HR Group. The HR Manager, Policy and Projects and the HR Manager, Projects also have a leadership role across the whole JAGHR team. Positions within the Senior Leadership and Management Team are interchangeable to encourage career development, support succession planning (see Role Expectations) and share corporate knowledge (see Role Expectations Pages 2 - 4).

The Manager, Human Resources has a strategic leadership role managing the HR function and relationships. A focus for this position is to establish an environment that delivers flexible, robust and best practice HR service across the Joint Colleges and to promote a culture of continuous improvement and quality management. Relationships and responsiveness will be managed via the Service Charter and regular feedback and evaluation.

The JAGHR model is based on staffing levels of 17 FTE with the option to engage a trainee, casual or graduate student to develop 'in-house' HR practitioners. A strategy to employ ANU students helps JAGHR and the local areas manage variable workloads throughout the year and promotes the ANU as an 'employer of choice'.

## **JAG HUMAN RESOURCES (JAGHR) - ROLE EXPECTATIONS**

The following descriptions reflect general role expectations of each classification within the new JAGHR organisational structure. The purpose of the descriptions is to indicate primary responsibilities, accountabilities, and reporting and responsiveness relationships. The descriptions are not designed to replace Position Descriptions, although they may be used to write role statements as new HR practitioners join JAGHR.

### **MANAGER JAGHR (STRATEGIC), SENIOR MANAGER 2**

The Manager JAGHR has a strategic leadership and management focus and responsibility for developing and maintaining client relationships within the Joint Colleges and across the University. A priority for Manager JAGHR is continual improvement, coordinating and evaluating evidence to facilitate improvements to delivery of HR service across the Colleges. The Manager JAGHR is responsible for people management and development, and is accountable to the Colleges' General Manager for the strategic development of JAGHR and its staff. The position is responsive to the Executive of the Colleges, Schools and Centres.

The expectations of this strategic role are as follows:

- Effective leadership which supports the establishment and development of HR expertise within the team, and continuous improvement of the Human Resource function;
- Efficient management of the HR function to ensure a high quality service that is responsive to the strategic and operational needs of the clients;
- Development and implementation of strategic and operational planning, including evaluation and development of HR policies, practices and processes, to provide optimal people management outcomes;
- Management of HR resource allocation, workforce management and workforce planning and associated reporting;
- Establishment of an environment which provides delivery of flexible, robust and best practice HR function that adheres to University policies and procedures;
- Development of practices that ensure adherence to, and compliance with, University policy and procedure and legislative requirements in the provision of HR advice and services; and
- Active participation in networks across the University and wider community which support the achievement of excellence in HR service provision and assist with informing HR policy.

### **HR MANAGER – POLICY AND PROJECTS (OPERATIONAL), SENIOR MANAGER 1**

The HR Manager, Policy and Projects is responsive to the management of the Schools, Centres and Programs for the leadership and management of high level operations and responsible to the Manager JAGHR. This position is accountable for operational leadership and management across the JAGHR Management Groups to ensure the provision of high quality HR services. The HR Manager, Policy and Projects share the leadership of a HR Management Group with the HR Manager, Operations to support the delivery of quality HR outcomes.

The expectations of this operational role are as follows:

- Efficient management of the HR function to ensure a high quality service that is responsive to the operational needs of the clients;
- Effective leadership, guidance, coaching and/or mentoring to HR staff;
- Responsibility for the management of all aspects of HR services including the provision of advice and support to clients;
- Management of practices that ensure adherence to, and compliance with, University policy and procedure and legislative requirements in the provision of HR advice and services;
- Contribution to the development and implementation of the JAG HR strategic and operational plans;
- Maintenance of operational expertise within the HR function;
- Development of HR Team knowledge, skills and experience throughout the JAG HR Group; and
- Active participation in networks across the University and wider community which support the achievement of excellence in HR service provision and assist with informing HR policy.

## **HR MANAGER – PROJECTS (ANU OFFICER GRADE 8)**

The HR Manager, Projects is responsible to the Manager, JAGHR and will work closely with the HR Manager, Policy and Projects to facilitate a culture of continual improvement across JAGHR. A priority for this position is responsiveness to clients across the Colleges to ensure the provision of high quality HR services. The position supports the strategic and operational endeavours of JAGHR in this context. The position may be rotated throughout the HR Manager, Operations (Team Leader) positions within JAGHR to provide an opportunity for ongoing professional development and to build professional and productive working relationships with clients across the Joint Colleges, and HR staff within the HR Management Groups. The HR Manager, Projects shares the leadership of a HR Management Group with the HR Manager, Operations to support the delivery of quality HR outcomes.

This position is part time and the role expectations are primarily 'project' focused. The expectations relate directly, but are not limited to, the leadership and management of centralised JAGHR processes including:

- Academic Promotions, Selection Committees and the Colleges' Staffing Committee, including the Classification Review Committee;
- Statements of Expectation – coaching and mentoring with a focus on HR skill development;
- Projects such as maintenance and review of the JAG Service Charter, Induction, the coordination of JAGHR User groups, internal Information Management
- Establish and maintain local area Focus Groups for Departmental Administrators to ensure effective communication between JAGHR and local areas and to provide operational support and development; and
- Ad hoc projects as required e.g. University wide reporting and records management.

In addition the HR Manager, Projects will also:

- Develop and maintain of an area of operational expertise within the HR function i.e. Employment Relations, Recruitment including immigration matters, Remuneration, Workforce Development, Information Management & Reporting;
- Contribute to the development of knowledge, skills and experience within the group in their individual area of expertise, and the expertise available throughout the JAG HR Group; and
- Actively participate in networks across the University that support the achievement of excellence in HR service provision.

## **HR MANAGER - OPERATIONS (ANU OFFICER GRADE 8)**

The HR Manager, Operations (Team Leader) position will be responsible for the day-to-day management of the HR Management Group that provides the full range of HR services to the client base. The Team Leader will report to the Manager, JAGHR and will be responsive to the HR Manager - Policy and Projects. A critical responsibility of the Team Leader is to ensure the responsiveness relationship with School/Area Executives is continually reviewed and enhanced to respond to the changing functional needs of the area and to promote the continuous improvement of HR services. The position is interchangeable with the HR Manager positions within the JAG HR Group to provide an opportunity for ongoing professional development and to build professional and productive working relationships with clients across the Joint Colleges, and HR staff within the HR Management Groups. The HR Manager, Operations shares the leadership of a HR Management Group with the HR Manager, Projects and Policy to support the delivery of quality HR outcomes.

The role expectations are as follows:

- Operational leadership including day to day supervision of staff undertaking the JAGHR function, including management of workflow;
- Efficient management of the HR function within the HR Management Group to ensure a high quality service that is responsive to the operational needs of the clients;
- Management of practices that ensure adherence to, and compliance with, University policy and procedure and legislative requirements in the provision of HR advice and services;
- Develop the team to ensure competency and future development in all aspects of JAGHR functions;
- Develop and maintain an area of operational expertise within the HR function;
- Develop knowledge, skills and experience within the Management Group in their individual area of expertise, and
- Actively participate in networks across the University, which support the achievement of excellence in HR service provision.

### **HR CONSULTANT - ANU OFFICER GRADE 6/7**

The HR Consultant position is that of an HR generalist. The position reports to the HR Manager Operations (Team Leader) and is responsive to the HR Managers Project and Policy as well as local School, Centre and Program management and staff.

The role expectations are as follows:

- Delivery of a full range of HR support to the client base for all academic and general staff matters, including complex matters such as recruitment, remuneration, and employment conditions;
- Provide high level advice to management and staff concerning University policies and procedures;
- Leadership and guidance to team members, and direction through coordination of daily workflow;
- Contribute to the development of team capabilities;
- Develop of an area of specialisation in a function such as recruitment, remuneration and benefits, information management and reporting, or employment relations; and
- Active participation in networks across the University, which support the achievement of excellence in HR service provision.

### **HR OFFICER - ANU OFFICER GRADE 5**

The HR Officer position is that of an HR generalist. The position will work closely with the HR Consultant to develop expertise in general HR matters. The position will report to the HR Manager Operations.

The role expectations are as follows:

- Delivery of a full range of HR support to the client base for all academic and general staff matters, including general matters relating to recruitment, remuneration, and employment conditions;
- Provide advice and support concerning University policies and procedures to management and staff;
- Contribute to the development of team and individual capabilities;
- Assist the ANUO 6/7 in an area of specialisation such as recruitment, remuneration and benefits, information management and reporting, or employment conditions; and
- Active participation in networks across the University, which support the achievement of excellence in HR service provision.

### **HR OFFICER - ANU OFFICER GRADE 4**

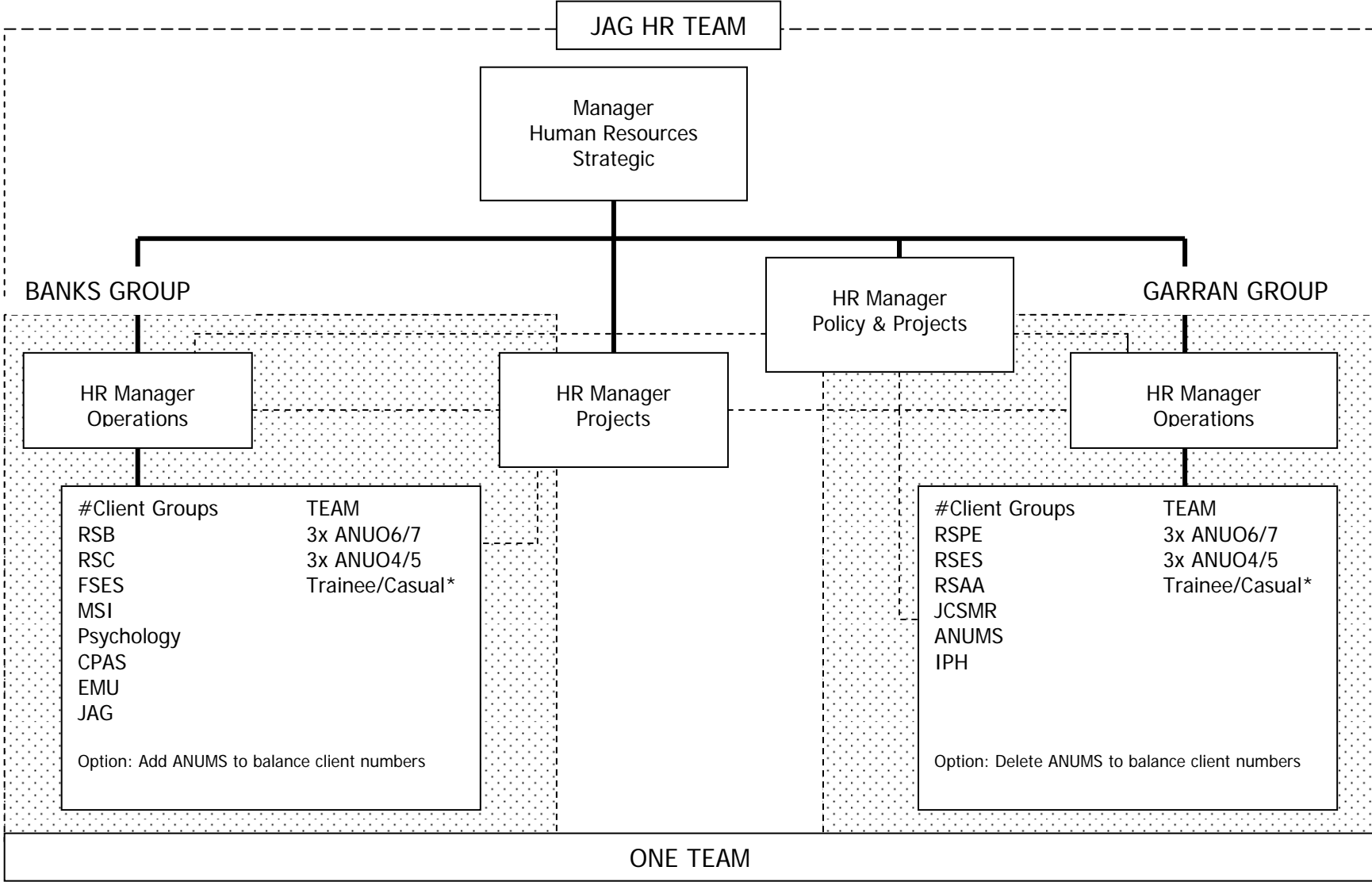
The role of HR Officer is to provide general support to the JAGHR Team and act as an initial point of contact for general enquiries. The position reports to the HR Manager Operations, but takes general direction concerning daily workflow from the JAGHR Consultant - ANUO 6/7.

The role expectations are as follows:

- Delivery of a range of general HR support to the client base and team including preparation of correspondence and other documentation, data entry, preparation of reports, and support functions;
- Coordinate referral of enquiries for advice and support concerning University policies and procedures to team staff and management;
- Contribute to the development of team and individual capabilities;
- Develop a broad base of knowledge and skills in all areas of HR such as recruitment, remuneration and benefits, information management and reporting, or employment conditions; and
- Active participation in HR forums and networks across the University, which support the achievement of excellence in HR service provision.

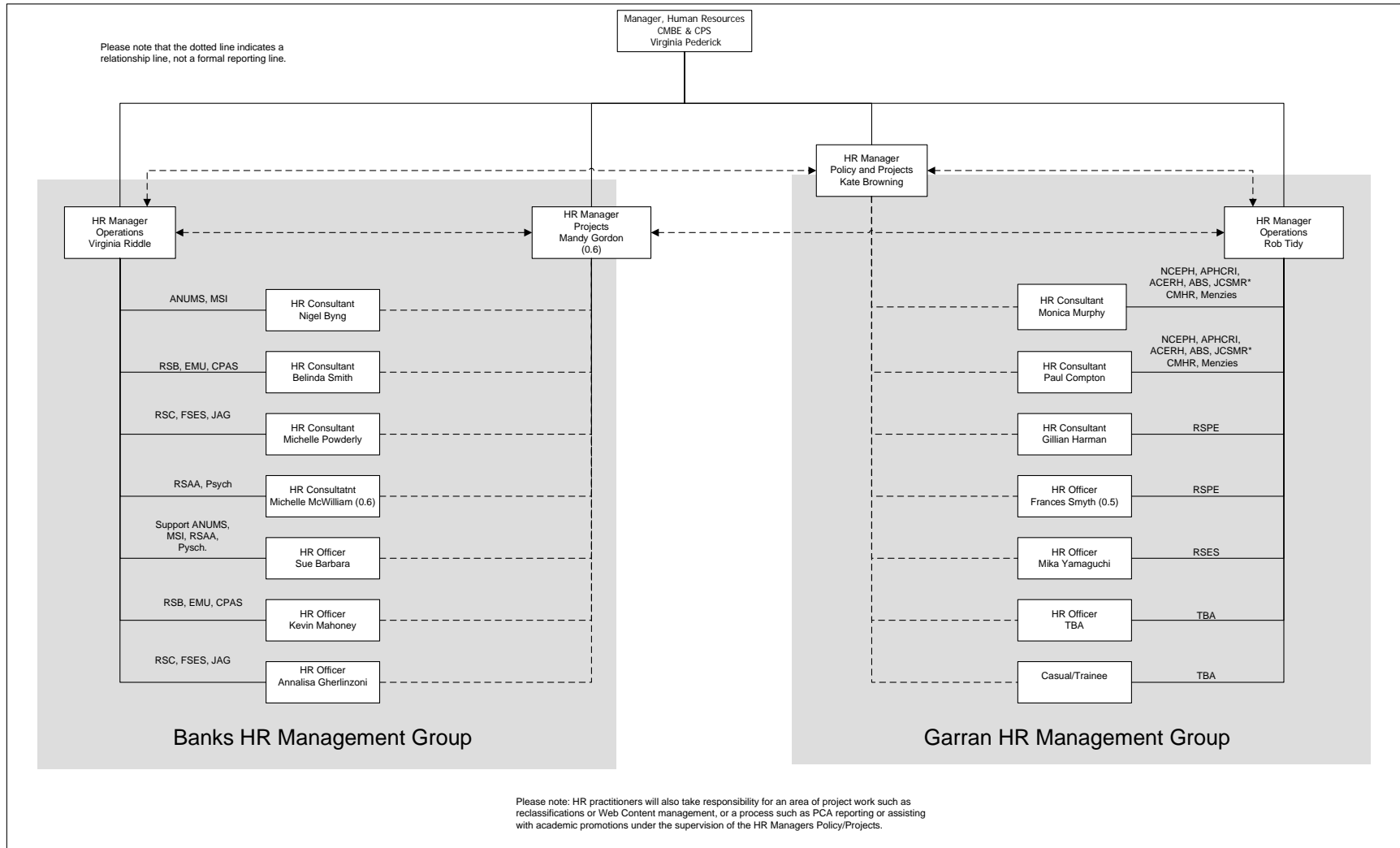
### **HR ASSISTANT – ANU OFFICER GRADE 3 (CASUAL)**

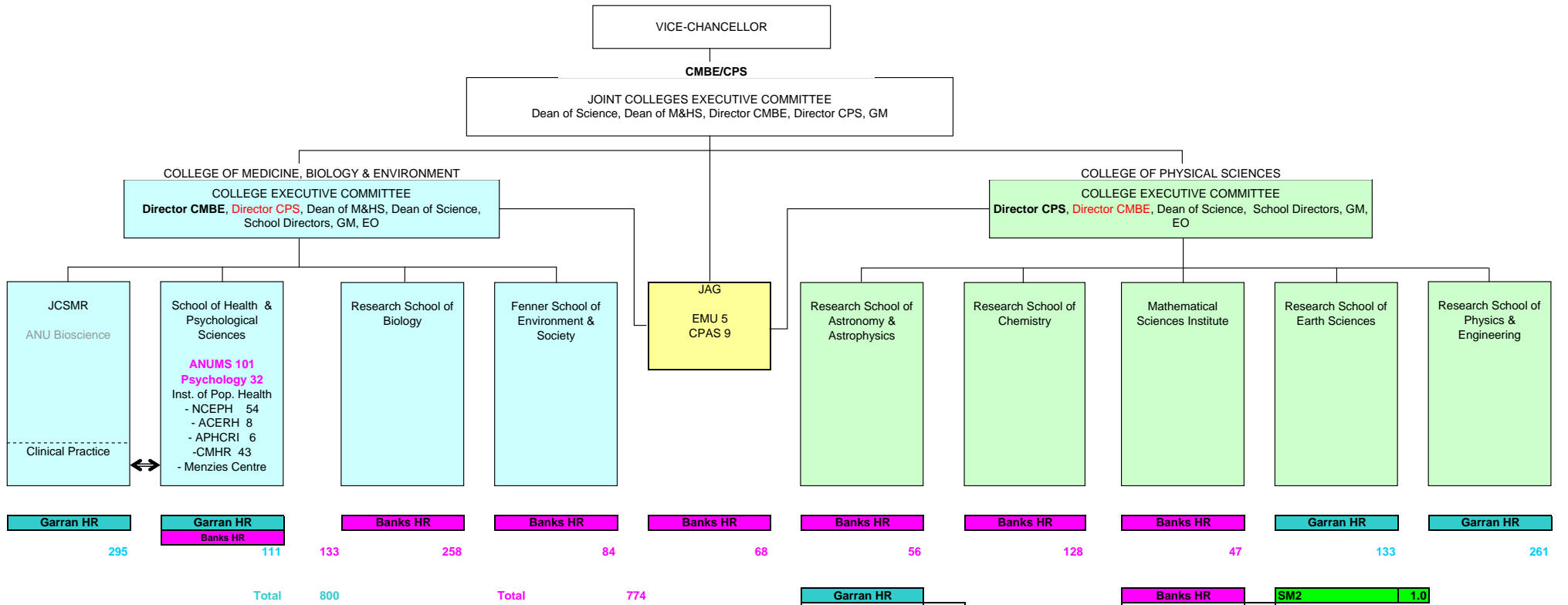
Casual assistance will be sourced to provide administrative and general HR support on an ad hoc basis at the level of ANU Officer Grade 3. Duties will be determined on a needs basis to align with workload and priorities identified in the JAGHR Service Charter. A trainee or ANU student or graduate may be engaged to ensure development of local knowledge and provide a career path for future HR practitioners.



# CMBE & CPS

## Human Resources – JAG Organisational Structure (Proposed)





| Garran HR |                        |
|-----------|------------------------|
| ANU SM1   | 1.0                    |
| ANU O8    | 1.0                    |
| ANU O6/7  | 1.0                    |
| ANU O6/7  | 1.0                    |
| ANU O6/7  | 1.0                    |
| ANU O5    | 1.0                    |
| ANU O4    | 0.5                    |
| ANU O4    | 1.0                    |
|           | 7.5 Casual/Trainee 0.3 |
| Ratio 1:  | 106.7                  |

| Banks HR |                        | SM2 |
|----------|------------------------|-----|
| ANU O8   | 1.0                    | 1.0 |
| ANU O8   | 0.6                    |     |
| ANU O6/7 | 1.0                    |     |
| ANU O6/7 | 1.0                    |     |
| ANU O6/7 | 0.6                    |     |
| ANU O6/7 | 1.0                    |     |
| ANU O5   | 0.7                    |     |
| ANU O5   | 1.0                    |     |
| ANU O5   | 1.0                    |     |
|          | 7.9 Casual/Trainee 0.3 |     |
| Ratio 1: | 98                     |     |

|                     |             |
|---------------------|-------------|
| <b>Total Staff</b>  | <b>16.4</b> |
| With Casual trainee | 17          |

|                      |             |
|----------------------|-------------|
| <b>Staff Numbers</b> | <b>16.4</b> |
| <b>Total clients</b> | <b>1574</b> |
| <b>Ratio 1:</b>      | <b>96</b>   |

## CMBE & CPS JAGHR Client Mapping

\*Figures as at 31 March 2009 - Staff changes March to September not reflected in structure  
 \*Figures do not include HR services provided by school EA or DA positions  
 \*Figures do not include services to support Casuals and POIs

\* Staff ratios are higher Sept 09 with staff transfers into JAG not reflected in March figures