IMPLEMENTATION PLAN
FACILITIES & SERVICES DIVISION

Part 1: Formal Change Process

Background
The charter of Facilities and Services Division ("F&S" or "the Division") is: “To enable academic excellence at ANU through integrated and innovative facilities and project delivery”. F&S supports this objective by providing and supporting the physical environment necessary for the daily operation and strategic advancement of ANU properties and assets through three core functions:

1. Management of new capital works;
2. Management of existing and future space; and
3. Maintenance of campus operations.

The provision and maintenance of high-quality infrastructure is one of the building blocks for success as identified in ANU by 2020. Specific strategic objectives of ANU by 2020 which apply to F&S include:

4. developing a Capital Management Plan to guide the development and maintenance of facilities;
5. planning and lobbying for funds for major infrastructure developments;
6. clearly understanding the long-term maintenance requirements of the ANU property portfolio;
7. maintaining ANU’s strong track record in innovative “green initiatives” and sustainability;
8. enhancing the campus experience for all students;
9. ensuring that ANU Administration works along clear organisational lines, on the basis of clear and efficient policies, procedures, reporting lines and accountabilities.

The F&S Operational Plan 2012-2020 sets out to align F&S structures and activities with these strategic objectives. F&S has been in a process of change for some time, with the stated objective of becoming a “facilities organisation of best practice”. The transition underway aims at shifting F&S from an essentially operational focus to a forward-looking approach, set within a planning framework. An internal ANU Review (May 2012) and a review of F&S Project Delivery Operations by external consultants Paragon (September 2013) produced recommendations which help to guide this process. These reviews can be made available upon request.

This paper outlines a refocusing of the structure and operations of the F&S Division to support current and future challenges.

Note: The recommendations of a review of ANU Security carried out by Adam Gray Consulting (Report of March 2013) will be addressed in a separate change proposal. The review by Xact Consulting for the Implementation of an MMF (January 2013) is currently being considered via a consultation and facilitation process occurring within the Division and involving all Maintenance staff.

Status:
This document is the final version of the formal Change Program for workplace change relating to the restructuring of the Facilities and Services Division.

Notification:
The University has prepared this document to set out its specific Change Program for your information and it is being circulated to:

1. Facilities & Services Staff;
2. Union representatives (NTEU, AMWU, United Voice);
3. Service Division Directors and College General Managers
4. ANU Executive
IMPLEMENTATION PLAN
FACILITIES & SERVICES DIVISION

Part 2: Overview of Consultation Process

This implementation plan for the Facilities and Services Division ("F&S" or "the Division") describes adjustments to the structure of the Division, reporting lines and staffing that, following consultation with affected staff as specified within the ANU Enterprise Agreement (2013-2016 (ANU EA), will be implemented in accordance with the timetables contained in section 5 of this plan.

The Change Program being implemented through this plan is driven by a need to enable F&S to more effectively and efficiently support the goals of the University, acknowledge the expectations of F&S, ensure adequate resources in areas of core business and provide for a more effective structure to allow for succession planning and career advancement.

Adjustments to F&S to refocus the structure and operations of the Division and better support current and future challenges facing the Division and the University were put forward in the Change Proposal and released for consultation on 4 June 2014. The Consultation was open, professional and productive, and submissions and comments were received up until close of business on 18 June 2014. Two directly affected staff requested and were granted an extension in order to make a submission.

General Feedback

During the period of consultation 22 responses were received with 19 from individuals and three from teams. Each formal response was acknowledged by the F&S Director via return email.

Responses were received both from within the Division and from other University stakeholders.

A number of one-on-one and team meetings were held and attended by senior management personnel where requested. These meetings were held to elaborate on the Change Proposal and to answer specific concerns or issues where this was appropriate and possible.

The submissions generally indicated strong support for the proposed changes outlined for the Division including the proposed new structure of the Division and the creation of the identified Portfolios. There was particular commentary and support for the proposed combination of the projects and planning teams within the one portfolio.

Specific Feedback

A small number of F&S personnel raised specific questions and requested meetings to address conditions concerning their individual circumstances and these were held with senior management personnel and were sometimes attended by senior HR representatives also. These staff members were asked to formally respond as to whether or not they wished the meeting content to be considered as formal inputs to the consultation period. Those who confirmed and subsequently submitted their comments and feedback formally were included in the submission numbers above. A number of staff were satisfied that their comments had been addressed and their specific questions had been answered and indicated they did not wish these to be recorded in the formal responses to the Change Proposal

Clarifications

Following a number of formal and informal queries, a clarification email (content copied below) was released during the consultation process addressing:

- Missing appendices (position descriptions)– these were provided
- Definition of a ‘directly affected staff’
- New Gardens and Grounds positions
- Review of casual positions.

Email sent 13 June 2014 to all F&S Staff

SUBJECT: A couple of clarifications post the Release of the draft change proposal of last week

As I mentioned when the Change Proposal was circulated last week, “directly affected” staff members are those who are affected through disestablished positions. I understand we are all affected members so apologise if this caused any confusion during the initial presentation and discussions.
I confirm the existing roles for all directly affected staff members remain in place while this change proposal is being discussed and we are working closely with all directly affected staff members regarding the change proposal and its impact on them.

a) additional Position Descriptions (attached)

b) please note the draft Change proposal notes the establishment of 2 positions in the Gardens and Grounds group. These are 2 positions currently filled by casuals and this recognises the establishment of these roles as permanents - this is not 2 additional positions

c) please note the establishment of the maintenance and admin roles at SSO is as above, i.e., the establishment of 2 permanent roles currently being filled by casuals

d) casual positions review - a number of casual positions are currently filled within the Division. It is intended to review the activities of each of these roles with a view to transfer to fixed term contracts where required or bringing to completion those that require such action due to the finalisation of the tasks allocated. This review will occur in July in conjunction with relevant managers/supervisors and advice and timelines on actions being communicated to all affected casual staff members by the end of July.

For those who would like to access and review the various Division reports referenced in the Change Proposal (Administration Review 2012, Project Delivery Operations - Paragon Report 2013, MMF 2013), please contact Magee or Sophie to arrange a time to review the report/s of interest.

Comments: it has been great to receive your comments and suggestions. Can I please remind you that all comments to be considered in the change proposal must be addressed to fs.director@anu.edu.au. Any comments sent directly to managers need to be clarified as commentary to be included or otherwise. Comments for inclusion are potentially open more widely. Those who have sent comments to other than the fs.director email address you are requested to confirm to the person you addressed them if they are to be included as formal comments or otherwise.

Amendments

The F&S Director, read and addressed all comments and submissions lodged in response to the Change Proposal. Clarification was sought from Senior F&S Management and HRD staff. Subsequent to this review of submissions, the following aspects of the Change Proposal have been adjusted and amended:

- The title General Manager within the ANU context is generally attributed to a College position. The equivalent title in Service Divisions has traditionally been Associate Director. In order to maintain this approach it is determined all F&S General Manager roles will be renamed Associate Director. There is no change to the classification being proposed and they will maintain the level SM3 classification.

- Contracts position – this newly established position will report to the Finance Manager rather than the Associate Director Projects. This will ensure the contracts officer is involved in all contracts across the Division.

- Centralisation of IT – whilst it is agreed that this process will continue to be scoped, negotiated and agreed this will not be finalised until all requirements are confirmed. The Division’s responsibilities around bespoke systems must be carefully considered from a management and resourcing perspective.

- Finalisation of the organisational chart – this has been completed to reflect minor errors and confirm reporting lines. A dotted line between the Space Management Team and Projects has been included. Titles have also been updated where these were incorrectly referred to in the Change Proposal document.

- Communications Officer role – it has been advised and determined the level of ANU05 will likely not attract the skill and experience level required therefore the position description and chart have been amended to reflect a requirement for an ANU6/7 level. This position is responsible for communications activities across the Division and will undertake significant activities in support of the Sustainability team.
IMPLEMENTATION PLAN
FACILITIES & SERVICES DIVISION

Part 3: Rationale for Change

Rationale

The Facilities & Services Division (“F&S” or “the Division”) occupies a unique professional position within the ANU. It provides essential support to the physical environment which enables the University’s teaching, research and administrative functions. Its tasks are wide-ranging, from the management of major construction projects to the provision of security and cleaning services. Funding constraints will reduce the number of capital projects in the coming years, but the ageing infrastructure of ANU means that maintenance requirements will remain a priority for the foreseeable future.

F&S has a broad client base which ranges from students to staff to lease/licence holders to Campus visitors – all who are in a position to observe and comment on the quality of their physical environment. Scrutiny is continual and criticism easily formulated and F&S, and subsequently the ANU, faces a constant risk to its reputation if the support provided does not meet client expectations. Client disappointment has been a recurring issue in reviews of F&S, in particular with regard to “small” projects (defined as costing $2m or less). There is a communication gap regarding the role of F&S, the allocation of responsibilities and the contact points within the Division. There are also gaps in ongoing consultation/information to clients on projects which have direct or associated consequences for them.

The F&S Operational Plan 2012-2020 was developed to align operations with the objectives outlined in ANU by 2020. This Operational Plan presents considerable challenges for F&S, as does the implementation of improvements, adjustments and changes recommended in the reviews mentioned above. Within F&S, there is general acceptance of the need for practical change that is focused to ensure alignment of operations with ANU strategic goals, to remedy underlying problems and to pursue continuous improvement of the standard of operations. There is clear pride among staff in their work and in their identification with ANU which will be important in adapting to reorganised structures and practices. However there is also some dissatisfaction with internal communication within F&S as evidenced by submissions to the reviews mentioned above.

This Change Program has been developed in response to the recommendations outlined through the review process, along with feedback from the F&S staff and client base, all with a view to addressing the challenges facing the Division.

The program to review and reorganise the Division has in part been driven by the Vice-Chancellor’s budget solutions package announced in July 2013 which resulted in a reduction in the operating funds for F&S of approximately 6 per cent.

By the end of 2013, F&S was responsible for delivering savings of 6.7 per cent of its operating funds in accordance with the university’s budget measures, as announced in July 2013.

To enable delivery on identified goals and objectives, a redefinition and regrouping of portfolios across the Division is required. The aim is to enable F&S to develop a more strategic and focused approach to deliver in its areas of responsibility, including infrastructure development, maintenance of facilities, sustainability and generally improving the Campus experience for all who come to the ANU. The new structure for F&S will include four portfolios:

- Projects;
- Maintenance;
- Operations; and
- Corporate & Client Services.

Under this new structure the current Facilities Planning and Facilities Management Portfolios will be removed from the F&S structure.

The newly identified portfolios will be led by four Associate Directors. These positions will report to the Director, Facilities and Services.

The reorganisation of portfolios, along with the new senior management structure aims to enhance the strategic and operational capacity of F&S and to better align services and allocation of staff resources with priorities and workload.

The new structure is also designed to recognise the importance of, and provide focused leadership and management to the significant functional units of Projects and Maintenance.
IMPLEMENTATION PLAN
FACILITIES & SERVICES DIVISION

In implementing the new structure a physical relocation of some teams within F&S Portfolios will occur to allow for teams to be located together within the F&S workspaces and to encourage and provide for optimal and productive working environments.

In combining the previously separated functions of project planning and project delivery, F&S is better able to manage and mitigate risks around project delivery, improve efficiencies and provide for an improved client experience. The Project portfolio will be responsible to provide an “end to end” project delivery model and develop a single project management system and reporting process to improve work methods and better inform all stakeholders involved in projects being managed and coordinated by F&S. These developments will reduce the artificial divisions caused by the current disconnect between the planning and delivery stages of projects, which has compromised efficiency and customer relations and created unnecessary tensions around role demarcation.

The combination of the Maintenance and Engineering and Technical Services functions will streamline the management of infrastructure assets and planned and unplanned maintenance requirements and ensure an integrated and consistent approach to the management of these services across the ANU campuses. Maintenance of ANU property and facilities – including development of long term maintenance strategies – is a key deliverable for F&S. This alignment will help to improve the efficiency and timeliness of delivery, as well as clarifying responsibilities and accountability – issues which have generated client dissatisfaction in the past. The Maintenance and Projects portfolios will work closely together on delivery of services, with a remit to improve consistency and efficiency in F&S services. Cost-effectiveness, will be a priority, along with employing best practice procurement procedures and ensuring better coordination of multi-trade projects.

This new structure will address a range of existing challenges for staff, stakeholders and clients. The structure of the management team should improve long-term planning and consistency in service delivery and management practice. The clarification of responsibilities, accompanied by a concerted effort to improve internal and external communication, will assist in improving the experience of F&S external clients and stakeholders, as well as F&S staff, to the benefit of the University.

In the event of a reduction in staff numbers as a result of this Change Program, 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. Any reduction in numbers which do eventuate will be carefully managed and achieved through the following principles and in accordance with the provisions in the Enterprise Agreement:

- Transfer to other positions within the University;
- Natural attrition;
- Negotiated separations;
- Fixed term pre-retirement contracts;
- Voluntary conversion to part-time employment.

Staff redundancies, if unavoidable, will be subject to the University’s Redundancy provisions. The possible effects on existing staff are detailed below, including the suggested transition of staff to the proposed staffing structure.
Part 4: Nature of the Change – New Structure: Facilities and Services

Nature of Change

F&S currently comprises three portfolios – Facilities Management, Facilities Planning and Corporate & Client Services. The new structure will introduce four portfolios of Projects, Maintenance, Operations and Corporate & Client Services which align with the services expected to be delivered by the Division. These portfolios will be led by four Associate Directors - being Associate Director - Projects, Associate Director - Maintenance, Associate Director - Operations and Associate Director - Corporate and Client Services. These four positions will report to the Director, Facilities and Services.

Within this new structure, it is also proposed to reorganise services as follows:

- Strategic Planning will be the responsibility of the Senior Management Team with inputs from discipline areas as required;
- the Projects portfolio will bring together the Planning and Project Delivery functions to form an integrated service team;
- the Maintenance portfolio will bring together the existing Maintenance and Engineering and Technical Services teams;
- the Campaign to Reduce Energy and Water (CREW) will report to the Director for a period of time before being reviewed with an aim to then merge this function into the Sustainability Team; and - the functions of HR will be transferred to the relevant central Division.

The new structure is driven by a need to enable F&S to more effectively and efficiently support the goals of the University, acknowledge the expectations of F&S, ensure adequate resources in areas of core business and provide for a more effective structure to allow for succession planning and career advancement.

The proposed structure aims to:

- Strengthen leadership and facilitate collaboration within and between groups to deliver services through more efficient and effective processes to meet client expectations and institutional requirements;
- Develop better communications within F&S and between F&S and stakeholders;
- Improve service delivery through aligning teams and focusing on core services; and
- Deliver clarification of roles and responsibilities and staff opportunities for career progression.
Facilities and Services Division
Facilities Management – Operations (current)
Facilities and Services Division
Functional Arrangements (new)

- Director
  Facilities and Services

  - Associate Director
    Operations
    - Remote Sites
    - Security
    - Cleaning & Waste Management
    - Gardens & Grounds
    - Sustainability

  - Associate Director
    Projects
    - Planning & Delivery
      (Major)
      (Minor)
      (Program of Works)

  - Associate Director
    Maintenance
    - Maintenance
    - Multi User List (MUL)
    - Maintenance Management Framework (MMF)
    - ETS (incl Asset Management)

  - Associate Director
    Corporate and Client Services
    - Governance & Reporting
    - Finance
    - Administration (incl Executive Support, Parking Functions, Lost Property)
    - Teaching & Learning Commons Support Services (TLCSS)
    - Commercial Services
    - Space Management
    - Communications

Key
- Proposed Reclassification
- Proposed New Position
- Fixed term contract

Projects & Space Management collaboration
Facilities and Services Division
Maintenance (new)

Associate Director
Maintenance

ETS Team Manager
- Mechanical Engineer
- ETS Officer Building
- ETS Officer Hydraulic
- Electrical Engineer
- ETS Officer Fire

BMS Engineer
- BMS Technician
- BMS Technician

Engineering & Technical Services
- BIM Engineer

ETS Officer
- ETS Officer

EOI Process
- Proposed New Position
- Fixed Term Contract

Key
- Proposed New Position
- EOI Process

Maintenance Manager
- Zone 1 Leader
- Zone 2 Leader
- Zone 3 Leader
- Zone 4 Leader
- Zone Leader
- Carpenters

- ETS Team
- Manager

- BMS Engineer
- BMS Technician

Zones
- ETS Officer
- Building
- Hydraulic

- Electrical Engineer
- BMS Technician

- BIM Engineer

- Infrastructure Plumber
- Carpenter
- Painter
- Fitter

- Electrician
- Plumber
- Carpenter
- Painter
- Locksmith

- Test & Tag Officer
- Carpenter

Assistant Scheduler
- Scheduler
- Scheduler

Schedulers
- Scheduler
- Scheduler

- Assistant Scheduler
- Scheduler

- Trades Assistant
- Trades Assistant
- Trades Assistant

- Painters
- Electrician
- Electrician
- Electrician
- Electrician

- Infrastructure Plumber
- Carpenter
- Painter
- Fitter

- Carpenters
- Electrician
- Electrician
- Electrician
- Electrician

- Painter
- Fitter
- Locksmith

- Zoning Leaders
- Painters

- Test & Tag Officer
- Carpenter

- Infrastructure Plumber
- Carpenter
- Painter
- Fitter
# IMPLEMENTATION PLAN
## FACILITIES & SERVICES DIVISION

## Part 5: Implementation Actions

### Overview:
The implementation actions have been structured under the following headings:

- Recruitment
- Facilitation of direct transfers
- Portfolio Workshops and role reviews
- Business Planning
- Team Building
- Change Program Reviews

### Recruitment and associated activities

The Change Program includes the establishment of seven new positions within the Division. The Program also identifies a range of currently vacant positions which will be filled through the implementation of the Program. In addition, there are two positions for which a competitive process will be facilitated to confirm the permanent appointees.

The new and vacant positions will be recruited via competitive recruitment processes and will be advertised both within the ANU community and external to the ANU. There will be an Expression of Interest (for limited internal opportunities) process conducted for the two roles for which the permanent appointee needs to be selected.

The timetable for this recruitment is detailed below.

*The Associate Director – Corporate and Client Services role has been substantively vacant since 9 May 2014. The recruitment for permanent appointment to this role does not form part of the Change Program. The recruitment process for this role is underway with interviews and selection of a preferred candidate expected by the end of July.*

<table>
<thead>
<tr>
<th>Date</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>2-8 July</td>
<td>Release of proposed new position descriptions and their associated classifications and other identified re-classifications to Senior Remunerations Committee and F&amp;S Staffing Committee for review and consideration</td>
</tr>
<tr>
<td>2 July</td>
<td>Opening of EOI (by invitation only) - Project Coordinator, Projects Portfolio</td>
</tr>
<tr>
<td>9 July</td>
<td>Release of advertisement for Associate Director, Projects and Associate Director, Maintenance. This role will be released both internally (ANU wide) and externally.</td>
</tr>
<tr>
<td>9 July</td>
<td>Opening of EOI (by invitation only) –E&amp;TS Team Manager, Maintenance Portfolio</td>
</tr>
<tr>
<td>16 July</td>
<td>Release of advertisement for Grounds Officer (two positions). This will initially be released internally (ANU wide). If the roles are not filled, there will be an external recruitment process.</td>
</tr>
<tr>
<td>16 July</td>
<td>Release of advertisement for Contracts Officer. This will initially be released internally (ANU wide). If the role is not filled, there will be an external recruitment process.</td>
</tr>
<tr>
<td>5 August</td>
<td>Release of advertisement for Communications Officer. This will initially be released internally (ANU wide). If the role is not filled, there will be an external recruitment process.</td>
</tr>
<tr>
<td>11 August</td>
<td>Release of advertisement for Maintenance Officer, SSO. This will initially be released internally (ANU wide). If the role is not filled, there will be an external recruitment process.</td>
</tr>
<tr>
<td>11 August</td>
<td>Release of advertisement for Administration Officer, SSO. This will initially be released internally (ANU wide). If the role is not filled, there will be an external recruitment process.</td>
</tr>
</tbody>
</table>
IMPLEMENTATION PLAN
FACILITIES & SERVICES DIVISION

Facilitation of direct transfers

Following the appointment and commencement of the preferred candidates in each of the Associate Director roles identified as part of the Change Program, the Division will then commence the transition to the new structure of four Portfolios – Maintenance, Projects, Operations and Client and Corporate Services. It will be at this time the various merging of teams (E&TS and Maintenance, Projects and Planning) and the direct transfer of other teams (CREW, Sustainability, Space Management) will occur. For the other identified new roles and related vacancies, those roles will commence upon appointment of preferred candidate.

For the identified direct transfers which are not dependant on the implementation of the new structure, the transition will commence immediately and in consultation with the employee and their current team. This process will allow relevant staff to complete/handover the projects which will remain with their current team and transition to their new team. A review of roles and responsibilities for the direct transfers will be a key aspect of the transition process.

The timetable for the implementation of the Division's new structure is detailed below.

<table>
<thead>
<tr>
<th>Date</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>2-31 July</td>
<td>Implementation of direct transfer of Project Officer from Maintenance to Corporate and Client Services. Role review and implementation plan for Project Officer (WHS) to commence upon transfer. Project Coordinator and ETS Team Manager EOI processes complete.</td>
</tr>
<tr>
<td>15 August</td>
<td>Estimated appointment and commencement date for Associate Director-Corporate and Client Services. This date may change subject to the availability of the preferred candidate.</td>
</tr>
<tr>
<td>1 September</td>
<td>Estimated appointment and commencement date for Associate Director-Projects, Associate Director-Maintenance. This date may change subject to the availability of the preferred candidate.</td>
</tr>
<tr>
<td>1 September</td>
<td>Subject to confirmation of reclassification, commencement of Associate Director-Operations and return to substantive positions for those acting in the current Operations Manager and Sustainability Manager roles</td>
</tr>
<tr>
<td>1 September</td>
<td>New Portfolio structure to commence. This will include official start for merging of E&amp;TS and Maintenance teams, the merging of the Projects and Planning teams, the transfer of the Sustainability team to the Operations Portfolio and the transition of the CREW team to report to the F&amp;S Director.</td>
</tr>
<tr>
<td>From 8 September</td>
<td>Review of physical work locations for Portfolio teams and relocations, as required, to allow for teams to be located together within the F&amp;S workspaces and to encourage and provide for optimal and productive working environments.</td>
</tr>
</tbody>
</table>

Portfolio Workshops

Following the introduction and implementation of the new F&S structure and the commencement of the various Associate Directors, each Portfolio will conduct a series of workshops to look at their areas of responsibility, to review their processes, to identify and record key projects and delivery dates, identify and confirm key stakeholder groups (and their contact details) and, using this information, set the short, medium and long term goals for their Portfolio.

In tandem with these workshops, the Associate Directors will work with each team to complete a review roles and responsibilities within teams to ensure each individual team member has clarity around their role and responsibilities and also understands the role of their colleagues.
IMPLEMENTATION PLAN
FACILITIES & SERVICES DIVISION

The timetable for the Portfolio Workshops is detailed below.

<table>
<thead>
<tr>
<th>Date</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>From 8 September</td>
<td>Portfolio Workshops to commence</td>
</tr>
<tr>
<td>From 8 September</td>
<td>Portfolio review of each role and relevant team responsibilities</td>
</tr>
<tr>
<td>30 September</td>
<td>All role reviews and updates completed. Cross Portfolio briefing and update session for F&amp;S Management group</td>
</tr>
</tbody>
</table>

Business Planning

Following the Portfolio workshops, each Portfolio will then move to look at their Portfolio activities and processes in light of the Division’s short, medium and long term business plans. For the revised structure to be effective, the objectives and processes within each Portfolio need to be aligned and further developed in conjunction with the Division’s business plan. The business plan review and any recommendations which may ensue, will form part of the whole of Division review of activities against the 2014 business plan objectives which will occur in October and November 2014. Each Portfolio will also be asked to contribute to the business planning process for 2015 which is anticipated to commence in November 2015.

The timetable for the Business Planning activities are detailed below.

<table>
<thead>
<tr>
<th>Date</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>26 August</td>
<td>F&amp;S 2014 Business Plan overview presented to and discussed with all F&amp;S Staff (all staff briefing).</td>
</tr>
<tr>
<td>Week commencing 1 September</td>
<td>F&amp;S Director to brief Associate Directors on F&amp;S 2014 Business Plan overview, key outcomes for 2014 and Division and Portfolio priorities for remainder of 2014.</td>
</tr>
<tr>
<td>Week commencing 6 October</td>
<td>Portfolio reviews of F&amp;S business plan and development of key objectives and actions to ensure alignment of Portfolio with Division objectives</td>
</tr>
<tr>
<td>Week commencing 10 November</td>
<td>Business Plan update session for F&amp;S Management group</td>
</tr>
<tr>
<td>Mid-November</td>
<td>2015 Business Planning process to commence</td>
</tr>
</tbody>
</table>

Staff Engagement and Team Building

A key factor which will contribute to the successful implementation of the Change Program and the new structure for the Division will be the F&S team cohesion and culture. An important component of the implementation plan will be specific time and dedicated activities to encourage staff engagement and building of productive and effective working relationships across the Division. Equally important is to monitor and ask staff for feedback which will form part of the Change Program review process.
The timetable for the Staff engagement and team building activities are detailed below.

<table>
<thead>
<tr>
<th>Date</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>November 2014</td>
<td>A program of team building activities across the Division. This will include important professional development opportunities and also opportunities for Division employees to interact and work with each other on some specific activities which will assist to build and further develop productive and effective working relationships.</td>
</tr>
<tr>
<td>December 2014</td>
<td>Staff Survey to be conducted to gauge staff views on implementation of Change Program and to gauge staff satisfaction working within the new F&amp;S Structure.</td>
</tr>
<tr>
<td>May 2015</td>
<td>Follow up Staff Survey to gauge staff views on implementation of Change Program and to gauge staff satisfaction working within the new F&amp;S Structure.</td>
</tr>
</tbody>
</table>

**Change Program Reviews**

The Change Program and its implementation will be reviewed periodically to ensure objectives are being achieved and the expected outcomes from the Program are being realised. The reviews will be open and transparent and shared across the Division along with other stakeholders in the University community.

The timetable for the Change Program Reviews are detailed below.

<table>
<thead>
<tr>
<th>Date</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>28 November 2014</td>
<td>Formal review of Change Program implementation. Update to F&amp;S Staff at December 2014 all staff briefing</td>
</tr>
<tr>
<td>27 February 2015</td>
<td>Formal review of Change Program implementation. Update to include feedback from December 2014 staff survey and update to be circulated to all F&amp;S Staff by 31 March 2015</td>
</tr>
<tr>
<td>30 June 2015</td>
<td>Formal review of Change Program implementation. Update to include feedback from May 2015 staff survey and update to be circulated to all F&amp;S Staff by 31 July 2015</td>
</tr>
</tbody>
</table>
IMPLEMENTATION PLAN
FACILITIES & SERVICES DIVISION

Part 6: Possible Effects on Staff

It is foreseeable that the impact of the implementation of the Change Program will involve:

- A change to work practices for existing staff;
- A change in reporting lines for some staff members;
- Establishment of two new senior leadership positions;
- Retitle and reclassification of one senior leadership position; and
- Disestablishment of four positions.

Leadership Staffing Proposed Profile

The proposed new structure will provide strong focused leadership and management to the significant functions of Projects, Maintenance and Operations within the Division.

Under the proposed structure the leadership team in F&S is to be enhanced by the addition of two new roles: Associate Director - Projects and Associate Director - Maintenance (further detail is provided below). Additionally the current Operations Manager role reporting to the Associate Director Facilities Management will be retitled to Associate Director - Operations and it is proposed to reclassify this position consistent with the other Associate Director positions and the responsibilities of the position. The current (vacant) Associate Director - Facilities Management position will be disestablished.

The flatter structure will include the current (but retitled) role of Associate Director-Corporate and Client Services.

- Establishment of Associate Director - Projects, SM3
- Establishment of Associate Director - Maintenance SM3
- Reclassification of Operations Manager to Associate Director - Operations SM3
- Revised title from General Manager, Corporate and Client Services to Associate Director - Corporate and Client Services
- Disestablishment of Associate Director – Facilities Management SM4 – the creation of Associate Director roles has allowed for the allocation of responsibilities from this role to other senior management positions

Facilities Planning

Under this Change Program, the Facilities Planning portfolio will be removed from the F&S structure.

The Space Management function will be separated from the previous Space and Facilities Planning team and will report to the Associate Director - Corporate and Client Services as addressed below in the Corporate and Client Services Portfolio. The Space Management team will continue to work closely with the Projects Portfolio.

The Planning function will merge with the Project Delivery function as addressed below in the Projects Portfolio.

Projects Proposed Profile

Under this Change Program, the Projects Team, the result of the proposed merge of the Planning and Project Delivery functions, will be led by a newly established position, Associate Director - Projects. This team will deliver end-to-end project delivery under a project life-cycle model. The Associate Director - Projects position will provide leadership and direction for the delivery of all projects for F&S – major and minor works of all types.

As identified in the review undertaken by Paragon Project Management the requirement to integrate these portfolios is necessary to enable the more efficient and effective delivery of projects to the University. The effect of the Change Program for the Projects team will be:

- Establishment of Associate Director - Projects SM3
- Disestablishment of 1 Project Officer ANUO 8 – the current and future workload of the Projects team does not require two ANUO 8 positions.
IMPLEMENTATION PLAN
FACILITIES & SERVICES DIVISION

**Maintenance Proposed Profile**

Under this Change Program, the Maintenance team will be led by a newly established position, Associate Director - Maintenance. This position will lead and manage the delivery of all statutory, preventative, and corrective maintenance and also the capital renewal programmes. This position will also have a significant role in supporting the delivery of the Division’s asset management initiatives. The Associate Director - Maintenance will work with a new structure with the proposed merging of the current separate being the Maintenance and Engineering and Technical Services (ETS) teams. The Associate Director - Maintenance will have two direct reports, a Maintenance Manager and ETS Team Manager. The ETS Team Manager role will not be an additional role but rather a responsibility which will be open to all current ETS team members. An EOI, interview and selection process will be conducted for this role. In consideration of the facilitation of the MMF implementation over the next 12 months no other changes will occur within this department under this Change Program.

The effect of the Change Program for the Maintenance team will be:

- Establishment of Associate Director – Maintenance SM3
- Establishment of ETS Team Manager SM1
- Disestablishment of Asset Manager SM2 – the creation of the Associate Director - Maintenance role will absorb the responsibilities of this role and ensure integration of the Asset and Maintenance functions.

**Operations Proposed Profile**

Under this Change Program, the Operations team will be led by the Associate Director - Operations. This Associate Director - Operations role will be responsible for the delivery of relevant services and functions within a client focus framework.

Under this Change Program, the Sustainability team will become part of the Operations Portfolio and will remain focused on the management and delivery of the sustainability initiatives and requirements for all campuses. The Campaign to Reduce Energy & Water (CREW), and its associated team members, will separate from the Sustainability team and report directly to the Director. This will be reviewed within 12 months with the aim of this function returning to the Sustainability Group.

Under this Change Program, the establishment of new positions within the Gardens and Grounds team and at the Siding Springs Observatory remote sites will address the ongoing long term casual appointment arrangements currently being utilised to assist with resourcing within these operational areas.

There are no changes to the NARU and Kioloa remote sites under this Change Program.

The recommendations of a review of ANU Security will be addressed in a separate Change Proposal.

The effect of the Change Program for the Operations team will be:

- Reclassification of 1 Operations Manager SM2 to Associate Director - Operations SM3
- Establishment of 2 Grounds Officer ANUO3/4 positions
- Establishment of 1 Maintenance Officer (part time) - SSO ANUO3
- Establishment of 1 Administration Officer - SSO ANUO3
- Disestablishment of 1 Manager, Sustainability Landscape Projects ANUO8 – the functions of this role are to be absorbed into the Gardens and Grounds team being the appropriate area to focus on the requirements of the landscape

**Corporate & Client Services Staffing Proposed Profile**

Under this Change Program, the Corporate & Client Services team is proposed to undergo some change in the delivery of services through the change in reporting lines for the HR team which will see the centralisation of the provision of this service.

The Space Management function will be separated from the previous Space and Facilities Planning team and will become part of the Corporate & Client Services portfolio. They will continue to support and work closely with all the portfolios within the Division and also across the broader University community to provide subject matter expertise in the management and allocation of space in line with space policies, procedures and guidelines. Teaching and Learning Commons Support Services (TCLSS) currently have a vacant Facilities Officer position.
IMPLEMENTATION PLAN
FACILITIES & SERVICES DIVISION

This position will not be permanently filled for at least 12 months. The newly established Contracts Officer role will have key responsibility for the ongoing management of F&S contracts, including ensuring they are established to deliver outcomes that effectively meet F&S objectives and University requirements.

Client and Administrative Services (including Parking) and Commercial Services (including Venues and ANU Apartments) will not be affected by this Change Program.

An additional reporting function to this position will be the Projects Officer (Maintenance) and Communications Officer (Sustainability) position. Both of these positions are regarded as critical in the Division improving its service delivery and compliance.

The delivery of IT services for the Division and integration with the ITS Division is under review and will be addressed in a separate Change Program.

The effect of the Change Program for the Corporate & Client Services team will be:

- Establishment of Contracts Officer ANUO 6/7 with a focus across the Division
- Transfer of Project Officer ANUO 5 from Maintenance to Corporate and Client Services with a focus on Work, Health and Safety across the Division;
- Transfer and reclassification of Communications Officer ANUO 6/7 from Sustainability to Corporate and Client Services with a focus across the Division. This role is currently vacant.
- Transfer of Human Resources staff to the Human Resources Division

Casual Roles

A number of positions currently filled by casual employees have been identified as positions to be established as permanent or contract positions.

It should also be noted that a number of casual roles within the Division will be reviewed as a procedural outcome of this Change Program.

Transition of Staff to the new Staffing Structure

It is envisaged that the finalisation and implementation of the new structure will be undertaken through a number of phases.

Phase 1 – Finalise position descriptions

Proposed position descriptions will be reviewed through Staffing Committee and Senior Management Remuneration Committee. The proposed reclassifications will also be reviewed through the Staffing Committee and Senior Management Remuneration Committee (as appropriate). Positions and personnel affected by these processes will continue to perform their position duties at level until this process is complete.

Dependent on the ability to recruit, select and engage personnel to fill the newly proposed leadership roles (Associate Directors) the process may take between 3 and 6 months. These roles will be advertised both internal and external to the University.

Phase 2 – Recruitment

Recruitment for Senior Management positions (Associate Directors) will commence once positions descriptions have been reviewed and approved. It is expected that the recruitment processes will take 3-6 months to finalise.

Direct transfers are proposed to fill some positions and will take place where possible. If direct transfers are not possible, there will be an expression of interest (EOI) process internal to the Division and involving a formal selection process. If the roles are still not filled, the next step will be internal ANU advertising and a formal selection process. If internal processes do not result in appointment, positions will be advertised externally.

EOI processes will be conducted for:

- Project Officer (Projects portfolio)
- ETS Team Manager (Maintenance portfolio)
For proposed new positions, there will be a recruitment process internal to the University and involving a formal selection process. If the roles are still not filled, the next step will be for the positions to be advertised externally. The positions concerned are:

- Administration Officer, SSO, (Operations portfolio)
- Grounds Maintenance, SSO, (Operations portfolio)
- Contracts Officer, (Corporate and Client Services portfolio)
- Communications Officer, (Corporate and Client Services portfolio)
- Grounds Officer (x2), (Operations portfolio)

**Phase 3 – Redeployment**

Staff who are unsuccessful or do not apply for a position will be advised in accordance with clause 58.5 of the ANU Enterprise Agreement that their position is surplus and the formal redeployment processes under clauses 58.7 to 58.14 of the Enterprise Agreement will apply.

Staff whose positions have been identified as surplus will be formally advised in writing as per clause 58.5 of the ANU Enterprise Agreement. Action will be taken to seek to identify suitable alternate positions for such staff or the staff member may seek approval for an early separation.

In accordance with clause 58.8 of the ANU Enterprise Agreement a suitable alternative position means a position which has substantially the same duties, classification level and career standing as the redundant position and for which the staff member currently possesses the skills and experience (or could reasonably be expected to develop the required skills within a limited period) to satisfactorily perform the duties of the position. If the process of identifying suitable positions results in more than one staff member being interested in the position then a selection process will be undertaken for the role based on a standard recruitment process. The assessment will be against the selection criteria for the role. The selection process will be that applicable to a standard process with a formal selection panel formed and assessments made against the position selection criteria.

In accordance with the Enterprise Agreement the staff member that best meets the selection criteria for the position, or could be expected to meet the selection criteria with appropriate training within a reasonable timeframe, will be appointed to the position.

**Phase 4 – Notice of termination due to Redundancy**

Following the twelve (12) week redeployment period, if a staff member is not able to be redeployed, in accordance with clause 58.15 of the ANU Enterprise Agreement the University will notify the affected staff member(s) in writing that his or her position is to be declared redundant and his or her employment may be terminated; the reason for the redundancy; and the time line for this action.

This notification advice will also provide the staff member with at least six (6) weeks formal notice in accordance with clause 58.16 of the ANU Enterprise Agreement that their employment is to be terminated due to redundancy from a specified date. At the discretion of the University payment in lieu of notice may be provided.

The following termination payments will apply to staff made redundant:

- For professional staff a redundancy payment of 3 weeks’ salary for each year of service with a minimum payment of 5 weeks’ pay and maximum of 64 weeks’ pay
- Payment of accrued annual leave and long service leave.
IMPLEMENTATION PLAN
FACILITIES & SERVICES DIVISION

Part 6: The University’s Commitment

The University has prepared this document to set out the specific Change Program and related implementation plan for your information and it is being circulated to:

- Staff directly affected;
- Nominated staff representatives;
- Relevant stakeholders as required;
- Union representatives

Representation

Throughout this process, staff members may be represented, and seek advice or assistance at any time from a person of their choice as outlined in the ANU Staff Representation Procedure which may be accessed at https://policies.anu.edu.au/ppl/document/ANUP_000656

Staff may not request representation by a legal practitioner unless they are directly involved in a formal disciplinary or termination of employment process.

Contacts

The implementation plan will be led by Christine Allard, Director – Facilities & Services Division in consultation with the ANU HR Division

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Contact details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Christine Allard</td>
<td>Director – Facilities &amp; Services</td>
<td>Email: <a href="mailto:fs.director@anu.edu.au">fs.director@anu.edu.au</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Phone: 02 6125 6479</td>
</tr>
<tr>
<td>Melissa Austin</td>
<td>(Acting) Associate Director – HR Division</td>
<td>Email: <a href="mailto:melissa.austin@anu.edu.au">melissa.austin@anu.edu.au</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Phone: 02 6125 0086</td>
</tr>
</tbody>
</table>
IMPLEMENTATION PLAN
FACILITIES & SERVICES DIVISION

<table>
<thead>
<tr>
<th>Attachments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appendix 1: PD Associate Director-Projects</td>
</tr>
<tr>
<td>Appendix 2: PD Associate Director-Maintenance</td>
</tr>
<tr>
<td>Appendix 3: PD Associate Director-Operations</td>
</tr>
<tr>
<td>Appendix 4: PD Contracts Officer</td>
</tr>
<tr>
<td>Appendix 5: PD ETS Team Manager</td>
</tr>
<tr>
<td>Appendix 6: PD Grounds Officer</td>
</tr>
<tr>
<td>Appendix 7: PD Maintenance Officer, SSO</td>
</tr>
<tr>
<td>Appendix 8: PD Administration Officer, SSO</td>
</tr>
</tbody>
</table>

Without Prejudice, Commercial & in Confidence
Position Description

College/Division: Facilities and Services Division
Faculty/School/Centre: Divisional Management
Department/Unit: Projects
Position Title: Associate Director - Projects
Classification: SM3
Position No: tbc
Responsible to: Director, Facilities and Services Division
Number of positions that report to this role: 6-8
Delegation(s) Assigned: ADM MGR (tbc)

PURPOSE STATEMENT:
The Associate Director - Projects will lead and manage planning and delivery of the end to end lifecycle of projects (and associated reporting) at the University including but not limited to all infrastructure, building and refurbishment projects. The Associate Director will also provide leadership in supporting the direction of the Division through continual improvement and change. The Associate Director will have a significant role in supporting the Division’s Operational and Business Plans and facilitating the achievement of the University’s strategic goals as described in the ANU Strategic Plan.

Position Dimension & Relationships:
The mission of the Division of Facilities and Services is to ‘enable academic excellence at the ANU through integrated and innovative facilities and project delivery’.

The Associate Director, under broad direction of the Director, Facilities and Services, will ensure that projects are delivered in a manner consistent with institutional priorities and also within appropriate legislative and statutory frameworks. The Associate Director will also ensure an excellent standard for all aspects of project delivery.

The Associate Director will also provide advice to senior staff across all areas of the University on the planning, delivery and management of projects. The Associate Director will work closely with other members of the Division’s senior management team, heads of Colleges, and other Service Divisions and other significant internal and external stakeholders to develop and apply policies and strategies and to achieve appropriate levels of service delivery.

The position reports to the Director, Facilities and Services.

Role Statement:
- Lead and manage the planning and delivery of the capital works program including projects, construction and contract management for the University and all of its remote sites ensuring that all processes are in compliance with the relevant legislation including occupational health and safety.
- Work in conjunction with Associate Director – Maintenance and other staff as appropriate to monitor and continually improve frameworks, systems and processes for the delivery and management of the infrastructure and assets consistent with the asset cycle model.
- Exercise financial and budgetary controls, including delegations, to ensure capital projects are delivered within agreed budgets for all funding sources.
- Lead, manage and deliver the efficient provision of projects to enhance the student and staff experience.
- Establish and maintain strong working and effective relationships within the Division and with key stakeholders.
- Lead and mentor the Projects team to ensure projects are delivered in a timely and cost effective manner and in accordance with University priorities and budgetary allocations.
- Contribute to the effective management and continuous improvement of the Division, modelling good behaviours and ensuring effective service delivery that meets the requirements of the ANU policies and procedures.
• Play a key role in enabling best business practice/processes, service delivery and implementation of efficient systems.
• Participate in, and when necessary Chair, relevant meetings and Committees both within and outside the ANU.
• Comply with all ANU policies and procedures, and in particular those relating to work health and safety and equal opportunity
• Other duties as required and as consistent with the classification for this position.

SELECTION CRITERIA:

1. Tertiary and Postgraduate qualifications (or equivalent) in a relevant discipline and/or relevant experience and a proven track record in the management of significant projects.
2. An excellent and extensive knowledge and understanding of project management and construction matters including contract management, service delivery and work health and safety, preferably with relevant experience in the higher education sector.
3. Demonstrated ability to assess complex matters and provide authoritative and timely advice to senior managers to ensure the successful delivery of capital and infrastructure projects.
4. Demonstrated ability to engage and influence stakeholders and develop efficient services with a focus on contributing to organisational goals.
5. Ability to communicate effectively, both orally and in writing, to an excellent standard and build and maintain relationships with staff at all levels and with key external bodies.
6. Highly developed problem solving, consultation, interpersonal, reporting, people management and time management skills.
7. Ability to manage and supervise staff and effectively manage resources including budgeting and financial management.
8. Demonstrated high level of achievement in relation to incorporating EO principles into management practices and the capacity to accept devolved responsibility for achievement of equity and diversity strategies.

Delegate Signature: ____________________________ Date: ____________________________
Printed Name: ____________________________ Position: ____________________________

References:

General Staff Classification Descriptors
Academic Minimum Standards
## Position Description

<table>
<thead>
<tr>
<th>College/Division:</th>
<th>Facilities and Services Division</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty/School/Centre:</td>
<td>Divisional Management</td>
</tr>
<tr>
<td>Department/Unit:</td>
<td>Maintenance</td>
</tr>
<tr>
<td>Position Title:</td>
<td>Associate Director - Maintenance</td>
</tr>
<tr>
<td>Classification:</td>
<td>SM3</td>
</tr>
<tr>
<td>Position No:</td>
<td>tbc</td>
</tr>
<tr>
<td>Responsible to:</td>
<td>Director, Facilities and Services Division</td>
</tr>
<tr>
<td>Number of positions that report to this role:</td>
<td>6-8</td>
</tr>
<tr>
<td>Delegation(s) Assigned:</td>
<td>ADM MGR (tbc)</td>
</tr>
</tbody>
</table>

### PURPOSE STATEMENT:

The Associate Director - Maintenance is responsible for the delivery and management of best practice maintenance activities at the ANU. The Associate Director will provide strategic oversight of to the University’s maintenance operations and provide leadership in supporting the Division’s Operational and Business Plans and facilitating the achievement of the University’s strategic goals as described in the ANU Strategic Plan. Additionally, the Associate Director will manage the asset life cycle and asset management plans (AMPs) across the ANU.

### Position Dimension & Relationships:

The mission of the Division of Facilities and Services is to ‘enable academic excellence at the ANU through integrated and innovative facilities and project delivery’.

The Associate Director, under broad direction of the Director, Facilities and Services, will ensure that maintenance, engineering and technical services activities are delivered in a manner consistent with institutional priorities and also within appropriate legislative and statutory frameworks. The Associate Director will also ensure an excellent standard for all aspects of maintenance, engineering and technical services.

The Associate Director will also provide advice to senior staff across all areas of the University on maintenance services and asset life cycle management. The Associate Director will work closely with other members of the Division’s senior management team, heads of Colleges, and other Service Divisions and other significant internal and external stakeholders to develop and apply policies and strategies and to achieve appropriate levels of service delivery.

The position reports to the Director, Facilities and Services.

### Role Statement:

- Lead, manage, review and continually monitor the maintenance and asset management processes ensuring that all maintenance, engineering and technical services activities are undertaken in a risk management framework and comply with all relevant Federal, State and Territory legislation and codes.

- Work in conjunction with Associate Director - Projects and other staff as appropriate to monitor and continually improve frameworks, systems and processes for the delivery and management of the University’s infrastructure and assets consistent with the asset cycle model.

- Exercise financial and budgetary controls, including delegations, to ensure maintenance, engineering and technical services are delivered in accordance with University priorities and within agreed budgets for all funding sources.

- Lead and manage the delivery of efficient maintenance, engineering and technical services to enhance the student and staff experience.

- Establish and maintain strong working and effective relationships within the Division and with key stakeholders.

- Lead and mentor the maintenance and engineering & technical services teams to ensure they operate in a safe, efficient, effective and integrated way and to ensure services are delivered in a timely and cost effective manner.
Contribute to the effective management and continuous improvement of the Division, modelling good behaviours and ensuring effective service delivery that meets the requirements of ANU policies and procedures.

Play a key role in enabling best business practice/processes, service delivery and implementation of efficient systems.

Participate in, and when necessary Chair, relevant meetings and Committees both within and outside the ANU.

Comply with all ANU policies and procedures, and in particular those relating to work health and safety and equal opportunity

Other duties as required and as consistent with the classification for this position.

SELECTION CRITERIA:

1. Tertiary and Postgraduate qualifications (or equivalent) in a relevant discipline and/or relevant experience and a proven track record in the maintenance and asset management.

2. An excellent and extensive knowledge and understanding of contemporary/best practice facilities and maintenance management matters including governance, systems implementation and service delivery, preferably with relevant experience in the higher education sector.

3. Demonstrated ability to assess complex matters and provide authoritative and timely advice to senior managers to ensure the successful delivery of asset management and maintenance services.

4. Demonstrated ability to engage and influence stakeholders and develop efficient services with a focus on contributing to organisational goals.

5. Ability to communicate effectively, both orally and in writing, to an excellent standard and build and maintain relationships with staff at all levels and with key external bodies.

6. Highly developed problem solving, consultation, interpersonal, reporting, people management and time management skills.

7. Ability to manage and supervise staff and effectively manage resources including budgeting and financial management.

8. Demonstrated high level of achievement in relation to incorporating EO principles into management practices and the capacity to accept devolved responsibility for achievement of equity and diversity strategies.

Delegate Signature: 

Date: 

Printed Name: 

Position: 

References:

General Staff Classification Descriptors

Academic Minimum Standards
For assistance please contact HR Division Ph. 6125 3346

Position Description

<table>
<thead>
<tr>
<th>College/Division:</th>
<th>Facilities and Services Division</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty/School/Centre:</td>
<td>Operations</td>
</tr>
<tr>
<td>Position Title:</td>
<td>Associate Director – Operations</td>
</tr>
<tr>
<td>Classification:</td>
<td>SM3</td>
</tr>
<tr>
<td>Position No:</td>
<td>tbc</td>
</tr>
<tr>
<td>Responsible to:</td>
<td>Director, Facilities &amp; Services</td>
</tr>
<tr>
<td>Number of positions that report to this role:</td>
<td>6-8</td>
</tr>
<tr>
<td>Delegation(s) Assigned:</td>
<td>ADM MGR (tbc)</td>
</tr>
</tbody>
</table>

PURPOSE STATEMENT:
The Associate Director - Operations is responsible for leading, managing and coordinating the delivery of operational services within the Division of Facilities and Services. The Associate Director will provide strategic oversight for delivery of Sustainability programs and projects for the University along with strategic oversight of Remote Sites and the functions of Cleaning, Gardens and Grounds and Security for the University. The Associate Director will provide leadership in supporting the Division’s Operational and Business Plans and facilitating the achievement of the University’s strategic goals as described in the ANU Strategic Plan.

Position Dimension & Relationships:
The mission of the Division of Facilities and Services is to ‘enable academic excellence at the ANU through integrated and innovative facilities and project delivery’.

The Associate Director, under broad direction of the Director, Facilities and Services, will ensure the delivery of Sustainability programs and projects for the University. The Associate Director will ensure operational services across the functional areas of Security Services, Gardens and Grounds, Cleaning and Remote Sites (NARU, SSO, KIOLOA and MSO) are delivered in a manner consistent with institutional priorities and also within appropriate legislative and statutory frameworks. The Associate Director will ensure an excellent standard for all aspects of these services.

The Associate Director will also provide advice to senior staff across all areas of the University on operational services relevant to the portfolio. The Associate Director will work closely with other members of the Division’s senior management team, heads of Colleges and other Service Divisions, and other significant internal and external stakeholders to develop and apply policies and strategies and to achieve appropriate levels of service delivery.

The position reports to the Director, Facilities and Services.

Role Statement:
The Associate Director – Operations will have responsibility for:

1. Lead and manage the delivery of the services related to the Portfolio in order to related to the development and implementation of the Divisions’ operational plan and associated documents. Lead a continual review of specific University’s campus services relevant to portfolio areas and implement and coordinate improved outcomes and optimise efficiency.

2. Lead and develop future strategies to manage the ANU campus environment to ensure the continued advancement of the campus experience and to ensure a safe and secure campus environment.

3. Oversee, manage and continually monitor the delivery of Sustainability programs and projects for the University.

4. Lead, manage, review and continually monitor the operations of the Portfolio ensuring that all activities are undertaken in a risk management framework and comply with all relevant Federal, State and Territory legislation and codes.

5. Lead and mentor the operations team to ensure they operate in a safe, efficient, effective and integrated way and to ensure services are delivered in a timely and cost effective manner.
6. Establish and maintain strong working and effective relationships within the Division and with key internal and external stakeholders.

7. Exercise financial and budgetary controls, including relevant delegations, to ensure the services relating to the Portfolio are delivered in accordance with University priorities and within agreed budgets for all funding sources.

8. Contribute to the effective management and continuous improvement of the Division, modelling good behaviours and ensuring effective service delivery that meets the requirements of the ANU policies and procedures.

9. Play a key role in enabling best business practice/processes, service delivery and implementation of efficient systems.

10. Participate in, and when necessary Chair, relevant meetings and Committees both within and outside the ANU.

11. Comply with all ANU policies and procedures, and in particular those relating to work health and safety and equal opportunity

12. Other duties as required and as consistent with the classification for this position.

SELECTION CRITERIA:

1. Tertiary and postgraduate qualifications (or equivalent) in a relevant discipline and/or relevant experience and a proven track record in leading and managing an operational portfolio in a large organisation or similarly complex environment.

2. An excellent and extensive knowledge and understanding of operational matters including governance, systems implementation and service delivery, preferably with relevant experience in the higher education sector.

3. Demonstrated ability to assess complex matters and provide authoritative and timely advice to senior managers to ensure the successful delivery of operational services and campus management.

4. Demonstrated ability to engage and influence stakeholders and develop efficient services with a focus on contributing to organisational goals.

5. Ability to communicate effectively, both orally and in writing, to an excellent standard and build and maintain relationships with staff at all levels and with key external bodies.

6. Demonstrated initiative and ability to think analytically and strategically, solve complex problems and to implement change.

7. Highly developed problem solving, consultation, interpersonal, reporting, people management and time management skills.

8. Ability to manage and supervise staff and effectively manage resources including budgeting and financial management.

9. Demonstrated high level of achievement in relation to incorporating EO principles into management practices and the capacity to accept devolved responsibility for achievement of equity and diversity strategies.

Supervisor Signature:                  Date:

Printed Name:                        Position

References:
General Staff Classification Descriptors
Academic Minimum Standards
Position Description

College/Division: Facilities and Services Division
Faculty/School/Centre: Corporate and Client Services
Department/Unit: Finance
Position Title: Contracts Officer
Classification: ANU Officer Grade 6/7 (Administration)
Position No:
Responsible to: Finance Manager
Number of positions that report to this role: 0
Delegation(s) Assigned: 0

PURPOSE STATEMENT:
The charter of the Division of Facilities and Services (F&S) is to ‘enable academic excellence at the ANU through integrated and innovative facilities and project delivery’.
The Contracts Officer will work in Finance team within the Corporate and Client Services portfolio and support that team in the planning, delivery (and associated reporting) related to projects at the University including but not limited to all infrastructure, building and refurbishment projects. The Contract Officer will play a key role in the ongoing management of F&S contracts, including ensuring they are established to deliver outcomes that effectively meet F&S objectives and University requirements.

Position Dimension & Relationships:
The Contracts Officer will work within a small team and report to the Finance Manager. The Contracts Officer will be required to develop and maintain professional and effective working relationships and be responsive to stakeholders from across the University’s College and Service Divisions, external clients and contractors.
The Contracts Officer, under direction of the Finance Manager will be accountable for the ongoing management of contracts within the Division established to deliver outcomes that effectively meet objectives and business requirements.

Role Statement:
Under the broad direction of the Finance Manager, the Contracts Officer will:
1. Manage new contract implementation, contract transition and existing contracts for goods and services to ensure the delivery of outcomes in line with contract objectives, F&S objectives and broader University requirements.
2. Provide advice and support to the General Manager, Projects and the broader Division regarding contract establishment and management processes including identifying opportunities to improve procurement outcomes, efficiency and value for money.
3. Develop a sound governance and risk management framework for the management of contracts entered into by the Division.
4. Develop, implement and maintain systems, process and frameworks to monitor, review and evaluate contract performance and compliance for the Facilities & Services Division. This includes development and implementation of relevant administrative and records management processes to support the framework.
5. Establish and maintain strong business relationships with stakeholders and suppliers including effectively managing contract enquiries, issues, disputes, variations, risks and undertaking negotiations with suppliers as required.
6. Research and analyse contract related information, including supplier contract reporting, and provide reports regarding contract activity and performance (including F&S reporting) and other contract matters as may be required.
7. Comply with all ANU policies and procedures and in particular those relating to work health and safety and equal opportunity.
8. Other duties as required and as consistent with the classification for this position.
**SELECTION CRITERIA:**

1. Demonstrated experience in a procurement or contract management (or equivalent) role in a capital works, construction or maintenance environment and a good working knowledge of contract management processes and techniques. Relevant tertiary qualifications will be highly regarded.

2. Detailed understanding of compliance, probity and audit requirements and how they relate to commercial contracts. Demonstrated knowledge of legislation, audit regulations, legal obligations and procurement policies relating government and commercial contracts.

3. High level interpersonal skills (written and verbal), including the ability to liaise effectively with a range of stakeholders in providing expert contract management advice to enable achievement of desired outcomes and the demonstrated ability to undertake negotiations with suppliers in the resolution of disputes.

4. Demonstrated investigative and analytical skills including the ability to use MS Excel, Database and Reporting systems.

5. Ability to review, develop and implement guidelines and operating processes and identify continuous improvement and innovation opportunities in processes to improve effectiveness and efficiency.

6. Demonstrated experience in planning, prioritising and organising work and ability to work as part of a team to deliver project outcomes in order to achieve goals and deadlines.

7. Demonstrated high level of achievement in relation to incorporating EO principles into management practices and the capacity to accept devolved responsibility for achievement of equity and diversity strategies.

**Delegate Signature:**

<table>
<thead>
<tr>
<th>Delected Name:</th>
<th>Date:</th>
</tr>
</thead>
</table>

**Printed Name:**  
**Position:**  
Director, Facilities and Services

**References:**

- General Staff Classification Descriptors
- Academic Minimum Standards
Position Description

<table>
<thead>
<tr>
<th>College/Division:</th>
<th>Facilities and Services Division</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty/School/Centre:</td>
<td>Maintenance</td>
</tr>
<tr>
<td>Department/Unit:</td>
<td>Engineering &amp; Technical Services</td>
</tr>
<tr>
<td>Position Title:</td>
<td>ETS Team Manager</td>
</tr>
<tr>
<td>Classification:</td>
<td>SM1 (Technical)</td>
</tr>
<tr>
<td>Position No:</td>
<td>Tbc</td>
</tr>
<tr>
<td>Responsible to:</td>
<td>Associate Director - Maintenance</td>
</tr>
<tr>
<td>Number of positions that report to this role:</td>
<td>6-8</td>
</tr>
<tr>
<td>Delegation(s) Assigned:</td>
<td>Tbc</td>
</tr>
</tbody>
</table>

PURPOSE STATEMENT:
The mission of the Division of Facilities and Services is to 'enable academic excellence at the ANU through integrated and innovative facilities and project delivery'. The Maintenance Portfolio is responsible for the delivery and management of best practice maintenance activities at the ANU and managing the asset life cycle and asset management plans (AMPs) across the ANU. The Engineering & Technical Services team work within the Maintenance Portfolio and provide specialist advice and technical expertise in the fields of electrical, mechanical and building engineering, fire and building management systems.

Position Dimension & Relationships:
The ETS Team Manager will report to the General Manager (Maintenance) and will be a key member of the leadership group within the Maintenance Portfolio. The team leader will have key responsibility for the line management of the specialist electrical, mechanical and building engineers, fire and the BMS engineer and technicians within the Portfolio.

The ETS Team Manager will ensure that engineering services activities are delivered in a manner consistent with institutional priorities and also within appropriate legislative and statutory frameworks. The Team Manager will also work with the General Manager – Maintenance to ensure an excellent standard for all aspects of the University’s engineering and technical services. The Team Manager will work with Colleges, other Service Divisions and other significant internal and external stakeholders of the University to ensure all engineering and technical services meet requirements and specifications.

Role Statement:
- Lead, manage and coordinate the delivery of engineering and technical components for minor works and back log, statutory and preventative maintenance across ANU sites and assets. This would include liaison and coordination with Maintenance Manager and the maintenance team for provision of these services.
- Provide expert and specialist engineering and technical knowledge to the Division's Senior Management Team and, as required, to relevant College and Service Division personnel and other key University stakeholders to ensure economically feasible and practical solutions for engineering and technical services for the University.
- Manage the E&TS team engineers and technicians including, but not limited to, developing a supportive, encouraging and collegiate team environment, managing workload within the allocated group, identifying training needs, dealing with daily staff matters (attendance, leave, sickness) and conducting annual performance reviews and setting of annual Statements of Expectation.
- Manage and oversee installation, operation and maintenance of engineering and technical services across ANU assets to ensure services are installed and functioning according to specifications. This includes, but is not limited to, briefing consultants and contractors and liaising with clients, local government, statutory authorities and other stakeholders as required on matters associated with engineering services for the University.
- Manage and oversee delivery of engineering & technical services for the University and ensure they are delivered in accordance with University priorities and within agreed budgets.
• Work in conjunction with GM (Maintenance) and Manager (Team Leader) Maintenance and other staff, as appropriate, to deliver and manage the University's infrastructure and assets consistent with the asset cycle model.
• Participate in relevant meetings and Committees within the ANU.
• Comply with all ANU policies and procedures, and in particular those relating to work health and safety and equal opportunity
• Other duties as required and as consistent with the classification for this position.

SELECTION CRITERIA:
1. Tertiary and Postgraduate qualifications (or equivalent) in a relevant discipline and/or relevant experience and a proven track record in the engineering and technical services. Experience in the higher education sector would be highly regarded.
2. Experience and extensive knowledge and understanding of all aspects of building services systems and design and documentation of mechanical, electrical fire and energy management systems.
3. Demonstrated ability assess complex matters and provide authoritative and timely advice to senior managers to ensure the successful delivery of engineering and technical services.
4. Ability to manage and supervise staff and effectively manage resources including budgeting and financial management
5. Demonstrated ability to prepare briefs for engineering consultants, evaluate specification and design documentation from consulting engineers and supervise consulting engineers and/or contractors.
6. Ability to communicate effectively, both orally and in writing, to an excellent standard and build and maintain relationships with staff at all levels and with key external bodies. Experience in communicating and working with statutory authorities and government agencies would be highly regarded.
7. Well-developed problem solving, consultation, interpersonal, reporting, people management and time management skills.
8. Demonstrated high level of achievement in relation to incorporating EO principles into management practices and the capacity to accept devolved responsibility for achievement of equity and diversity strategies.

Delegate Signature: __________________________ Date: _____________
Printed Name: __________________________ Position: Director, Facilities and Services

References:
General Staff Classification Descriptors
Academic Minimum Standards
Position Description

College/Division: Facilities and Services
Faculty/School/Centre: 
Department/Unit: Gardens & Grounds Section
Position Title: Grounds Officer
Classification: ANU Officer 3/4
Position No: 
Responsible to: Manager, Gardens and Grounds

PURPOSE STATEMENT:
The position is responsible with general direction to manage and maintain the landscape presentation and horticultural aspects of a section of the Acton campus or other ANU campus.

KEY ACCOUNTABILITY AREAS:
Position Dimension & Relationships:
The Grounds Officer will carry out general gardening duties. The role requires an experienced horticulturalist with extensive experience in garden maintenance and being responsible for presenting an area of landscape to a high standard. The role also requires demonstrated ability to work individually and as a member of a team with minimal supervision.

Role Statement:
1. Monitor the health and condition of plants, lawns and garden areas and take action to ensure the highest possible standard of presentation achieved, this will include, but not be limited to, the following:
   - Preparing, planting and monitoring new and existing gardens.
   - Use horticultural techniques and/or strategies to effectively nurture plant species or plant communities such as native grasslands.
   - Formative pruning of shrubs and trees, especially newly planted trees.
   - Control of garden weeds and insect pests.
   - Establishing and maintaining both dry land and irrigated grass areas.
   - Programming electronic irrigation controllers.
   - Maintain water features that include biological filters and water plants.
   - Reporting problems or hazards to Garden Supervisor.

2. Monitor the presentation of an area and implement tasks on a daily, weekly, fortnightly or monthly basis to ensure that an area is kept as free as possible from litter and/or organic debris. This will include the following:
   - Cleaning of grated drains and gutters.
   - Removal of gravel and other debris from hard surfaced areas after rain events.
   - The removal and disposal of litter from all areas.
   - The collection and disposal of litter from all areas.

3. Monitor the condition of hard landscape features such as benches, bollards and paved areas, make repairs where possible and report hazards to Garden Supervisor.

4. Mentor and train new staff in grounds maintenance operations in the ANU environment.

5. Operate and maintain vehicles, horticultural machinery and manual equipment to a satisfactory and safe standard according to manufacturer’s recommendations.

6. Comply with all ANU policies and procedures and in particular those relating to work health and safety and equal opportunity.

7. Other duties as consistent with the classification of the position.

Please note that there will be a physical fitness element to this role.
**SELECTION CRITERIA:**

1. A certificate in Horticulture and at least four years experience in horticultural maintenance or an equivalent combination of experience and training.
2. Demonstrated experience in successfully maintaining a specific area of landscape on the ANU campus, or similar horticultural environment.
3. Demonstrated experience in working with others to motivate and develop professional capabilities.
4. Ability to set priorities and perform tasks within agreed timeframes.
5. Hold a class C drivers licence, a chemical application certificate and a chain saw operation certificate.
6. A demonstrated knowledge of equal opportunity principles as they relate to employment.

<table>
<thead>
<tr>
<th>Supervisor Signature:</th>
<th>Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Printed Name:</td>
<td>Date:</td>
</tr>
<tr>
<td>George Abraham</td>
<td>Uni ID:</td>
</tr>
<tr>
<td></td>
<td>U9307529</td>
</tr>
</tbody>
</table>

**References:**

- General Staff Classification Descriptors
- Academic Minimum Standards
Position Description

College/Division: Facilities and Services Division
Faculty/School/Centre: Facilities Management
Department/Unit: Siding Spring Observatory
Position Title: General Assistant
Classification: ANU Officer Grade 3 (Maintenance)

PURPOSE STATEMENT:
The mission of the Facilities and Services Division is to ‘enable academic excellence at the ANU through integrated and innovative facilities and project delivery’. The three key portfolios within the Division are Facilities Planning, Facilities Management, and Corporate and Client Services. The Facilities Management portfolio includes the management of facilities, campus assets and delivery of services at the Siding Spring Observatory campus located in Coonabarabran, NSW. The campus is a multi-million dollar facility and comprises of a Visitors Centre; accommodation; administration, research and residential buildings; as well as the extensive gardens and grounds.

The Division’s maintenance responsibilities include the oversight of minor works, grounds management, general maintenance, fire and bush fire prevention and all site services and utilities. The General Assistant will assist with the maintenance of site buildings, services and utilities.

KEY ACCOUNTABILITY AREAS:
Position Dimension & Relationships:
The General Assistant will work within a small team under the close supervision of the Manager, Site Operations to respond to service requests and to assist other trades and contractors on site. The General Assistant will maintain professional and effective working relationships with team members, contractors and campus tenants.

Role Statement:
Under the general direction of the Manager, Site Operations, the General Assistant will:
1. Carry out minor repairs and maintenance to building, utilities and services on the site as directed.
2. Vehicle and plant maintenance: perform minor service and/or repair on site vehicles, mowers, tractors and small petrol motors.
3. Assist with the implementation of preventative maintenance programs.
4. Assist the external contractor with water supply and treatment.
5. Wash and clean vehicles as required.
6. Hold a current drivers licence.
7. Comply with all ANU policies and procedures, and in particular those relating to work health and safety and equal opportunity.
8. Other duties as consistent with the classification of the position and as directed by the Manager, Site Operations.
SELECTION CRITERIA:
1. Experience in providing minor corrective and preventative maintenance on a wide range of plant, equipment and vehicles. Experience performing general grounds maintenance.
2. Communication skills to provide high quality service to a variety of clients.
3. Ability to work independently or in a team environment to prioritise work and meet deadlines.
4. A demonstrated understanding of equal employment opportunity principles and a commitment to the application of EEO policies in a University context.

<table>
<thead>
<tr>
<th>Supervisor/Delegate Signature:</th>
<th>Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Printed Name:</td>
<td>Uni ID:</td>
</tr>
</tbody>
</table>

References:
- General Staff Classification Descriptors
- Academic Minimum Standards
Position Description

College/Division: Facilities and Services Division
Faculty/School/Centre: Facilities Management
Department/Unit: Siding Spring Observatory
Position Title: Administration Officer
Classification: ANU Officer Grade 3 (Administration)
Position No: 
Responsible to: Manager, Site Operations

PURPOSE STATEMENT:
The mission of the Facilities and Services Division (the Division) is to ‘enable academic excellence at the ANU through integrated and innovative facilities and project delivery’. The four key portfolios within the Division are Projects, Maintenance, Operations and Corporate and Client Services. The Operations portfolio includes the management of facilities, campus assets and delivery of services at the Siding Spring Observatory (SSO) located in Coonabarabran, NSW. The SSO campus is a multi-million dollar facility and comprises of a Visitors Centre; accommodation; administration, research and residential buildings; as well as the extensive gardens and grounds.

The Administration Officer takes responsibility for providing high quality and effective administrative support services to support the Manager, Site Operations and will assist the Manager to ensure the smooth running of the day to day functions of the Siding Spring Observatory.

KEY ACCOUNTABILITY AREAS:
Position Dimension & Relationships:
The Administration Officer will work within a small team and report to the Manager, Site Operations. The Administration Officer will be required to develop and maintain professional and effective working relationships and be responsive to campus tenants such as AAO and RSAA, other Facilities and Services Division staff, external clients and contractors.

The Administration Officer takes responsibility for providing high quality and effective administrative support services to the site, maintaining a strong commitment to high quality customer service. While the role will have specific responsibilities, the Administration Officer will be expected to show initiative and work across a wide range of areas as required, consistent with the classification of the position.

Role Statement:
Under the general direction of the Manager, Site Operations, the Administration Officer will:

1. Act as the first point of contact for the Site by answering and directing all central telephone and email queries. Liaise with SSO, the Division and the wider University staff to respond to general queries and requests in accordance with ANU policies and procedures, and refer complex issues to senior staff as appropriate.
2. Provide administration support as required, including but not limited to assistance with the preparation of correspondence and reports, coordinating and organising meetings, functions and events, effective records management in line with the Division and University protocols, maintaining administrative supplies, photocopying and filing.
3. Carry out secretariat functions for SSO Work Health and Safety Committee and the quarterly SSO Operations meeting including the preparation of agenda, briefing papers, minutes and the coordination of action items.
4. Provide assistance to the Manager, Site Operations with duties relating to the Visitors Centre and accommodation services including but not limited to compiling rosters for the casual staff, purchasing and collecting orders from town, and the selection and purchase of souvenirs.
5. Assist the Division’s Finance team to maintain the Site financials including but not limited to banking and receiving of monies, processing sundry debtor invoices for accommodation and other site charges, processing journal entries and reconciliation of monthly credit card expenditure at the site.
6. Comply with all ANU policies and procedures and in particular those relating to work health and safety and equal opportunity.
7. Other duties as consistent with the classification of the position.
**SELECTION CRITERIA:**

1. Experience and, or relevant training in an administration support role, Year 12 Certificate, Certificate II or equivalent.

2. A high standard of written correspondence with the ability to communicate effectively with a diverse range of people internally and externally to the University. Well-developed information technology skills, including familiarity with the Microsoft Office suite of programs.

3. Demonstrated administrative and organisational skills, including the ability to establish priorities, apply initiative and meet deadlines while maintain accuracy and attention to detail, and working within a small team environment.

4. A demonstrated understanding of equal employment opportunity principles and a commitment to the application of EEO policies in a University context.

<table>
<thead>
<tr>
<th>Supervisor Signature:</th>
<th>Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Printed Name:</th>
<th>Uni ID:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**References:**

- [General Staff Classification Descriptors](#)
- [Academic Minimum Standards](#)