ANU College of Arts & Social Sciences

College Integration

Change Management Proposal
FORMAL CHANGE PROCESS

Background:
The changes envisaged affect the current academic and supporting administrative arrangements within the ANU College of Arts & Social Sciences (CASS). It is foreseeable that the impact of this proposal may involve:

- a change in reporting lines; and/or
- relocation of work areas; and/or
- changes to work practices for some staff, and/or
- impact on conditions, including change that may lead to increased responsibility levels for some positions.

Status:
This document is the first version of the Managing Change document outlining a formal proposal for workplace change relating to the integration of CASS.

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

- the staff directly affected;
- the Union and/or other nominated staff representatives;
- the Human Resources Division (HRD) representatives and University Executive staff;

This document will be made available on the College web site.

RATIONALE AND NATURE OF CHANGE

Rationale:
The ANU College of Arts & Social Sciences (CASS) needs to position itself now for a rapidly emerging global market in ideas and research of national and international significance, competition for the best students and staff, and the globalisation of research projects that often require teams of researchers and significant investment in research infrastructure.

Strong disciplines are the necessary precursor to strengthening research and teaching activity in the College, particularly through strategic investments in key centres and research themes.

The discipline size of many of the dispersed academic units is now small relative to other institutions of similar standing. We need to strengthen our key disciplines and maintain excellence in these areas.

To accomplish this, it is necessary to integrate our disciplines into “major clusters” to achieve critical mass, while acknowledging and fostering cross-College education and research activity where appropriate.
In the initial formation of CASS there has been a significant reorganisation in the administration. It is now time to strategically realign our academic profile.

Integration into major clusters will:
- more effectively integrate our teaching and research;
- ensure CASS focuses its resources on key priorities in education and research;
- make CASS more attractive to future students, particularly graduates, and to academic staff (who will be attracted to working in clusters with sufficient critical mass to foster collegiality and collaboration);
- enable CASS to position itself for the future IAS which will require the College to identify strategic research priorities via integrated and effective research themes;
- enhance our research capacity, and position strategically for the forthcoming ERA and the likely ranking of disciplinary strengths, both nationally and internationally;
- allow us to more effectively deploy our operating grant; and
- position the humanities, arts and social sciences as an integrated, coherent and forward looking College in the ANU with effective governance.

Structures need to be viewed flexibly; however some structure is necessary to provide focus and enhance our intellectual pursuits and projects, to provide form and context to ensure the best educational environment for our students, and to facilitate efficient and effective administration.

Our clusters will be at the heart of all our day to day activity.

By working together, and focusing on the future, we can create a structure that blends education and research of the highest standards within an innovative and dynamic intellectual environment with sufficient critical mass to ensure long-term sustainability.

**Nature of Proposal:**

a) Governance:

There is now broad consensus on the academic structure of the College. We intend to move from the current structure of 7 units to 3 units. These are the Research School of Humanities and The Arts, the Research School of Social Sciences and the Australian Demographic & Social Research Institute. Within the two Research Schools there will be a number of Academic Organisational Units (AOUs). The organisation of these AOUs is as follows:

<table>
<thead>
<tr>
<th>Research School of Humanities &amp; the Arts</th>
<th>Research School of Social Sciences</th>
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</thead>
<tbody>
<tr>
<td>School of Archaeology &amp; Anthropology</td>
<td>CAEPR</td>
</tr>
<tr>
<td>School of Art</td>
<td>CAIS</td>
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<tr>
<td>School of Cultural Inquiry</td>
<td>School of History</td>
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<tr>
<td>School of Languages Studies</td>
<td>School of Politics &amp; International Relations</td>
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<tr>
<td>School of Music</td>
<td>School of Philosophy</td>
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<td></td>
<td>School of Sociology</td>
</tr>
</tbody>
</table>

The Directors of each of the Research Schools and Institute are responsible, with the College Dean, for overall research and education leadership in their schools, consistent with the overall strategic plan of the College, and will have primary responsibility for:
• The management of research performance within the schools, developing and encouraging innovative research activity.
• Promoting research-led education.
• Promoting a culture of research through high quality research performance including acquisition of grants and consultancies.
• Implementing appropriate outreach strategies and taking actions to enhance the international profile of the School and the College.
• Supporting the Chairs of the Education and Research Committee's of the College to implement the College's operational education and research plans.
• Aligning staffing resources and expertise to ensure achievement of the goals of the College Strategic Plan.
• Interacting with other members of the College Executive to ensure alignment of the Schools activities with the needs of the College overall.

The appointment of Heads of the newly formed Schools (AOUs) is a key step in this change process. Where there is no change to a School, the existing Heads will be formally notified that their appointment will continue for the duration of their current contract. For Schools that are merging, the College has called for expressions of interests for the position of Head. The College will follow standard ANU policy in the appointment of Heads of AOUs.

b) Planning:
Planning for research and educational activities will be primarily driven by the Dean of CASS. As per the University requirements, the College Dean shall be responsible for:
• Chairing the College Executive and leading the identification and development of the strategic directions of the College, including taking primary responsibility for the development of a College Strategic Plan.
• Aligning the overall College budget to the achievement of the goals of the College Strategic Plan.
• Ensuring that College education and research plans are developed and implemented.
• Ensuring that the College develops appropriate outreach strategies and works together to enhance the international profile of the College.
• College-wide administrative functions, including, financial management, human resource management, students and research support, marketing and outreach and ensuring there is optimal College-wide coherence and consistency in administrative systems, policies and practices.

c) Finance:
The CASS Executive will develop a model for funding of the AOUs which will be based on a performance and planning taking into account research, teaching and College strategic priorities. This exercise in developing a new budget model is complex given the size of the College and the wide diversity of income and expenditure. Once a draft model is developed, discussions with AOUs about their funding will commence.

d) Research:
The College Research Committee will continue to operate. Prof. David Marsh, who is the Director of the Research School of Social Sciences, will step down as Chair of the Committee. A new Chair will be appointed effective from 1 January 2010. The College has called for expressions of interest.
e) Education:

The current Director of the Faculty of Arts, Prof. Joan Beaumont, will become the Education Dean for the College. The position has the formal title of Dean of Arts and Social Sciences. The Education Dean is responsible to the College Executive for:

- Development and oversight of the implementation of the college education plan.
- Management of the undergraduate teaching profile and load and development of PGC programs.
- Managing the education profile and ensuring the quality of all educational programs (including graduate and HDR programs) of the College and/or discipline, their curriculum, and quality of delivery.
- Enhancement of the College international profile, and
- Implementation of education programs jointly with Research School Directors.

The College Education Committee will continue to operate in its current form, and the Education Dean will Chair the Committee.

f) Administrative Support:

The CASS Executive has received a copy of the Deloittes review of administration and management of the College. The CASS Executive will also be using the report to establish some principles that will be used to inform the work of planned working groups to review current administrative arrangements. The Change Management Working Party has accepted all recommendations of the Deloitte Review, except the one relating to the appointment of Deputy Directors of Research Schools.

The form of administration in CASS is important to supporting the new structure. There will be a set of working groups established to clearly identify what tasks will be undertaken at the College and Research School level and what tasks will be undertaken by administration in the AOU. As part of this process the College will be compiling a list of all staff, official visitors, and HDR students in each AOU. This information will be used to establish a transparent model for determining the level of administrative support at the local level. As part of this process we will develop “service charters” that will clearly outline responsibility and accountability at all levels of administration.

Timeframe:

The integration of CASS is intended to formally come into effect on the 1st January 2010. Consultation on the changes commenced in May 2009. It is expected that the bulk of the workplace change will be effected by the end of March 2010, but some changes relating to relocation of work areas may be delayed due to space restrictions.

Possible Effects on Staff:

The purpose of the integration of CASS is the strategic integration and enhancement of research and education, and to provide opportunity for advancement, both of the College and individuals. The objective is not one of deliberate cost saving.

In keeping with this position, the College Executive and the Human Resources Division, have agreed that the following general principles will apply to the position review, advertisement, transfer and appointment to general staff positions within the College:

- It is not the intention of the University to reduce staff numbers through the project.
• It is not the intention of this project to detrimentally affect the classification of existing staff members.

• The general principle will be to directly transfer existing staff members into positions of the same or similar classification level, where positions are not new or significantly changed. The University's general practice is to regard positions where duties and/or responsibilities change by more than 50% to have 'significantly' changed. It is the University's general position that it is fair and reasonable to not require staff to compete for re-appointment to modified version of the current role, where that role has not significantly changed.

• In circumstances where general staff members are directly transferred into new or significantly changed positions during the change process the default position will be that the existing classifications of the staff member will be considered for continuation in the new role on a personal basis. This means that the individual retains the classification while they remain in the role. When they are on leave or cease in the role, the position reverts to the assessed classification.

• A Change Management Staffing Committee (CMSC) will make recommendations on position descriptions and classifications for new or significantly changed positions for endorsement by the Change Management Working Party. The CMSC shall consist of the College General Manager, the College Human Resources Manager, the Project Manager (College Integration), and the Manager, HR Advisory & Change Services, Human Resources Division. Proposed classifications and position descriptions be reviewed and assessed by the CMSC in accordance with University policy as and when necessary. Consistent with University procedure, endorsement will be sought from the Senior Manager Remuneration Committee for new or significantly changed positions at the SM 2 level and above.

• Expressions of interest will only be sought for new or significantly changed positions where there is more than one potential candidate. The College Executive makes a commitment to conduct expressions of interest only for CASS candidates to ensure that CASS staff are provided with priority opportunity.

Some staff will experience a relocation of their work area. Changes are most likely to occur where new AOUs are being established. The objective will be (to the extent physically possible) to co-locate staff of each AOU in the same building or group of buildings. Administrative staff may also be required to relocate to a new work area as a result of the new AOUs being established or in response to any changes to administrative arrangements. The College will provide to staff information on possible relocations as it becomes available. Staff will be consulted on decisions to relocate groups of staff to accommodate.

Some staff will have a change of supervisor. This may occur as a result of new AOUs are being established or changes to administrative arrangements. Staff will be advised in advance of any changes to their individual supervisory arrangements.
THE UNIVERSITY’S COMMITMENT

This change proposal is business driven change and the University will seek, wherever possible, to avoid redundancies. The aim of this change is to remove the barriers between Research Schools and the Faculties through integration of research and teaching into disciplinary or inter-disciplinary “clusters” which will strengthen and broaden the CASS teaching and research profile.

Representation:

Throughout this process staff members may be represented, and seek advice or assistance at any time from a person of their choice, excluding a barrister or solicitor.

PLANNING AND CONSULTATION

Principles for Consultation:

To achieve integration and maximisation of the College’s significant, but dispersed intellectual strengths, the CASS Executive has embarked in recent months on a consultation process has included all academic and administrative staff within the College.

It should be noted that from the outset this has not been an exercise that will culminate in the loss of staff. There is no intention to reduce staff numbers through the integration.

Rather the integration is intended to optimise our capacity for teaching and research and optimising the way we organise and support our academic activity.

The details of the final restructured College have been open for debate and input from all staff has been encouraged. The following general principles were established to shape the debate:

- The consultation process will focus on achieving the framework for the integration that will be implemented from 1 January 2010.
- Research School(s), which will include teaching and research activities, will be the key sub-organisational structure for the College.
- There will be at least one, but no more than three, Research Schools within the College.
- Clusters of disciplines and cognate areas will identify with an appropriate Research School.
- Clusters should not be so small as to lack critical mass (approx minimum of 15 EFT academic staff) and not so large as to hamper collegiality (approx maximum of 40 EFT academic staff).
- Some disciplines will need to, or will want to, form clusters with interdisciplinary or cognate discipline areas.
- The College will maintain a strong focus on cross-College research through the College’s research themes that are of national significance and strategically managed by the College’s Research Committee.
- The College will maintain a strong flexible undergraduate, arts, humanities and social sciences teaching program. Educational leadership and planning will be provided by the College Education Committee’s frameworks and policy.
- While recognising the importance of Centres to our academic enterprise these will align to an appropriate discipline, cognate or interdisciplinary cluster.
- We recognise that not all clusters will contribute equally to our core activities (research activity, undergraduate and doctoral training, and IAS/research themes) but we believe that the synergies of the whole will greatly exceed greater the sum of the parts.
Process & Communications:

Initial communication has been through email and meetings with staff. College Forum meetings will be held to discuss the changes with all staff. A 'College Integration' page has also been established on the College website to aid in the sharing of information with staff.

A Change Management Working Party has been put in place to consider, amongst other things, the timetable to finalise the roll out of the integration, and the principles by which we manage and respond to changed supervisory arrangements for individuals, our governance and our administration. Members will include the Director of the Human Resources Division (Chair); the Dean of the ANU College of Arts & Social Sciences, the Pro Vice-Chancellor (Research), the Director of the Faculty of Arts; the Director of the Research School of Social Sciences; the Director of the Research School of Humanities; the Director of the Centre for Educational Development and Academic Methods; and the General Manager of the ANU College of Arts & Social Sciences.

Working Groups will be formed for each Research School and administrative function to address various aspects of the change. Members will be drawn from relevant stakeholder groups and to include appropriate representation of both academic and general staff. Working Group membership will draw on staff from Schools, the College and central administrative divisions, as appropriate. Specific terms of reference will be issued for each Working Group which is established. Working Groups will report to the Change Management Working Party.

From time to time the Change Management Working Party may establish other working groups to provide specialist advice on specific matters.

The University has set out the below timetable to meet and confer with the staff members concerned (and their chosen representatives). The University endeavours to reach agreement about the implementation of change and work consultatively with people affected by change.

<table>
<thead>
<tr>
<th>Date</th>
<th>Details of Consultation Process</th>
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<tbody>
<tr>
<td>May 8th 2009</td>
<td>College Forum</td>
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<tr>
<td>May 25th 2009</td>
<td>One-day planning forum to consider and develop organisational structure and establish Integration Working Party.</td>
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<tr>
<td>May/June 2009</td>
<td>Draft paper to be prepared by Working Party for release and further consultation.</td>
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<tr>
<td>July 2009</td>
<td>Consultation phase for draft paper.</td>
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<td></td>
<td>Confirmation of structure and formalise change management proposal.</td>
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<tr>
<td>August 2009</td>
<td>Organisational structure to be approved by the VC.</td>
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<tr>
<td>September – December</td>
<td>Implementation to occur progressively, including the formation of relevant working groups.</td>
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<tr>
<td>December 2009</td>
<td>Background administration to affect change.</td>
</tr>
<tr>
<td>January – March 2010</td>
<td>Implementation of new structure.</td>
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**Authorised by:** CASS Change Management Working Party

**Contacts:**

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<thead>
<tr>
<th>Name</th>
<th>Position</th>
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<tbody>
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