

**PROPOSAL FOR THE FORMATION OF THE
COLLEGES OF SCIENCE:
COLLEGE OF MEDICINE, BIOLOGY AND ENVIRONMENT
AND
COLLEGE OF PHYSICAL SCIENCES**

VERSION 2 – 28 August 2008

BACKGROUND

The changes envisaged affect the current College of Science and College of Medicine and Health Sciences. Governance, strategic planning, budgeting and administrative support will all be affected. It is foreseeable that the impact of this proposal may involve:

1. Relocation of work areas; and/or
2. Changes to work practices for some staff, and/or
3. Impact on conditions, including change that may lead to increased responsibility levels for some positions and/or
4. A change in reporting lines.

Status:

This document is the Managing Change document outlining a formal proposal for workplace change relating to the formation of the two new Colleges identified above from the existing College of Medicine and Health Science and College of Science.

Notification:

The University is drafting this document to set out its specific proposal for your information. It is being circulated to:

1. Staff directly affected;
2. Union and/or other nominated staff representatives;
3. Human Resources Division (HRD) representatives and University Executive staff; and made available on the College's web sites.

RATIONALE AND NATURE OF CHANGE

RATIONALE:

The University recognises the need to strengthen strategic planning, align administrative support with these plans and ensure consistency of policy and procedure. The proposals below are aimed at supporting these goals.

Building on the changes made to date through the introduction of the ANU college structure, further changes are now considered necessary to strengthen strategic and operational planning, performance and consistency in administrative policies and procedures in the health, medical, biological and physical sciences.

From: ANU: 'university with a difference' Executive Summary, September 2004 (Executive Summary to The Report of the Committee established by the Council of The Australian National University to evaluate the quality of ANU performance.):

Page vii:

"The University faces critical challenges originating from changes in its external operating environment, including new types and levels of demand for higher education, increasing

competition for resources, and changing public policy settings. It is vital that the University address its various challenges effectively, and in creative ways, in order to sustain the quality of its performance in an ever more demanding environment. The Australian Government, which established ANU, also has a particular responsibility in enabling the University to achieve its mission and maintain and strengthen its international status.

Internal integration

Recommendation 15:

“15. Accordingly, we strongly recommend that ANU continues to improve internal cooperation and integration for cross disciplinary collaboration, as well to reduce duplication of effort and achieve efficiency gains. In particular, the University should take advantage of opportunities as they arise to form larger internal units, regarding the Institute of Advanced Studies as a porous component of ANU through which academic staff from all parts of the University may move from time to time. ...”

From: ANU by 2010:

The principal role of the Colleges is to coordinate the academic work of ANU within disciplines and areas of research and education. ...

The recent review of biological sciences at ANU resulted in 42 recommendations.

http://info.anu.edu.au/OVC/Executive/Files/_anu_only/Summary%20of%20Recommendations.pdf

Among these were:

- That strategic planning occur across the entire breadth of Biosciences to identify the big issues for Australia in pure and applied research.
- That the University capitalise on existing research strengths by lowering barriers between academic units and through the provision of greater incentives for collaboration among disciplines at ANU.
- Larger frameworks need to be created that will provide the flexibility to position the ANU as a leader in national and international programs.
- There is a need for Bioscience at the ANU to cross disciplinary borders to address more challenging and important biological questions.
- The establishment of a college, which combines JCSMR, RSBS, BoZo, BaMBi and the Fenner School.
- Continue the process of strengthening the integrations between RSBS, BoZo and BaMBi in both education and research, by combining these units into a “named” school.
- The development of better interactions at different levels within the Biosciences for strategic decisions in recruitment of new staff and building of infrastructure (equipment, facilities, laboratories and support staff).
- That increased efforts are made to strengthen the links between research and education at all levels.

The recent review of chemistry at ANU resulted in 12 recommendations.

http://info.anu.edu.au/OVC/Executive/Files/_anu_only/Final_Report.pdf

Among these were:

- The Research School of Chemistry and the Department of Chemistry should be merged as soon as possible.
- There must be a sustainable level of technical and administrative staff with flexible duty statements. There should be apprenticeship and trainee schemes.
- As a matter of standard practice safety procedures and risk assessment protocols must be benchmarked externally and changes implemented.
- Industrial collaboration should be expanded significantly.
- ANU Chemistry must develop a strategic plan that involves all members of the combined entity.

NATURE OF PROPOSAL:

In response to the review of biosciences and the rationale mentioned above, it is intended that two Colleges be formed to strengthen strategic planning in each area and constituent disciplines and alignment with University goals.

The implementation plan will include:

- the creation of a new ANU College of Medicine, Biology and Environment comprising the John Curtin School of Medical Research, the School of Biology, the Fenner School of Environment and Society and the School of Health and Psychological Sciences
- the creation of a new ANU College of Physical Sciences comprising the Schools of Astronomy and Astrophysics, Chemistry, Earth Sciences, Physical Sciences & Engineering and Mathematical Sciences
- the merger of the School of Botany and Zoology, School of Biochemistry and Molecular Biology and the Research School of Biological Sciences to form a new School of Biology
(See Attachment 1.)

In discussions subsequent to the review the Vice Chancellor has outlined some key principles:

- Directors are responsible to the Vice Chancellor for the overall performance of their School.
- Budgeting, planning and strategic directions will be the responsibility of the College Directors and the Deans and Directors of the discipline areas.
- Budget and planning discussions will involve the Vice Chancellor, College Directors, Deans and School Directors.
- School Directors are responsible for the development of the strategic plan of their School.
- The Deans will report to the Vice Chancellor as their roles cross the two Colleges.
- Administrative alignment and consistency with University goals, policies and procedures will be through a centrally coordinated shared services model for activities in the six core administration functional areas.
- Flexibility and a team approach to the provision of core administrative services.
- A closer relationship between core area staff and staff in Schools.
- Ability to cope with fluctuating demands and provide effective support during periods of administrative staff leave.

It is also desirable to

- enable School Managers to support strategic planning within their schools and across disciplines and engage in building relationships with the external community.
- enable School Managers to undertake these functions by reducing the need for them to focus on some of the day to day activities in the core admin support areas and services.

Note: It is not the University's intention to reduce staff numbers through the restructure into two new Colleges and formation of new coordinated functional area teams.

The proposal includes the following:

Governance:

Agreement has been reached on the structure in relation to academic functions. There will be one Dean of Science who will be responsible for all science education matters in the two Colleges and the Dean of Medicine and Health Sciences will be responsible for medicine and health science programs. The Directors of the component Schools will continue to be accountable to the Vice-Chancellor for the academic performance of their areas but College Directors and Deans will be involved in budget discussions to ensure that budgets support the strategic plans of the Colleges.

- There will be a Joint Colleges of Science Executive Committee.
- Each College will have a College Director – reporting to the Vice Chancellor.
- Each College will have a College Executive Committee.

- Each College will have a Research Committee.

For the Colleges of Science:

- There will be one joint Education Committee.
- There will be one joint Marketing Committee.
- There will be one joint Staffing Committee.
- Each College will have representation on the joint committees.
- Committees will have consistent Terms of Reference

Staff recruitment will commence as soon as possible for a number of key positions including:

- College Director, College of Medicine, Biology and Environment.
- Director, School of Biology
- Director, John Curtin School of Medical Research
- Director, NCEPH

A General Manager of the two Colleges will be appointed with a reporting line to the Office of the Vice-Chancellor. Central coordination of core administration functional areas is aimed at ensuring alignment of the two College's policies and procedures with the University's policies and procedures. Placement of the core functional staff in nodes is a key facet of the structure. This is aimed at building a close link between these staff and the areas they support while ensuring staff are located in functional groups of sufficient size to provide capacity to continue to provide appropriate service when staff take leave or are otherwise absent. Mechanisms will be implemented to provide opportunities for flexibility and mobility to move from one area to another in response to support needs associated with peaks in activity and leave replacement requirements (along with training and career development).

Strategic Planning:

The College Executive will be responsible for the development of an integrated strategic plan for their College. The College Director will lead the development of the research element of the plan; the College Deans will lead the development of the education element of the plan. School Directors will be responsible for developing an integrated School Plan, in liaison with the College Director and Deans, which reflects the contribution each school will make towards achievement of the College plan. The resulting plans direct the resourcing and administrative support provided to the Colleges.

Finance:

Fiscal responsibility lies with the delegated authority (Deans and Directors) and agreed Budget Principles. The Director, Policy and Planning has commenced discussions on the development of a set of Budget Principles.

The process of budget allocations within the Colleges will be determined by the College Executive Committees in consultation with the Vice Chancellor and in support of agreed strategic priorities.

The voluntary subscription model currently in place in the College of Science will move to the model currently in place in the College of Medicine and Health Sciences where a levy is applied to all areas to support centrally coordinated administrative services.

Education:

There will be one Dean of Science with responsibilities across both Colleges for educational purposes /quality of degrees. The Dean of Medicine and Health Sciences will have responsibility for medical and health programs. Both Deans report to the Vice Chancellor.

- Undergraduate education: MBBS – Dean of Medicine and Health Sciences
All other current programs – Dean of Science
- Masters by coursework: The intended market shapes the default direction.
Examples: M.Bio.Tech. – Dean of Science
Update Programs for Health Practice – Dean of Medicine and Health Sciences

- Higher degree by research: School of Health and Psychological Sciences – Dean of Medicine and Health Sciences
Students associated with clinical faculty – Dean of Medicine and Health Sciences
All other – Dean of Science

These default assignments may be altered as individual courses/students may require different arrangements. These cases will be determined by mutual agreement between the two Deans.

Administrative Support:

In order to provide the support outlined above, it is clear that changes will occur for general staff. It is proposed that:

- Core administrative support services to both Colleges will be provided by a single centrally coordinated administration with a reporting line through to the Office of the Vice Chancellor and with staff placed in nodes (as described below). This group will be described as the Coordinated Activities group. Other administrative and operational support will be provided by the local area i.e. school-based.
- Staff will be located in nodes geographically located as close as possible to the schools they support – dependent upon the nature of the function, support required and availability of office accommodation. i.e. node locations may vary depending upon the function. Nodes will not be aligned with an individual college. For example, the Student Administration and Marketing and Outreach Teams may be located together in a single node location whereas other functions could have up to four node locations. A critical mass of staff is required in each functional node in order to provide sufficient staff numbers to ensure maintenance of services during periods of staff leave and peak load.
- The Coordinated Activities group will include the six core functional administration areas – Student Administration, Research Administration, Marketing and Outreach, Human Resources, Finance and Information Technology. [Note: Slightly different models may be applied to each as appropriate – e.g. the model for Information Technology may differ to that for Student Administration.] Some primary reporting lines may change from those currently in place through the formation of the centrally Coordinated Activities group.
- Location of nodes and makeup of node functions and staff needs to be planned following discussion with the Functional Managers, Executive Officers, School Managers (ie primary and secondary supervisors), General Manager, Directors and Deans and College Executive.
- Schools will share functional area teams in order to maintain sufficient staff numbers in the teams to provide flexibility and continuity of service. The Functional Area Managers are likely to be located at a single point. Staff location may change over time and at different stages of the year – for example, brought together during peak periods to concentrate effort. Staff in one node (which may be located within a school) may provide services to more than just that one school.
- Criteria will need to be developed to assist with identification of core functional positions and the identification of primary and secondary reporting lines. The existing service charters may provide a starting point for this.
- To facilitate coordinated administrative support activities we will use primary and secondary reporting lines for some, but not all, administrative positions – ie specifically those associated with the core functions. [Note: This arrangement already exists informally in the Student Administration function in the College of Science where the Dean and Deputy Dean provide direction and allocate tasks to the Manager of this office.]
- Supervisors with primary reporting lines will be responsible for ensuring the appropriate supervision, training, development, Supporting Our Staff (SOS) review and leave relief of the staff they supervise – in consultation with the supervisor with the secondary reporting line (where this exists). Likewise position definition and recruitment decisions. Day to day supervision may be undertaken through the secondary reporting line where staff location

allows. It is suggested that a team approach be taken to supervision and support of staff with planning at the end of each year as to how the functions need to be staffed.

- There will be a single General Manager across both Colleges. The General Manager will be responsible for quality assurance and implementation in the functional areas, including finance and human resources, across both Colleges and coordinate activities at a high level. The Primary reporting line for the General Manager is to the Director, Policy & Planning in the Office of the Vice Chancellor for the purpose of ensuring alignment of College policies and procedures with the University's policies and procedures. Strong secondary reporting lines will be to the two College Directors and two Deans.
- The proposed structure includes two College Executive Officers. Primary reporting will be to the College General Manager. Secondary reporting will be to the College Directors. Key responsibilities will be to provide high level strategic and operational support to the College Directors and the College General Manager. Occupants of these roles will be responsible for the implementation of ANU policies and procedures within the Colleges and will undertake special projects when required. The functions of these roles may not be identical, depending upon the requirements of the individual College Directors.
- Each School will continue to have their own School Manager. This position will report to the School Director and provide high level support to the strategic planning activities of the School. They will also coordinate the provision of administrative and technical support to the research and teaching operations of the School. This will include and liaison with the Functional Managers to ensure quality support from the Coordinated Activities group.
- Each School will continue to have their own local staff to provide support for operations including buildings, laboratories, reception and other areas that do not duplicate the centrally Coordinated Activities functional support.
- Each senior administrative position (e.g. Executive Officer and School Manager) will have the opportunity to have both 'outward' and 'inward' focusing roles. 'Outward' looking to growth of the business unit via facilitation of strategic planning and relationship building with the external community and 'inward' looking to the day to day functions of the area. The primary responsibility of the School Manager is to facilitate the advancement of the School in support of the strategic plan.
- Likewise, the Coordinated Activities Functional Managers, will have both 'outward' and 'inward' focusing aspects to their roles with a strategic planning component for their function within and across both Colleges. The Functional Area Manager will have responsibility for and co-ordinate overall service delivery, reduce service duplication and ensure that consistent policies and procedures apply in line with University policies and procedures for their function – in conjunction with the School Managers and Executive Officers – and in support of the College and School strategic plans.
- Each functional area may have one or possibly more deputy managers. These deputy managers will have an 'inwards' focus – i.e. on the day to day oversight, supervision, coordination and effectiveness of operational activities.
- Coordination of information technology support is targeted at consistency across the Colleges – e.g. in terms of level of support to staff and students, consistency of platform, office software, software licensing and response to University needs. Information technology must support the strategic plans. The Colleges will have regard to the review of IT currently under way in the University.
- For each Coordinated Activities Functional Area the aim is for the core people to complement the local support staff and expertise. It is envisaged that core support staff will have specialist expertise in the functional area and be able to provide support to and act as mentors for other staff.

Laboratory and Workshop Support:

It is envisaged that support services for school operational requirements such as laboratories, reception, building management, etc will remain under the direct control of the Schools however where opportunities exist to share services, these will be investigated and recommendations made to College Executive where appropriate.

Building project:

The major building project for new biology, chemistry and teaching facilities will be taken into consideration. Likewise, plans for the new Colleges will need to be considered as part of the building planning while working within the building project timeframes.

Planning for Change:

Working parties will develop plans for strategic planning, governance and administrative support in consultation with affected staff. Plans may include the following steps:

- Step 1: Develop position descriptions for the key positions. Appoint or recruit.
- Step 2: Develop budget principles, plan and implement new financial structure.
- Step 3: Develop research themes in preparation for strategic planning.
- Step 4: Review and develop plans for school and department mergers.
- Step 5: Plan and implement coordinated support for Student Administration, Marketing, Research Administration, Finance, Human Resources, and Information Technology.

Step 6: Update delegations to support changes.

Dependent upon planning, some of the above steps could be done and may need to be done concurrently or overlap to some degree. Reviews of each step will be conducted.

As part of the planning, external consultants will be engaged to review the administrative and research support services for the new School of Biology with the aim of optimizing financial governance, administration and asset utilization arrangements. Outcomes of this review will assist through providing a template for use with the other units within the two Colleges.

Timeframe:

Target: Implementation to occur progressively from 1 August 2008 with College and School mergers to be complete and effective from 1 January 2009. Restructure of administrative Coordinated Activities for the functional areas complete by 31 December 2009.

Possible Effects on Staff

As mentioned previously, reduction in staff numbers is not an aim of the College restructure. It is hoped that the restructure will provide staff with more opportunities for development, better functionality and capacity for staff to take leave without support levels suffering greatly as at present.

People directly affected include those occupying existing positions of Functional Area Managers, General Managers, College Executive Officers, School Executive Officers and School Managers, and staff performing tasks covered by existing or service level agreements to be developed. Staff will also be affected where reporting relationships change – either through the introduction of the matrix model of primary and secondary reporting lines or through the mergers between departments and schools that have commenced or are yet to take place.

Workplace and resources implications will be determined through the planning process and extensive consultation with all staff.

It is not envisaged that there will be any adverse effects on equity groups.

New or vacant positions will be filled by invitation, through advertising positions via Expressions of Interest or external advertisements where no internal appointment can be made.

THE UNIVERSITY'S COMMITMENT

The University will seek, wherever possible, to avoid redundancies. There will be a period of uncertainty while roles and reporting relationships are reviewed and planned. As mentioned, staffing reductions are not considered likely. If any do eventuate they will be managed and achieved through the following principles and in accordance with provisions in the Enterprise Bargaining Agreement:

1. Transfer to other positions within the Colleges or University;
2. Natural attrition;
3. Negotiated separations;
4. Fixed term pre-retirement contracts;
5. Voluntary conversion to part time employment,
6. Leave arrangements either short term or as part of transitional arrangements.

Training and development will be provided where necessary. Staff redundancies, if unavoidable, will be subject to the University's Redundancy provisions.

PLANNING AND CONSULTATION

Actions / communications:

A Change Management Steering Committee has been put in place. Members will include the Director of Human Resources (or nominee) (Chair), Dean of Science, Dean of Medicine and Health Science, College of Science General Manager, College of Medicine and Health Science General Manager, Director, John Curtin School of Medical Research and Director, Research School of Biological Sciences.

One or more change management consultants will be appointed to guide and assist with various stages of the process. These will report to the Steering Committee. Both macro and micro views will be required. Measures of success will be identified with assistance from the Change Management Consultant.

The Executive of the two Colleges will be responsible for implementation of the overall changes, supported by the Change Management Implementation Committee which will be comprised of the joint College General Manager, College Executive Officers and other members drawn from the functional areas.

External consultants will be engaged to review the School of Biology administration and research and teaching support services.

Working Groups will be formed to address various aspects of the change – e.g. each functional area and integration with School structures. Members to be drawn from relevant stakeholder groups and to include the School Managers from both Colleges, Executive Officers, Coordinated Activities Functional Managers and Central Administrative Divisions. Working Groups will report to the Change Management Implementation Committee.

An Executive Officer may be appointed (on a fixed term basis) to support the change process.

A Communication Plan will be developed and implemented. Initial communication will be through email and meetings with staff. A Town Hall meeting will be held to discuss the changes with all affected staff.

Timetable to be set out – to meet and confer with staff members concerned (and their chosen union and/or representatives) and the USCC-SC.

Where appropriate further managing change document(s) will be prepared in relation to aspects of the implementation of these broad proposals.

Date	Details of Consultation Process
09/07/08	Draft Proposal document released.
10/07/08	Town Hall meeting.
24/07/08	Deadline for comments and feedback.
01/08/08	Change document finalised.
01/08/08	Implementation start date. Note: Implementation action will occur progressively with a view to developing the plan for administrative structures by the end of 2008.
01/08/08	Formal creation of Colleges of Science entities and College Executive Committees.
01/08/08	Interim appointments to key positions in place.
31/08/08	Report on the review of the new School of Biology administrative and research and teaching support services.
26.09/08	Broad timetable of implementation actions to be available to staff of the Colleges as part of a planned staff and key stakeholder communication approach..

Authorised by: the Change Management Steering Committee

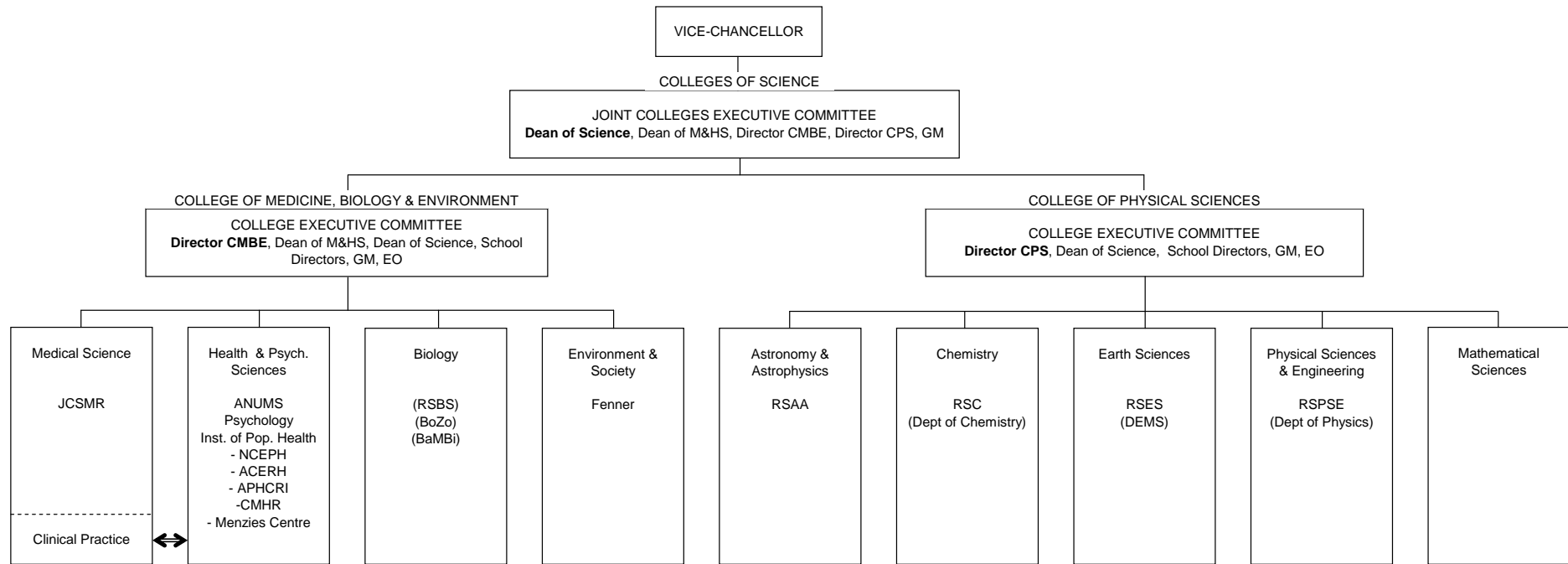
Contacts:

Mr Ron Watts	Director, Human Resources Division (or nominee) (Chair)	Ext. 52509 ron.watts@anu.edu.au
Professor Aidan Byrne	Dean, College of Science	Ext. 53887 Aidan.Byrne@anu.edu.au
Professor Nicholas Glasgow	Dean, College of Medicine and Health Science	Ext. 52622 nicholas.glasgow@anu.edu.au
Professor Frances Shannon	Director, John Curtin School of Medical Research.	Ext. 59690 frances.shannon@anu.edu.au
Professor John Gibson	Director, Research School of Biological Sciences	Ext. 53841 John.Gibson@anu.edu.au
Ms Anne Kealley	General Manager, College of Science	Ext. 59087 anne.kealley@anu.edu.au
Mr Barry Webb	General Manager, College of Medicine and Health Science	Ext. 54004 Barry.Webb@anu.edu.au
Ms Nadine White	Change Management Consultant	Ext. 50816 Nadine.White@anu.edu.au

Attachments

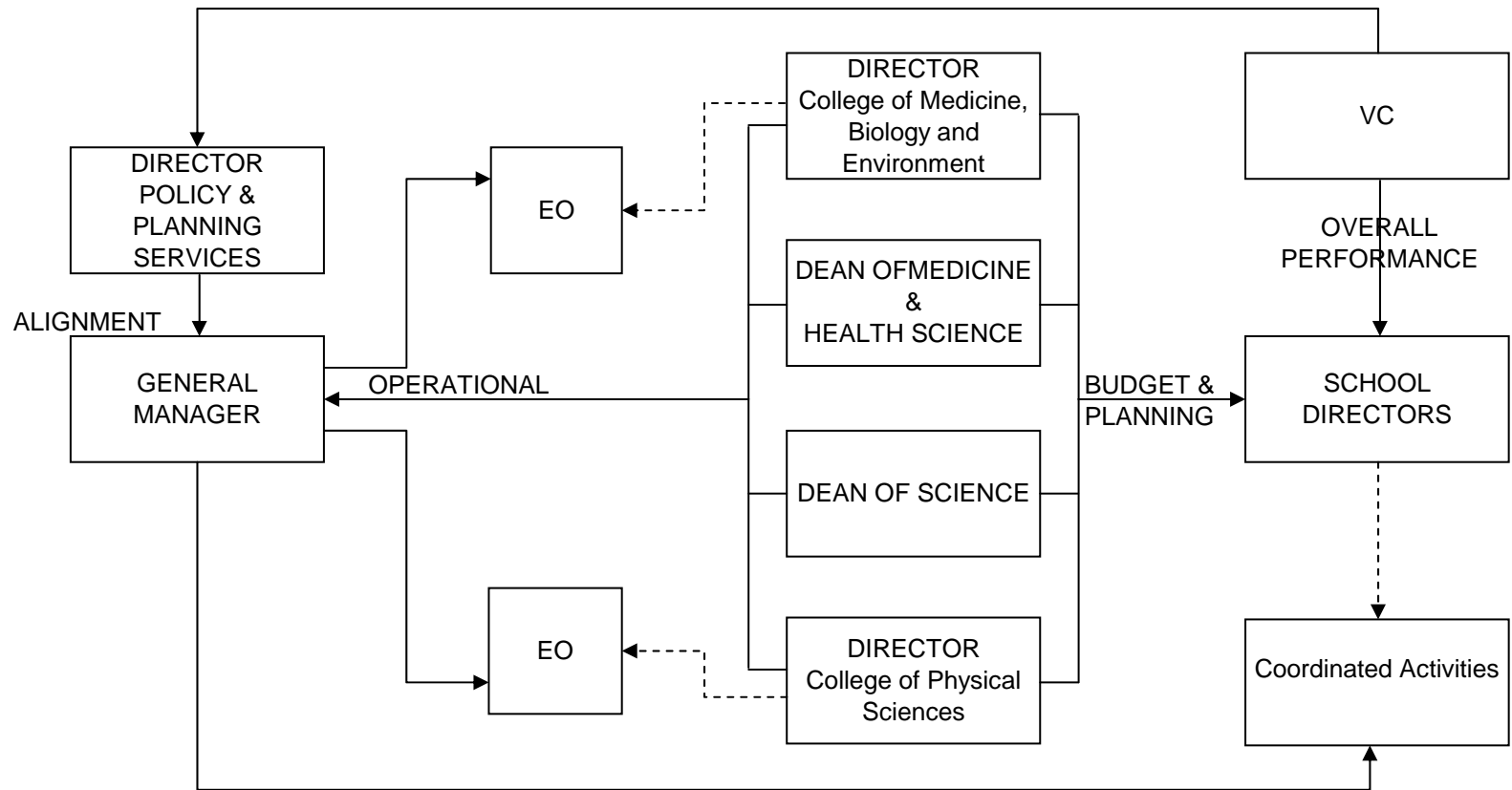
- 1. Proposed Joint Colleges Planning
- 2. Proposed Joint Colleges Reporting
- 3. Proposed Joint Colleges Administration Structure
- 4. Matrix – Proposed Primary and Secondary Reporting Lines

**Attachment 1
PROPOSED JOINT COLLEGES PLANNING:**

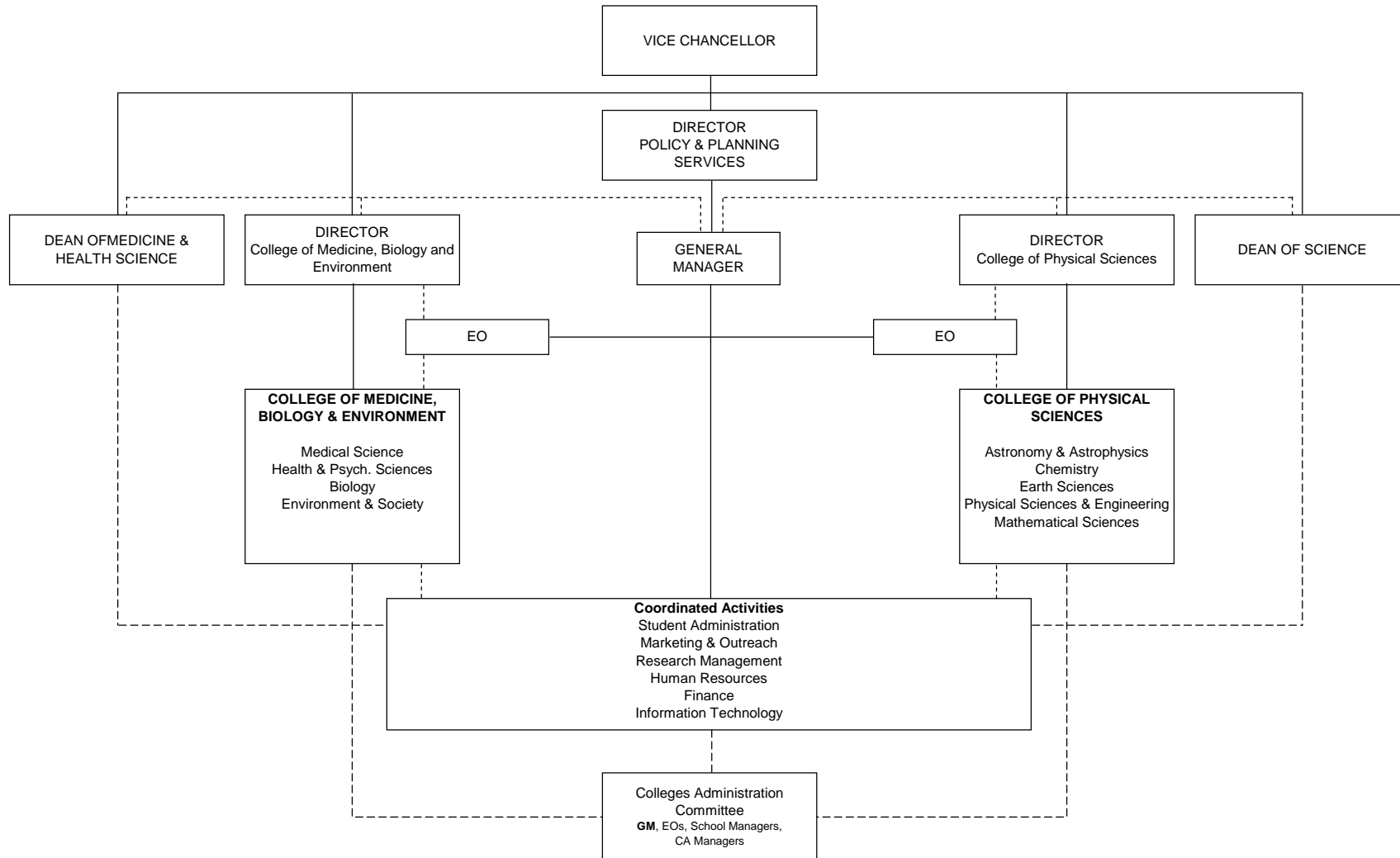


Note: CPAS will report directly to the Dean of Science

**Attachment 2
PROPOSED JOINT COLLEGES REPORTING:**



**Attachment 3
PROPOSED JOINT COLLEGES ADMINISTRATION STRUCTURE:**



Attachment 4
MATRIX – PROPOSED PRIMARY AND SECONDARY REPORTING LINES:

Primary reporting line = solid line
 Secondary reporting line = dotted line

