

Human Resources

Draft Change Plan 12 March 2021

1. Background – The Rationale for Change

In response to a number of internal and external factors, the HR Directorate is initiating a change program.

These factors include:

- Strategic Plan and Strategic Priorities shaping HR services, support and responsiveness
- Focus on Staff Futures program of work (including Employee Lifecycle)
- Refinement of the HR operating model within the ACU Strategy Executive Framework
- Changed organisational systems (Aurion, Staff Connect, Service Central)
- Redesigned processes
- Mitigating risk to key operations of the university
- Increased focus on reporting and analysis/evidence based decision making
- HR capabilities to meet and respond to changing needs, redesigned HR services and future university needs
- Delivering services within resources available / COVID-19 Recovery Budget

2. Current Situation

HR is operating in an approved Interim Structure, put in place following COVID-19.

When COVID-19 commenced, HR was core in supporting the university through the initial critical incident and subsequent critical incident response and recovery management. To do this, HR functions, support and staff needed to be rearranged to meet organisational needs, and, to meet new ways of working. The business partnering model and teams, and, work distribution was not going to be as effective without a change that brought a focus to key tasks and deliverables. A hybrid structure was effected.

The hybrid structure included the disaggregation of the HR Business Partnering teams into different streams of work and with different streams of work leads. The streams approach assisted with focussed work activity around staff strengths which facilitated coordination of work within a smaller number of staff, enabling handover between units more effectively, identifying recurring issues earlier so that these can be addressed, and support prioritisation of other work. Smaller teams also enabled more direct communication and information exchange to the right team as things evolved whilst working remotely.

The hybrid structure demonstrated early signs that it worked better for HR and the needs of users, and brought a focus to work, work outcomes, timeliness and accuracy. As the impact of COVID-19 continued, including the longer term impact in Victoria on staff and HR services, with the agreement of the Chief Operating Officer HR staff were informed that the hybrid structure would continue as an approved Interim Structure until a formal change process occurred in 2021.

HR staff have been working in hybrid or interim structures for now close to 12 months. Since August 2020 HR staff have had formal change to nominated supervisors and placed into identified roles in the interim structure. There were no displaced staff, and no staff member's salary was decreased. Staff

have been expected to work at the level they are paid and have been allocated duties and responsibilities accordingly. Where new roles were proposed, these were advertised and appointments made from current HR staff.

HR staff have provided feedback into the hybrid and Interim Structure.

This Change Plan now seeks to confirm the Interim Structure, with some refinement.

The impact on structure table at 4.1.1 has been simplified and identifies the impact from the current Interim structure operating since August 2020 and what will be in the Draft Change Plan.

Operative HR Structure (including Operating, Overhead, Capital) at August 2020 57.61 FTE

Proposed HR Structure 52 FTE.

3. Changes Proposed

HR Business Partnering Team –

Discontinuation of the four discrete small business partnering teams as these resulted in disproportionate distribution of work; the application of organisational processes duplicated and nuanced to circumstances but implementation impact for other areas in HR and/or inconsistent advice and application of Policy and Procedures; difficulty in maintaining the generalist and specialist HR capability across a broad number of staff affecting services to the university; differing levels of service (over and under servicing); prioritisation of work and accuracy influenced by client as opposed to organisational strategy; too many HR staff involved in resolving an issue.

The work of this team will largely be redirected into areas of focus and renamed to Appointments and Services:

- A small focussed unit on Appointments with a focus on the Framework for Appointments and Appointment management (Policies/Procedures/Recruitment and Selection/outcomes processes/Fixed-term/Relocation and all associated implementation that supports the Employee Lifecycle from Attract and Engage to the six month mark).
- A small focussed unit on Services with a focus on the Service Framework (service catalogue/service system and use/Service Central/Staff Connect and workflow) also with a view to update Policy, Procedure, Guides, Forms, BPA to improve HR services. This work supports the Employee Lifecycle from engagement to separation/re-engagement.
- Both areas significantly connect with work that downflows to HR/Payroll Processes.
- Learning and Development is refocussed with a strengthened approach to developing and overseeing the Framework for Learning and Development (Policies/Procedures integrated with organisational strategy, the Employee Lifecycle and people management practice (including the Progress Plan)), and responsibility for the Organisational Legal/Compliance Framework and integration into position attributes.
- Recruitment Partnering roles are integrated into Appointments Services, or, a dedicated role in International Strategy.
- International Strategy is a new role that focusses on international appointments strategy including the university operations in Rome.
- Superannuation and Salary Packaging is a stand alone role that supports staff from appointment to separation in a changing superannuation context. The key responsibility of the role is to align superannuation records and payroll deductions and salary packaging and payroll deductions, effecting wage trust, and for this reason the position will be relocated from Business Partnering to Workforce Systems and Processes.

Employment Relations and Safety –

This unit continues with minor changes to the structure which increases the FTE to correspond with transferred work from HR Business Partnering and the Office of the Director.

The Employment Relations and Safety unit is responsible for case management which was formerly undertaken by the HR Business Partnering unit, and, triaging and managing Staff Complaints in line with the Staff Complaints Policy formerly undertaken by the Office of the Director, HR. To support this work the unit has been enhanced with specific roles to support the Senior Employment Relations Consultants with preparation of case chronology, maintenance of cases for reporting, preparing materials such as correspondence, responses to applications for unfair dismissal/adverse action, Policy and Procedure amendments, support to the enterprise bargaining process including implementation. These roles provide opportunity for development into specialist/senior Employment Relations roles.

Work, Health and Safety continues to have WHS Officers to support WHS Committees and workers compensation and return to work. An ongoing WHS Consultant will assist the university progress to ISO 45001 and implements the WHSMS across the university.

Workforce Systems and Processes –

The HR/Payroll Processes area remains similar however work of Payroll teams have become more complex in the context of wage trust and involvement in the efficacy of processes designed to flow into payroll. The area will have a key role in broader audits.

Superannuation and Salary Packaging is relocated into this area to work alongside Payroll and contributes to overall wage trust.

The Reporting Officers, who have responsibility for a range of standard external and internal reports will work along side the Workforce Systems team and report to the Workforce Systems Manager.

The Workforce Systems unit will be led by a Manager with a small team including reporting. The unit will focus on the management of the range of HR systems and their integration as part of the university's systems ecosystem and how HR data is the source of truth for "staff". The Manager role articulates for the university the key contact and relationship to other organisational system administrators. This is a reintroduced role in HR and coincides with the broadening of responsibility of the Associate Director, Workforce Systems and Processes. The unit reduces the FTE of the Workforce Systems Support from 1.6 to 1, and, creates a Workforce Systems Administrator at HEW 8 which provides opportunity for development into senior Workforce Systems Administrator.

A new role within this team is the HRIS Strategy Lead and the Workforce and Processes Reporting Coordinator. HR has over the past 5 years been implementing the HRP Project. There is much more to achieve, and this role focusses on leveraging Aurion/Staff Connect implementation to achieve new and modified outcomes including new business cases and projects. A focus is on the improvement program to BPA's, reporting and measures in the Employee Lifecycle, and improved access to Aurion data through easy to deliver report access by supervisors. An additional aspect of these roles is to receive all requests for reporting from HR to properly triage the request and recommend best possible delivery option – this is a new process to receive, design and deliver the platform to support evidence based data to support decision making. These roles will work with the Workforce Systems unit and the Organisational Change and Workforce Strategy unit and the Workplace Experience team to deliver on organisational strategy.

Workplace Experience –

This unit remains similar with a strengthened focus on the Workplace Experience through design and implementation across HR and key stakeholders of the Employee Lifecycle, a focus on receiving and action planning myVoice and other staff surveys, a focus on broader workplace culture through

SAGE/Athena Swan accrediting, Diversity/Inclusion/Gender and the broad policy and procedure framework to support these.

Aboriginal and Torres Strait Employment relocates from the Office of the Director to this unit and this is to provide more support to the role and integration across broader diversity strategy.

Data Analyst roles have been created to support the necessary initiatives within Organisational Change and Workforce Strategy, and, Workplace Experience. As the roles are based in Sydney, they will formally have a reporting line to the National Manager, Workplace Experience, however the roles work to both the National Manager, Workplace Experience, and, National Manager, Organisational Change and Workforce Strategy. The Data Analyst roles also work with the HRIS Strategy Lead to ensure a comprehensive record of how all relevant HR data is used.

Organisational Change and Workforce Strategy –

This unit provides specialised HR services to the university and with a unique focus in higher education. Roles within this area have key capabilities not often fully formed in HR generalist careers. This work was formerly embedded within the HR Business Partnering roles but did not get the necessary focus and therefore outcomes. Workforce Strategy is what drives organisational change in many circumstances and this unit brings focus to developing an in depth understanding of the operations of the university to support alignment of workforce and organisational change with organisational direction. This often requires an in-depth understanding of the workforce and levers to effect workforce change. This area also focuses on the Framework for Leading and Managing Change as well as support to senior executive for senior management and executive employment processes.

4. Impact of Proposed Changes within Organisational Unit

4.1.1 Impact on Staff and Operations

The HR Operating model, that is, the definition of HR work and services within the university’s strategy execution is strengthened by having focused units. The Services Catalogue is easily refined by indicating which unit is the point of escalation following triage through the HR Services team. The user experience is expected to be strengthened through this approach, as is having key units within HR responsible for key measures aligned to the Employee Lifecycle.

The documentation of HR processes through the end to end Employee Lifecycle will assist HR to understand their scope of responsibility and accountability.

The articulation of the focus for each of the HEW Level 9 positions provides them and their team with clarity and the ability to act and be accountable for actions, removing the escalation of transactional matters to higher levels within the structure. Work will need to be done with the management roles to mitigate the risk of siloed actions or without consideration of the broader requirements for prioritisation and for the university.

| PROCESS | TECHNOLOGY |
|--|---|
| <ul style="list-style-type: none"> • Holistic approach taken to appointment of staff • Holistic approach taken to resolving escalated cases/requests through Service Central • Holistic view of the employee record, data creation, data management and reporting • Ongoing review of transactional work to be replaced with minimal or no touch HR process automation | <ul style="list-style-type: none"> • Aurion – leverage HRIS with enhanced interfaces, integration, workflow, surveys, automation, reporting • Staff Connect – maximise user experience through Staff Connect forms/BPA/report delivery • Service Now – maximise user experience through Service Central for HR services and requests (forms) |

- Updated business process mapping aligned to Employee Lifecycle
- Enhancement of services as end to end process is owned within one HR unit.
- Improved clarity of process leading to efficiencies.
- Continuous review and improvement.
- Service Now (IDAM) – maximise user experience through position management (structure, delegations, workflow permissions) Automation
- Processes effected by line management and delegated approvers
- BI for data access and deliver with role based permission

4.1.2 Position Impact

These tables are based on the pre COVID and Interim Structure to the proposed Structure:

| EXISTING POSITIONS | | | | | |
|--|----------------|-----------------------|-----|--|----------------------|
| Title | Classification | Employment Type | FTE | Remains Same/ Similar | To be Disestablished |
| HR Manager, HR Programs | HEW 9 | Fixed-term | 1 | | Yes |
| Senior HR Services Advisor (Projects) | HEW 8 | Fixed-term | 1 | | Yes |
| Project Lead | HEW 8 | Fixed-term | 3 | | Yes |
| Organisational Change Consultant | HEW 8 | Fixed-term | 1 | | Yes |
| Organisational Change Project Team | HEW 7 – 9 | Continuing | 3 | Same / Similar (more Staff than positions available) | Yes |
| Workforce Business Systems Data Analyst | HEW 7 | Continuing Contingent | 2 | | Yes |
| Workforce Systems Administrator | HEW 9 | Continuing | 1 | | Yes |
| Workforce Systems Support | HEW 6 | Continuing | 1 | Same / Similar (more Staff than positions available) | Yes |
| Workplace Experience (formerly Senior HR Officer (Services and Standards) Project Team | HEW 8 | Continuing | 0.8 | | Yes |
| Senior Employment Relations Officer | HEW 9 | Continuing | 0.8 | | Yes |
| Learning and Development (Learning Partner) | HEW 7 | Continuing | 1 | | Yes |
| HR Services (formerly HR Business Partner/HR Business Partner Support) | HEW 6 - 8 | Continuing | 2 | Same / Similar (more Staff than positions available) | Yes |
| Total | | | | | 17.6 FTE |

| POSITIONS TO BE CREATED | | | |
|--|----------------------------------|------------------------|-------------|
| Title | Indicative Classification | Employment Type | FTE |
| Manager, Appointments Management | HEW 9 | Continuing | 1 |
| HR Appointments Consultant | HEW 7 | Continuing | 1 |
| Manager, HR Services | HEW 9 | Continuing | 1 |
| Learning and Development Officer | HEW 6 | Continuing | 0.5 |
| ER - Employment Relations Officer | HEW 7 | Continuing | 1 |
| ER - Employment Relations Consultant | HEW 8 | Continuing | 1 |
| Senior HR Consultant, Workplace Experience | HEW 9 | Continuing | 1 |
| Senior HR Consultant, Organisational Change and Workforce Strategy | HEW 9 | Continuing | 2 |
| Organisational Change and Workforce Strategy Consultant | HEW 8 | Continuing | 1 |
| Workforce Systems Administrator | HEW 8 | Continuing | 1 |
| HR Data Analyst | HEW 8 | Continuing | 1 |
| Workforce and HR Processes Reporting Coordinator | HEW 8 | Continuing | 1 |
| Total | | | 13.5 |

4.1.3 Gender Impact

| POSITION (EXISTING) | | GENDER IMPACT | |
|----------------------------|-------------|----------------------|----------------------|
| Classification | FTE | Impact Male | Impact Female |
| HEW 9 | 2 | 1 | 1 |
| HEW 8 | 7.7 | 2.2 | 5.5 |
| HEW 7 | 2 | 1 | 1 |
| HEW 6 | 2.6 | 1 | 1.6 |
| Total * | 14.3 | 5.2 | 9.1 |

*For the purpose of total what has been included is the affected staff at HEW level and current fraction, duplicated if both a fixed-term and continuing placement. The table excludes positions to discontinue which are vacant.

4.1.3 Potential Benefits for Staff

- Clarity of responsibility
- Ability to focus on a core set of deliverables with responsibility accountability
- Focussed HR careers
- Ability to refine skills and capabilities
- Greater capacity for problem solving, judgement and capacity to act
- Greater capacity to innovate within process and/or service with accountability and responsibility.

4.1.4 Possible Adverse Effects on Staff

- Redundancy – whilst there are more roles than current continuing staff, they are different and/or in specialisations for which staff may not have capability.
- Retraining of affected staff to operate effectively in the role.
- Concerns relating to fit and capability to perform to expectations within the new structure.
- Changes in reporting lines and the establishment of new line manager roles.
- Perceived reduction in status/authority due to changes in structure and position titles.
- Perceived reduction in role satisfaction at ACU.
- Need to adapt to new structures and processes.
- Workload pressure – expectations or perceptions of unrealistic demands and/or complaints by service recipients as service delivery and standards are updated in a lean HR structure/expectation of working at classification level
- Additional potential adverse effects, however, may be raised by staff through the consultation process and these will be addressed.

4.1.5 Suggestions for avoiding or mitigating any potential adverse effects on staff

- Coordination and communication across the manager levels to share expectations of performance, knowledge, discuss and resolve issues
- Early consultation with affected staff about potential redeployment and active management of vacancies to place suitable redeployees;
- Consideration of roles that can be fractional roles which are less than 52 weeks per year and normally semester based;
- Consideration of staff voluntary actions such as:
 - Staff initiated voluntary reduction of fraction
 - Pre-retirement contracts up to a maximum of 2 years and reduction of employment fraction to 0.6 for staff who are eligible to access their superannuation at the end of the contract
- Voluntary Redundancy within identified cohorts of staff where relevant to the effect of this change; and
- Access to the university’s Employee Assistance Program, information and resources to support staff through the change process.

5. Impact of Proposed Changes outside of Organisational Unit

Define impact in terms of people, other stakeholders and delivery of University Services.

| PEOPLE | OTHER STAKEHOLDERS |
|---------------------|--------------------|
| . | Service Central |
| UNIVERSITY SERVICES | |
| | |

5.1 Potential Benefits

Better knowledge sharing and opportunities to resolve more requests at first point of contact

5.2 Possible Adverse Effects

Perception that the removal of the specialist role in HR will affect service relationship

Additional potential adverse effects, however, may be raised by stakeholders through the consultation process and these will be addressed.

5.3 Suggestions for avoiding or mitigating any potential adverse effects on staff

Establish regular contact between Service Central team and HR Services team.

5.4 Action/s to minimise impact on other stakeholders and University services (outside of organisational unit)

6. Placement Process

The implementation of this change will be guided by the following placement principles. These principles seek to transition staff into structures as directly as possible having regard to fairness and equity including the assessment of skills, experience and capabilities for roles. Placement and/or redeployment may occur to a suitable position in any organisational unit across the university.

A Placement Committee will be established to ensure that the principles below are applied in a consistent and transparent manner. Membership will consist of the Director, Human Resources and/or the relevant Associate Director or National Manager, and if required one external member from HR's relevant partner/stakeholder group.

Where a new or vacant position is advertised and invites applicants outside of Human Resources, the University's Recruitment and Selection Policy and Guidelines with respect to selection panel will apply.

Specifically, to this change plan:

1. The current Associate Directors and National Managers (including the National Manager, Organisational Change & Workforce Strategy who is currently placed in the Interim Structure on an interim basis until this Change Plan) will be placed in their role following approval of the Final Change Plan by the Vice-Chancellor;
2. Following the approval of the Final Change Plan advice will be provided to each staff member about placement. This advice will confirm placement (this occurs if staff are mapped to same or same/similar and where there is a one to one staff to position relationship), or, that staff will be considered for placement through an Expression of Interest process as a result that there are more staff than positions. There is no displacement at this stage.
3. As an initial step and prior to the Expression of Interest process, positions that are 'new' or 'changed significantly', HR staff will be able to make an application for the position. This step will result in staff being placed in new or significantly change roles and subsequently increase the number of staff that can be directly placed prior to an Expression of Interest process due to a reduction in the number of staff for the same or same/similar position.
4. Should staff be advised that they will be considered for placement through an Expression of Interest process, communication will be provided outlining how the placement process applies to them individually.
5. Expression of Interests will be considered by the Placement Committee and will not include interviews other than in exceptional circumstances. A decision will be made on the Expression of Interest and the best possible strengths based placement for HR and the university.
6. Non participation in the Expression of Interest process does not result in non placement. The Placement Committee will continue to assess strengths and decide on placement.
7. At the conclusion of these steps a staff member may result in not being placed and further consultation will occur with the individual in line with the Enterprise Agreement. Should no suitable position be identified following this consultation, notice of redundancy will be issued and the notice period will commence and redeployment will continue to be sought during this period.

The following general principles will apply in the placement process:

1. For the purpose of the placement process, staff will be considered as occupying their substantive position, rather than one for which they are temporarily placed and/or receiving a higher or additional duties allowance.
2. Continuing staff will be considered for placement prior to fixed-term staff or staff engaged through a recruitment agency.
3. A fixed term staff member, if not placed following this placement process will continue for the duration of their current contract.
4. Where a position remains essentially the same or similar, that is, the core activities of the role are consistent; the level of skill and generalist/specialist knowledge and experience is consistent; the position remains the same level; then the current substantive staff member will be mapped and be directly placed and confirmed in the position.
5. Where a position remains essentially the same or similar, that is, the core activities of the role are consistent; the level of skill and generalist/specialist knowledge and experience is consistent; the position remains the same level; but the number of positions are less than the number of staff who are eligible based on same or similar for placement, the position will be filled via an internal Expression of Interest process.
6. Where a position remains essentially the same or similar but loses one level the University will attempt to find a suitable position of equal level for which the incumbent is suitability qualified to perform the duties. If a suitable position cannot be found, the incumbent can be directly placed in the lower level position in line with University policy on salary maintenance.
7. Eligibility Lists will be created at each Expression of Interest process or other recruitment process. The Eligibility List will rank all appointable applicants for a period of six months.
8. Where a staff member is displaced as part of the placement process, the University will seek to redeploy the staff member to a suitable alternative position, in line with the Redeployment, Redundancy and Voluntary Early Retirement Policy. The University reaffirms that consistent with the Policy, redundancy remains the last option.
9. Where a staff member is displaced as part of the placement process, the University may provide notice having the effect of retrenchment in line with the Enterprise Agreement.
10. The University will seek to fill any remaining roles through redeployment in the first instance, following which the University will apply the Recruitment and Selection Policy and Guidelines which includes an internal expression of interest and/or external advertisement.
11. In the event of redeployment, a staff member may be transferred to another University campus at the staff member's request.

7. Organisational Structure

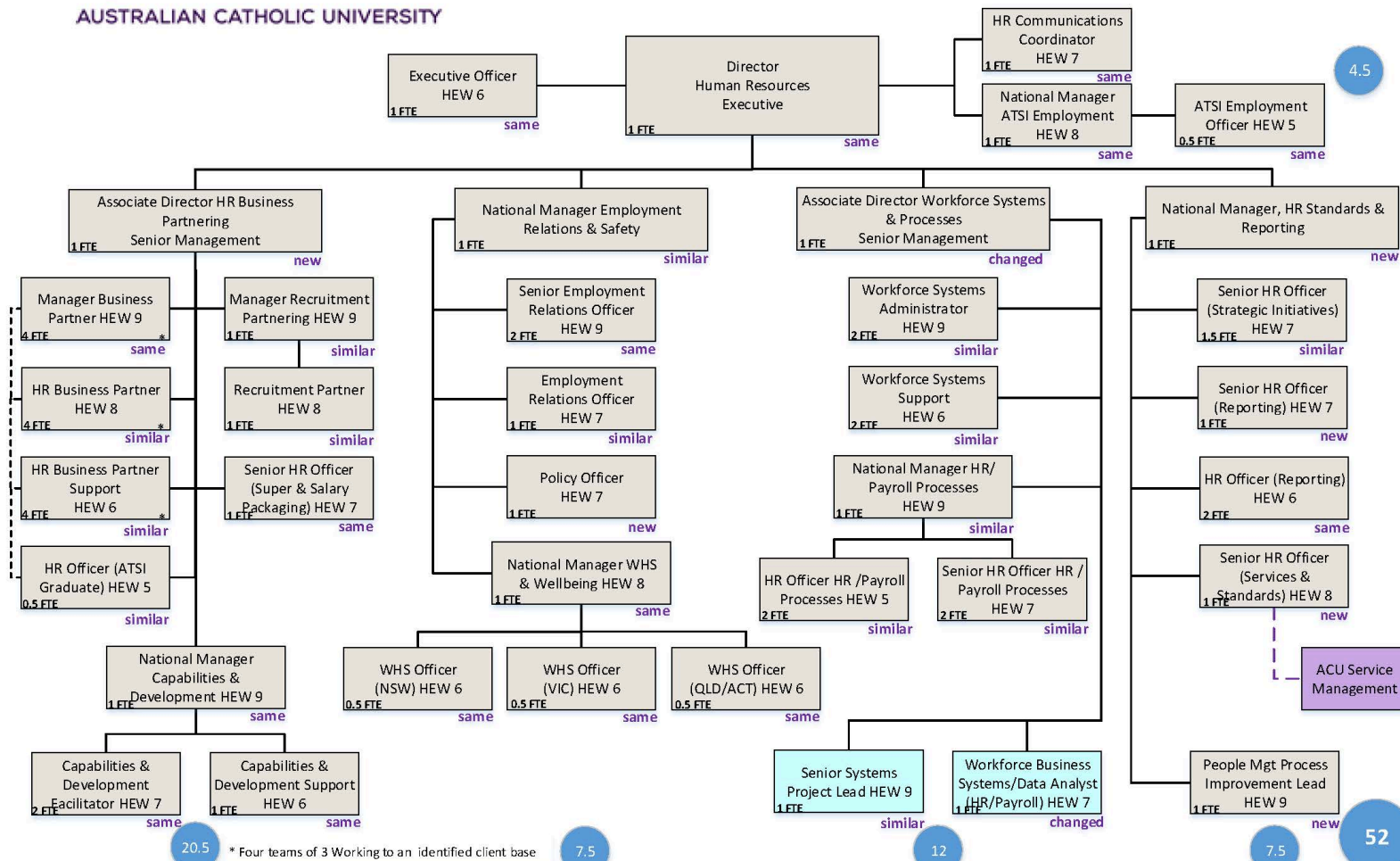
Attached is three organisation charts:

7.1 Current Organisational Chart

HR Structure following MYEFO change commenced in 2018



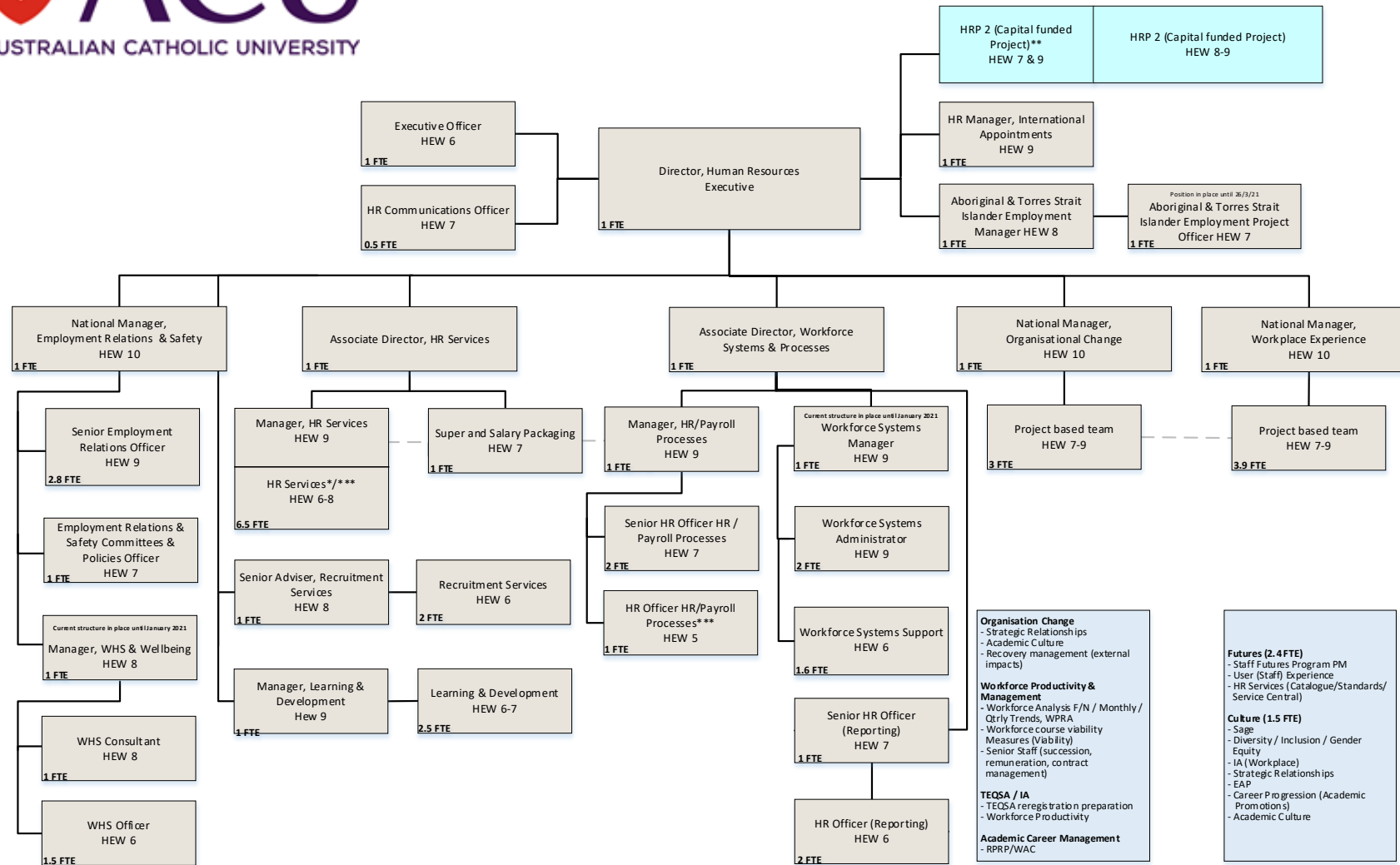
Human Resources – Proposed position alignment 23 January 2018





Human Resources – Interim Organisation Chart

August 2020



* Seek to identify a position
 ** Positions subject to contingency, project funding
 *** Transitional arrangements to 31/12/20 (0.5 HR/Payroll, 0.4 HR Services)

7.2 Proposed Org Chart

Draft 2021 HR Structure

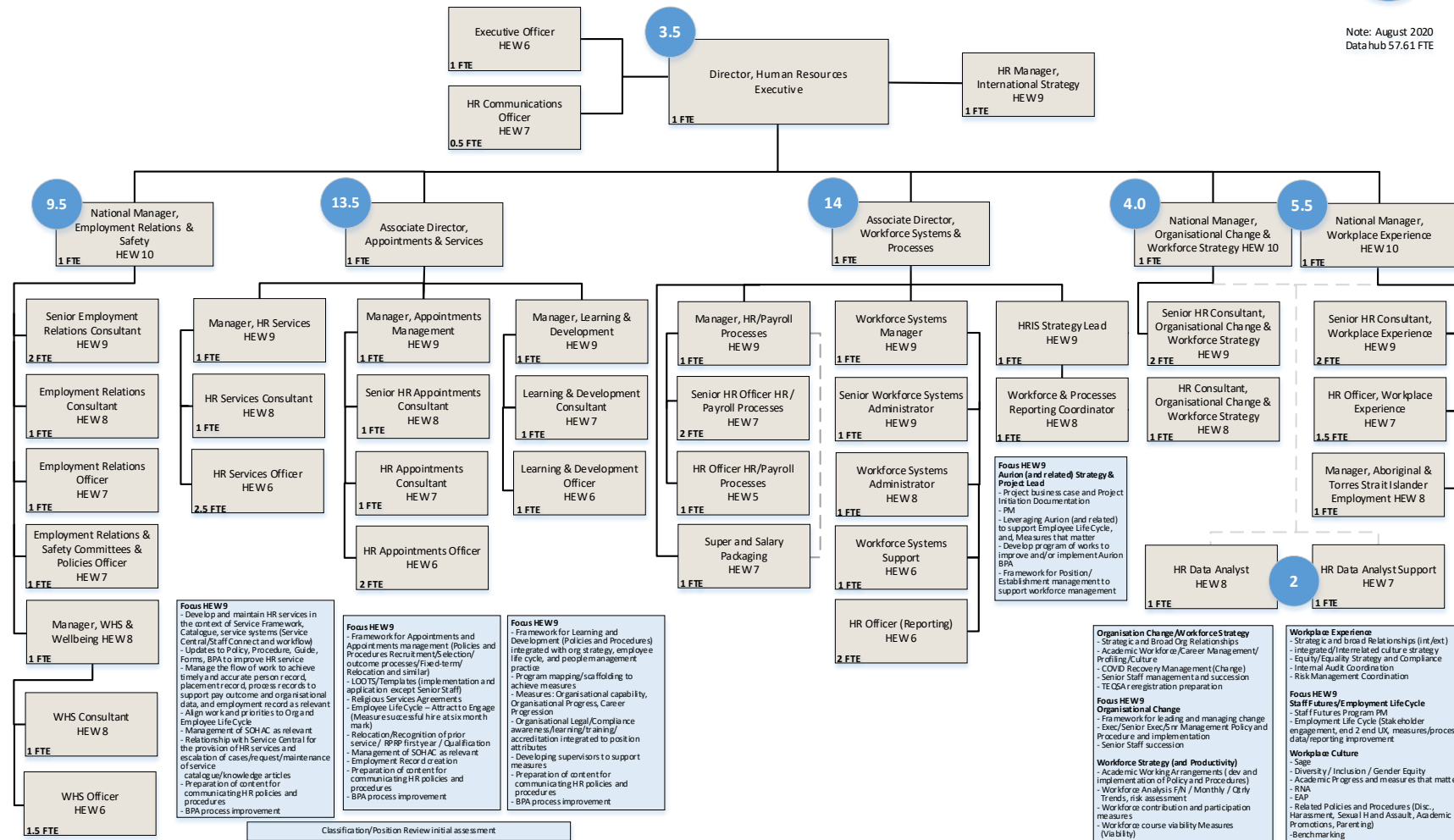


Human Resources – Draft Organisation Chart

February 2021

52

Note: August 2020
Datahub 57.61 FTE



8. Consultation Process

(Note: further changes may be proposed to this section of the document)

This proposal is put forward for the purposes of informing consultation with staff, recognising that the sound management of workplace change is enhanced by the involvement of the staff affected by that change.

A staff member may seek advice or assistance from a representative of their choice throughout the course of discussions and consultation on the change proposal. Such a representative must not be a practising solicitor or barrister.

The Executive Staff member (include position title) will consult with all affected staff, their staff representatives, and the Unions in accordance with the ACU Staff Enterprise Agreement.

Staff (and/or their representatives) may put forward comments for improving the Change Plan or for avoiding or mitigating any potential adverse effects. Following consideration of any input received during the consultation process, the Change Plan will be finalised and submitted for the approval by the relevant officer to proceed to implementation. Staff will be advised of any variations to the change proposal which have arisen from the consultation process.

The consultation process and timelines have been established as follows:

| ACTION | | ANTICIPATED TIMELINE |
|---|----------------------------------|---------------------------|
| Email HR – seek feedback on current Interim Structure, provide high level timeline, provide Draft Structure | DHR | 19/2/2021 |
| Case for Change developed and submitted to VC Advisory Committee (VCAC) | DHR | 2/3/2021 |
| Due date feedback on current Interim Structure | HR | 8/3/2021 |
| VCAC Meeting | VCAC | 9/3/2021 |
| Draft Change Plan developed and in principle endorsement from COO | DHR | 12/3/2021 |
| Release of Draft Change Plan to HR staff and commencement of consultation period | HR | 15/3/2021 |
| Draft Change Plan circulated to ACUSCC and Staff Representatives and Unions | ACUSCC | 15/03/2021 |
| Draft Change Plan circulated to University Consultative Committee (UCC) | UCC | 15/3/2021 |
| Consultation Meeting/s | HR | Week commencing 15/3/2021 |
| Consultation period ends | | 12/4/2021 |
| Consideration of feedback and development of Final Change Plan | DHR | 16/4/2021 |
| Submission of Final Change Plan to COO (Member of Senior Executive) for endorsement | COO | 19/4/2021 |
| Final Change Plan presented to VCP for approval | Vice-Chancellor and President | 20/4/2021 |
| Approved Final Change Plan circulated to: HR staff; ACUSCC; UCC; unions | HR staff / ACUSCC / UCC / unions | 23/4/2021 |

| | | |
|---|--------------------|-----------------------|
| Placement process and/or Recruitment | HR | 23/4/2021 – 28/5/2021 |
| Likely date any notice of redundancy will be issued and commencement of formal redeployment period. | All affected staff | 28/5/2021 |
| Commencement of new structure | HR | 1/6/2021 |