

Growth, Innovation and Opportunity

CDU Realignment Program

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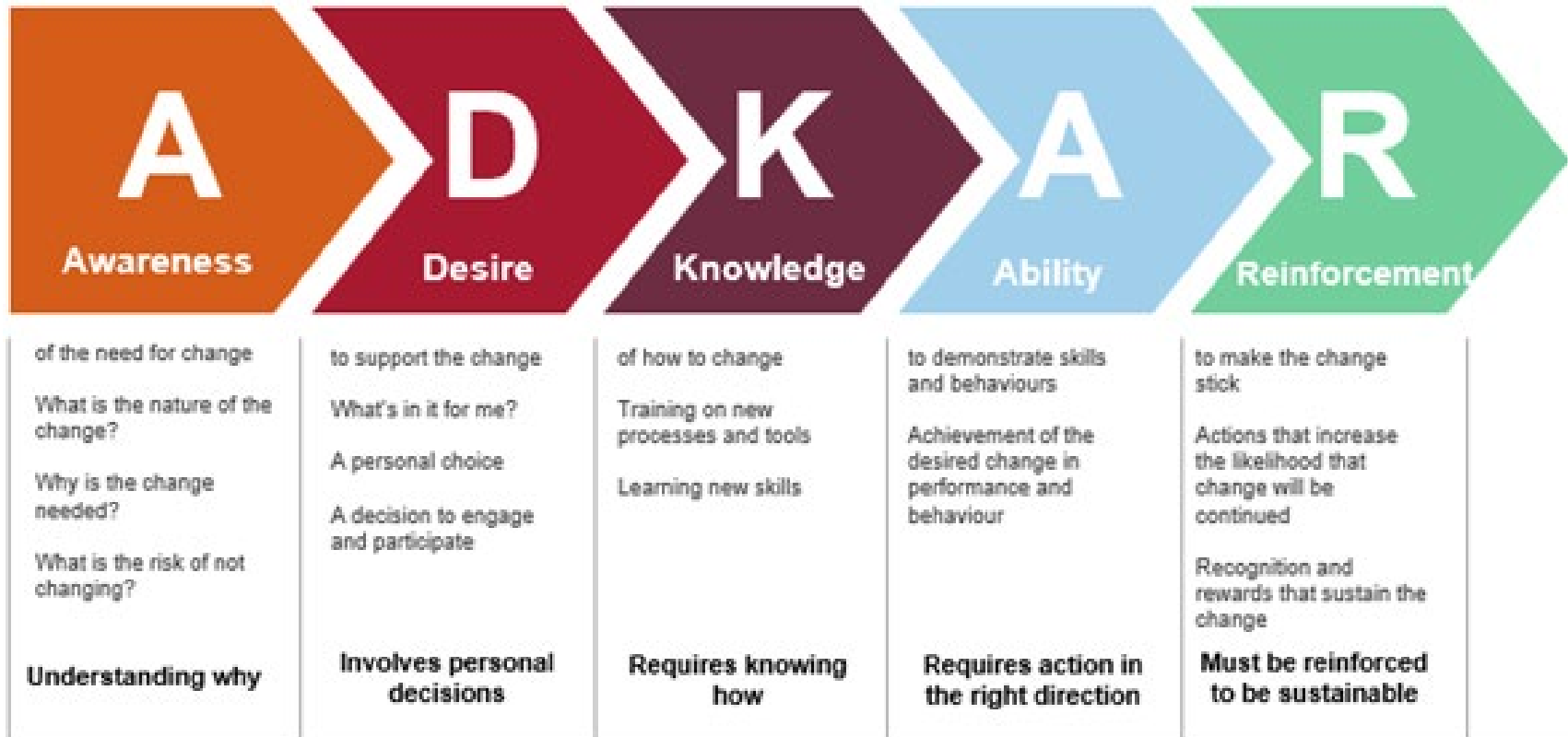
We would like to acknowledge the Muwinina Peoples, the traditional owners and custodians of the land we are meeting on today.

We pay our respect to elders past and present and extend that respect to all First Nations colleagues joining us today.

Session Overview

- Change methodology
- What changed
- Impact to the workforce
- Perceived disadvantages
- Timeline
- Reflection – what worked well
- Hindsight– what we would do differently
- Summary and Questions

Change Model



Values

Underpinning our change management process were the CDU values. We regularly asked ourselves are we demonstrating the values?

- Courage
- Kindness
- Openness
- Innovation
- Leadership

What was changing

- Establishment of TAFE at CDU
- Reconciling from five Colleges to three Faculties –
 - **Faculty of the Arts** - Merging College of Indigenous Futures, Education and the Arts with the Asia Pacific College of Business and Law; and
 - **Faculty of Health** – Merging the College of Nursing and Midwifery with the College of Health and Human Sciences.
 - **Faculty of Science and Technology** - The suitability of the College of Engineering, IT and Environment to merge with another faculty was considered, and this option was not pursued based on feedback received through the informal consultation process and was renamed to reflect core business without VET programs

Impact on the workforce

- This proposal was not motivated by reducing staff numbers or redundancies; it contained no forced redundancies, no reduction in staff numbers and no reduction in any individual's employment level.
- Localised impacts on positions/people were:
 - new reporting lines
 - transfer to a different Faculty
 - position title changes to achieve consistent naming of roles; and
 - change in duties; and
 - A small number of positions will not exist in the new structure, the individuals were offered alternative roles in the structure

Perceived Disadvantages

- Fear of loss of identity and culture of individual faculties
- Concern the voice of all disciplines will not be heard
- Workload models may differ
- Risk of losing pathways from VET to Higher Education
- Research groupings need to be maintained and strengthened
- Loss of pathways between VET and Higher Education (both ways)
- Fear of returning to past models
- Fear of change/job loss/morale

Timeline

Action	Dates	Status
Formal change paper launched	31 October 2022	Completed
Formal consultation period	31 October 2022 – 11 November 2022	Completed
Consideration of feedback	31 October 2022 – 21 November 2022	Completed
Presentation of final change plan	22 November 2022	Completed
Individual staff meetings to discuss impacts	Commence from 22 November 2022	Completed
Confirmation of impacts on individuals		
Stage 1 Implementation	22 November 2022 – 22 December 2022	Completed
Team meetings scheduled		
Handover activities		
Job matching and recruitment		
Planning relocation (if required)		
Stage 2 Implementation	5 December 2022	Ongoing
Deliver an Implementation Plan December 2022 - July 2023 to guide implementation		
Review of change effectiveness	6 months – July 2023	Not commenced
	12 Months – December 2023	

Reflection - what worked well

- Clear vision provided by the VC
- Evidence based decision making
- Strong leadership
- Commitment to consultation
- Regular communications
- Dedicated resources

Hindsight - what we would do differently

- Increased planning time/space to:
 - Cleanse the data – particularly Finance vs P&C data
 - Better set up the background change spreadsheets
 - Better set up before & after organisational charts
 - Align the P&C team to particular aspects of the process

Summary

- The vast majority of the change process went smoothly
- Data is key to success
- Nothing will make up for planning time – take a minute at the beginning to workshop ALL the required information, not just how to make the change happen

Questions and/or Conversation?

