

**Academic Working Arrangements**

***Consultation/Conversation***

***Guide for the management of Staff who may be under load***

**Updated:** April 2021

# *About this Guide*

This guide outlines the key steps in consulting with staff where an academic workload may be under the annual academic workload allocation of 1595 / 1735 hours per year (inclusive of 140 hours of annual leave) – that is under load. This guide has been primarily written for supervisors of academic staff, Heads of School and Executive Deans.

It is important to clarify what is meant by under load – this normally occurs when a staff member, who has the capacity and capability, is not currently at, or able to be allocated a full annual workload allocation (or prorated for part-time or fractional staff members) of 1595 / 1735 hours (inclusive of annual leave). The guide outlines how to prepare and approach the discussion, who is involved, options to explore, approval processes and how discussions and decisions are recorded and implemented.

The guide draws on the same principles of consultation on change where there is an affected staff member and the various policies that guide the development of options for individual staff affected by change, particularly the first three (3) principles of the [Framework for Leading and Managing Change at ACU](https://policies.acu.edu.au/-/media/policies-site/human-resources/framework_for_leading_and_managing_change_160619.pdf?la=en&hash=D8DB29663CA62992CC27C6206A5BB6BD) – Prepare, Plan and Implement.

If you are reading this Guide it is because you are addressing a possible under load situation and the main outcome is the staff member’s security of employment and to achieve the staff member working to the fraction as outlined in their contract of employment. Or, where this may not be possible, to minimise or mitigate the impact of an identified under load situation.

While this guide provides a step-by-step approach, it is important to recognise that each staff member, who may be under load, will have their own set of specific circumstances and may transition through the consultation process in very different ways. Meetings should be tailored to the specific circumstances and the context including the University or individual requirements.

# *Performance Management vs. Under Load*

If following the normal preparation for assigning annual workload you identify that a staff member is not able to be assigned a full annual workload due to a performance issue – i.e., you have work that you could allocate, however you are unable to allocate it to the staff member due to a skill gap or potential performance or behavioural concern, then this Consultation Guide should not be utilised. If the possible reason for an under load situation is a performance concern, please liaise with HR as the [Managing Unsatisfactory Performance Policy](https://policies.acu.edu.au/human-resources/performance_management/managing_staff_performance_guidelines) may apply.

***Context to this Guide - Consultation Definition***

Consultation, as defined in the Australian Catholic University Staff Enterprise Agreement 2017-2021 (the [Agreement](https://staff.acu.edu.au/-/media/staff-site-rte-docs-only/human-resources/enterprise_agreement_2017-2021_-_approved_by_fwc_181218.pdf?la=en&hash=C24AC5C6E0F7C0837355C5C8955FBC9E)), means:

*’ “Consultation” means providing the individual staff member or other relevant person(s) with a bona fide opportunity to influence the decision maker. Consultation is not perfunctory advice on what is to happen, this is a common misconception. Consultation is not a joint decision-making process or even a negative or frustrating barrier to the prerogative of management to make decisions. Consultation allows the decision-making process to be informed.’*

***Approach to Consultation***

In addition, the [Agreement](https://staff.acu.edu.au/-/media/staff-site-rte-docs-only/human-resources/enterprise_agreement_2017-2021_-_approved_by_fwc_181218.pdf?la=en&hash=C24AC5C6E0F7C0837355C5C8955FBC9E) also provides the participative and transparent approach to consultation and change, involving the people who will be affected by the proposed changes:

*‘8.3.1 …the University will notify and consult with the staff members who may be affected by the proposed changes, their staff representatives and the Unions.*

*The University will provide relevant information to the affected staff as part of the consultation process…*

*8.3.2 The University will seek feedback from affected staff and will consider any input from the University workplace community, staff representatives and the Unions when considering change…’*

***Roles and Responsibilities***

There is a consultative approach to change and there is the requirement for affected staff to have an opportunity to influence the final decisions with respect to the impact of the change. For this reason, it is important to identify the key staff involved and their responsibilities in this consultation process.[[1]](#footnote-1)

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| **Who** | **Responsibility** |
| **Staff Member** | * Participate in and contribute to the annual workload discussion; * Work with their nominated supervisor in an attempt to attain full participation and a full annual workload; * Consider and discuss possible options to mitigate/lessen the effect of an under load situation; * Should not unreasonably refuse to participate in the process of consultation and discussion; and * Should not unreasonably decline to accept transfer, redeployment, relocation, training or retraining when relevant. |
| **Nominated supervisor and/or National Head of School** | * Work with staff to achieve full participation and a full annual workload; * Understand the internal and external factors affecting their work area; * Have, or develop a holistic understanding of the workforce and other internal/external factors within their work area that could affect academic workload – i.e. new courses, changed or discontinued courses, previous workload hours/trends; enrolment numbers, staff leave balances; the number of fixed term staff and when fixed term contracts expire, understand the work profile of sessional staff within their work area; identify (in conjunction with the Executive Dean) any opportunities for intra or cross Faculty teaching; * Provide staff with a genuine and open dialogue – i.e., an opportunity to suggest and explore options to mitigate any adverse effect on their employment conditions; and * Take the lead role in implementing any changes with affected staff in consultation with and in conjunction with the Faculty, HR, and Members of the Senior Executive. |
| **Executive Dean** | * Assist nominated supervisors in the management of staff who are under load when required; * Develop an understanding of any possible intra or cross Faculty teaching opportunities and ensure that nominated supervisors are aware of those opportunities; * Consider options proposed by nominated supervisors in regard to altered working arrangements for staff and where necessary endorse options that require approval by the Provost; * Consider and where appropriate approve Teaching and Scholarship of Teaching / Research / Leadership and Service projects for inclusion in annual workloads; * Where necessary and appropriate, work with the Faculty’s Associate Dean Research to identify and provide research understanding/skill development workshops for staff within the Faculty; * Ensure nominated supervisors have, or develop a holistic understanding of the workforce and other internal/external factors within their work area that could affect academic workload – i.e., new courses, changed/discontinued courses, previous workload hours/trends; enrolment numbers; staff leave balances; the number of fixed-term staff and when fixed-term contracts expire; understand the work profile of sessional staff within their work area. |
| **Provost** | * Encourage Executive Deans to develop an understanding of any possible cross Faculty teaching opportunities; * Overview (where necessary) Teaching and Scholarship of Teaching / Research / Leadership and Service projects approved by the Executive Deans; * Receive and review organisational reporting on annual workload allocation across the academic portfolio to identify risks associated with workload allocation and the academic profile and identify and communicate actions to mitigate; * Support and assist the Executive Deans and nominated supervisors in the management of individual staff issues when required; * Consider options proposed by Executive Deans in regard to altered working arrangements for staff and where necessary endorse options (redundancy) that require approval by the Vice Chancellor. |
| **Vice Chancellor** | * Consider and if appropriate approve any redundancy recommendations proposed by a relevant Member of the Senior Executive and the Director HR. |

***Further Assistance***

Further assistance should be referred to senior staff within the Faculty i.e., National Head of School or Executive Dean in the first instance. If further specialist HR advice is required, please contact [Service Central](http://www.acu.edu.au/servicecentral) for referral to Organisational Change and Workforce Strategy team within HR.

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| **Potential Participants** |
| Nominated Supervisor in consultation with National Head of School / Executive Dean and/or HR. |

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| **Purpose** |
| Develop a comprehensive understanding of the current workforce and workforce profile within the work area, and a comprehensive understanding of the employment and workload circumstances of the affected staff member/s – once an under load situation is suspected and/or identified. |

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| **Suggested Approach / Potential Actions** |
| Key considerations when planning for workload discussions:   * An under load situation may occur if the staff member does not reach a full 1595 /1735 workload allocation (inclusive of booked and approved annual leave); * Examine previous workload allocations and profile of staff member/s – what workload elements have made up previous annual workload allocations and have they experienced under load in previous years (why are they under load?); * Know and understand the employment and leave arrangements of the staff – i.e., full-time, part-time, fractional, continuing, or fixed term, their current Academic Career Pathway, probationary terms, leave balances; * Understand the University options outlined in the [Academic Workload Policy](https://policies.acu.edu.au/human-resources/hours_of_workworking_arrangements/workloads_for_academic_staff/academic-workload-policy) where under load may exist: * projects which a staff member can competently perform and contribute to a strategic need; and/or * Teaching into other programs; and/or * A temporary reduction of fraction; and/or * Utilisation of leave entitlements.   For further information on potential shorter – and longer-term options (and their actions) to minimise and/or mitigate the effects of underload – refer to ***Appendix 1***   * Understand the enrolment profile and potential teaching profile/requirements of the School/work area, intra or cross Faculty teaching opportunities; * Profile of staff on fixed term contracts and when these expire; * What work is being undertaken by sessional staff – identify if a reduction in sessional hours would increase available workload within the work area and for the affected staff member; * Teaching and Scholarship of Teaching / Research / Leadership and Service projects – are there any strategic needs for the School or Faculty that would necessitate a project workload and does the affected staff member have the capacity and capability to undertake a project/s? * Are there any units/courses that require review/re-writing? This may provide additional workload opportunities; * ***Suggested approach*** - Develop / complete an *‘Under load Planning Summary’* for each affected staff member/s - refer to ***Appendix 2***.   Documentation tip - *This summary is a key component of the documentation of the consultation / change process.* |

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| **Potential Resources** |
| [Agreement](https://staff.acu.edu.au/-/media/staff-site-rte-docs-only/human-resources/enterprise_agreement_2017-2021_-_approved_by_fwc_181218.pdf?la=en&hash=C24AC5C6E0F7C0837355C5C8955FBC9E), clauses 4.1.1.2 & 5.2  [Academic Workload Policy](https://policies.acu.edu.au/human-resources/hours_of_workworking_arrangements/workloads_for_academic_staff/academic-workload-policy)  [Framework for Leading and Managing Change at ACU](https://policies.acu.edu.au/-/media/policies-site/human-resources/framework_for_leading_and_managing_change_160619.pdf?la=en&hash=D8DB29663CA62992CC27C6206A5BB6BD), clauses 2.1 – 2.2  Leave balances (available from Staff Connect), or leave management report from HR  Fixed term contracts and expiry dates (available from Staff Connect) or a report from HR  Sessional Staff from the Sessional Staff System, or the casual Conversion Dashboard can be discussed with HR  Under load Planning Summary – ***Appendix 2*** |

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**Meeting 1**

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| **Potential Participants** |
| Nominated supervisor and staff member – with option of a support person and HR representative. |

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| **Purpose** |
| Facilitate a genuine two-way conversation where the key issues are identified and discussed and the staff member has the ability to consider and provide input into potential options to mitigate a potential under load situation. |

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| **Suggested Approach / Potential Actions** |
| * Arrange a workload discussion with the staff member. * Contact the staff member via the phone (or Teams call, voice, or video) or in person to advise them that you will be arranging a meeting to discuss their individual contribution and their annual workload allocation;   + Advise the staff member that they are welcome to bring a support person or staff representative to the meeting if they wish, so long as they are not a practicing barrister or solicitor – they just need to let you know if they will be inviting a support person to the meeting;   + Follow up the initial contact with a meeting invitation; * Follow up the contact with an email invitation – similar to the following:   *Dear XXX,*  *Following on from our recent conversation, I have arranged the following time for us to meet to have an initial [or follow up – select as required] meeting to discuss your current individual academic contribution and annual workload.*  *As this is an individual workload discussion as per the Academic Workload Policy, the meeting is currently scheduled for just us {identify the participants, i.e., just nominated supervisor and staff member; or supervisor, HoS and staff member etc.}. However, you are welcome to bring a support person or staff representative to the meeting if you wish, so long as they are not a practicing barrister or solicitor. Please just let me know if you will be inviting a support person to the meeting.*  *Thanks in advance and I will see you on the [date of the meeting].*  *Kind regards,*  Documentation tip - *This email/s is a component of the documentation of the consultation / change process.*   * During the meeting:   + Outline to the staff member that a workload allocation under load exists;   + Identify and discuss with the staff member the possible causes for the under load;   + Discuss whether the under load situation is short term or one-off issue – or a longer-term occurrence. Seek the staff members reaction / feedback on this;   + In your planning, you may have identified short- or long-term options with respect to other work availability -due to fixed term contract(s) expiring or not proceeding with an intended fixed term arrangement, decreasing sessional staff hours or as a result of other staff utilising leave etc. – initiate a discussion with the staff member on potential shorter or longer-term options (as may be applicable);   + Explore any other options the staff member may identify for consideration to address or mitigate/minimise the impact of the under load;   + Ensure the staff member is aware that no decisions or outcomes need to be decided at this initial meeting – the aim of this meeting is to discuss the situation and explore possible options;   + Discuss and potentially identify any particular support that may be required by the staff member to assist them with this process - e.g., EAP Program;   + Ensure the staff member that should they need to, they can suspend the meeting and reschedule for a time when they can bring along a support person;   + Discuss the approach for follow up meeting/s. If not in attendance at the initial meeting, ensure the staff member that they are welcome to invite a support person to the meeting and that a HR representative may also be in attendance to provide support and assistance with the process. Advise the staff member to continue to consider options that could address the under load between meetings – so that options can be further explored at the subsequent meetings;   + ***Suggested approach*** - Capture the key issues of discussion/concerns of the staff member throughout the conversation – refer to the *‘Consultation Meeting Summary’* template in ***Appendix 3***.   Documentation tip - *This summary is a key component of the documentation of the consultation / change process.*   * ***Suggested approach*** - Following the initial (or any subsequent consultation meetings), send a follow up / summary email to the staff member – similar to the following, utilising your notes on the *‘Consultation Meeting Summary’*:   *Dear XXX,*  *Thank you for your participation at our meeting on [insert relevant date].*  *For your records, I just wanted to confirm that during the meeting we touched on and discussed … [note the key discussion points – dot points would be acceptable]*  *We also had initial discussions about the following potential options… [summarise the potential options discussed - dot points would be acceptable]*  *I need to confirm that that no decisions or outcomes have been decided at this time. This is part of a consultation process to explore the issues associated with the identified under load and identify possible solutions.*  *The next meeting is expected to be [enter meeting date – or an expected time frame, e.g., within the next week, two weeks etc.]. You are again welcome to bring a support person or staff representative to the meeting if you wish, so long as they are not a practicing barrister or solicitor. A HR representative may also be in attendance to provide support and assistance with the process Please just let me know if you will be inviting a support person to the meeting.*  *In the interim, could you please continue to consider options that could address the under load prior to our next meeting/s – so that any additional options can be further discussed and explored.*  *I appreciate that talking about change is challenging and can make anyone a little anxious. Please remember, the University’s EAP is conducted by Access Programs and is there as a support - the contact number is 1800 818 728. I also welcome your feedback about what other supports may assist you during this period.*  *Thanks again for your participation.*  *Kind regards,*  Documentation tip - *This email/s is a component of the documentation of the consultation / change process.* |

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| **Potential Resources** |
| [Agreement](https://staff.acu.edu.au/-/media/staff-site-rte-docs-only/human-resources/enterprise_agreement_2017-2021_-_approved_by_fwc_181218.pdf?la=en&hash=C24AC5C6E0F7C0837355C5C8955FBC9E), clauses 4.1.1.1 – 4.1.1.2; 8.3.1 – 8.3.2  [Academic Workload Policy](https://policies.acu.edu.au/human-resources/hours_of_workworking_arrangements/workloads_for_academic_staff/academic-workload-policy), clauses 9 & 11  [Major Change, Notice, Redeployment, Redundancy and Voluntary Retirement Policy](https://policies.acu.edu.au/Human%20Resources/change_management/redeployment_redundancy_and_voluntary_retirement), clauses 2.1; 3 & 4  [Major Change, Notice, Redeployment, Redundancy and Voluntary Retirement Procedure](https://policies.acu.edu.au/human-resources/change_management/major_change_notice_redeployment_redundancy_and_voluntary_retirement_procedure), clauses 3; 3.1 – 3.2 & 3.5  [Framework for Leading and Managing Change at ACU](https://policies.acu.edu.au/-/media/policies-site/human-resources/framework_for_leading_and_managing_change_160619.pdf?la=en&hash=D8DB29663CA62992CC27C6206A5BB6BD), clauses 1.1 – 1.4 & 2.2  Consultation Meeting Summary – ***Appendix 3***;  Info Sheet – role of support staff and representatives |

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**Meeting 2**

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| **Potential Participants** |
| Nominated supervisor and staff member  Support person or staff representative if requested by the staff member  Executive Dean  HR  Provost  Vice Chancellor (possibly) |

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| **Purpose** |
| A considered examination of all potential options that might be available to manage the situation, involving the staff member and their support person/representatives – i.e., all parties have had the opportunity to provide, discuss and consider the options to mitigate the impact of the under load.  Whilst agreement on the recommendations may not always be reached, agreement on the way forward is desired. |

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| **Suggested Approach / Potential Actions** |
| * In consultation with the staff member, further attempt to identify whether the under load is a shorter-term or longer-term/continuing issue, and examine the options to manage the under load; * Whether a shorter-term or longer-term / permanent issue, consideration should first be given to maintaining the staff member’s employment conditions; * If the under load is determined to be a **shorter-term issue**, possible University options could be either **one of or a combination** of the shorter-term options listed in ***Appendix 1.*** * If the under load is determined to be a **longer-term or permanent issue**, please refer to the longer-term options listed in ***Appendix 1.*** * Prepare a recommendation / proposal for the relevant decision maker / approver, outlining the altered working arrangements or changes to the employment arrangements for the staff member to mitigate and/or remedy the impact of the current under load. * Develop   + Following consultation and potentially reaching agreement on a way forward, a recommendation / proposal should be developed for the relevant decision maker / approver. Depending on the actions being proposed, the recommendation could be a memo and the necessary employment variation form. If it is longer-term and/or potentially there is not agreement with the staff member, a change plan may be required (HR would be assisting if this was the case).   However, any recommendation / proposal must include:   * + - A brief summary of the current (under load) situation and brief overview of its causes (background to the situation – useful sources *Planning Summary*, *Consultation Meeting Summary*);     - The effect of the under load on the staff member/s (useful sources *Planning Summary*, *Consultation Meeting Summary*);     - A brief summary of the options that were considered to minimise the effect on the staff member/s, including options suggested by the staff member (useful sources *Consultation Meeting Summary*, any relevant emails);     - The proposed altered working arrangements or changes to the employment arrangements for the staff member/s that are being recommended and the rationale for those recommendations; and     - The anticipated timeline for the implementation of altered working arrangements or changes to the employment arrangements for the staff member/s. * Circulation   + The recommendation / proposal would then be circulated to the staff member/s (and their representatives where appropriate) for their reference. The affected staff member/s is welcome to provide any further comments/suggestions that can be included in the recommendation – however it should be noted that the staff member may not or does not have to agree with the recommendations, but consultation is a requirement. * Approval   + Once the staff member/s have had an opportunity to sight and comment on the recommendation / proposal, it can be forwarded to the relevant decision maker / approver for consideration and potentially approval;   + Most temporary or permanent alterations to working arrangements or conditions of employment should only need to be endorsed and approved by the Executive Dean and/or Provost;   + Any recommendation for disestablishment of a position or redundancy will need to be endorsed by the Executive Dean, Provost and the Director, HR, before being provided to the Vice Chancellor for consideration and possible approval.   Documentation tip - *This Recommendation / Proposal is a key component of the documentation of the consultation / change process.* |

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| **Potential Resources** |
| [Agreement](https://staff.acu.edu.au/-/media/staff-site-rte-docs-only/human-resources/enterprise_agreement_2017-2021_-_approved_by_fwc_181218.pdf?la=en&hash=C24AC5C6E0F7C0837355C5C8955FBC9E), clauses 5.2.4; 8.1.1 – 8.1.4; 8.3.1 - 8.3.2 & 8.5.1 – 8.5.3  [Academic Workload Policy](https://policies.acu.edu.au/human-resources/hours_of_workworking_arrangements/workloads_for_academic_staff/academic-workload-policy), clauses 6.1; 8 – 9 & 11  [Major Change, Notice, Redeployment, Redundancy and Voluntary Retirement Policy](https://policies.acu.edu.au/Human%20Resources/change_management/redeployment_redundancy_and_voluntary_retirement), clauses 2.1 & 3-4  [Major Change, Notice, Redeployment, Redundancy and Voluntary Retirement Procedure](https://policies.acu.edu.au/human-resources/change_management/major_change_notice_redeployment_redundancy_and_voluntary_retirement_procedure), clauses 3; 3.1 – 3.2; 3.5 & 5  [Framework for Leading and Managing Change at ACU](https://policies.acu.edu.au/-/media/policies-site/human-resources/framework_for_leading_and_managing_change_160619.pdf?la=en&hash=D8DB29663CA62992CC27C6206A5BB6BD), clauses 1.1 – 1.4 & 2.2  [Pre-Retirement Agreement Policy](https://policies.acu.edu.au/human%20resources/leaving_acu/pre_retirement_agreement)  [Staff Transfer Policy](https://policies.acu.edu.au/human%20resources/recruitment_and_selection/staff_transfers) |

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| **Potential Participants** |
| Nominated supervisor and staff member  Executive Dean  HR  Provost  Vice Chancellor (possibly) |

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| **Purpose** |
| To ensure that changes in working arrangements or employment conditions are actioned fairly, transparently, timely and in accordance with the Agreement and the relevant policies, and effective implementation of the changed arrangements to ensure that the staff member’s employment records and their electronic records (e.g., Aurion and AWPS) are correct. |

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| **Suggested Approach / Potential Actions** |
| * Following the consultation and exploration of options, the final stage is to implement the required changes to address the under load. * As each situation and case is unique, the list of potential actions (shorter- and longer-term options) identified in ***Appendix 1*** will vary based on the individual staff member’s situation and needs. Your up-line and/or HR are well placed to assist you in implementing the changes that may be required to mitigate the under load situation. * For implementation actions for shorter and longer-term options, please refer to ***Appendix 1***. * ***Suggested approach*** - The Progress Plan and ongoing conversations are useful to monitor the staff member’s progress (with the altered arrangements / conditions) and identifying and providing any support required by the staff member in the transition to the altered arrangements / conditions.   It’s important to ensure that staff members Progress Plan is updated with any changed arrangements, including updated KPIs / goals or key focus areas and/or any development plans. |

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| **Potential Resources** |
| [Agreement](https://staff.acu.edu.au/-/media/staff-site-rte-docs-only/human-resources/enterprise_agreement_2017-2021_-_approved_by_fwc_181218.pdf?la=en&hash=C24AC5C6E0F7C0837355C5C8955FBC9E), clauses 5.2.4.2 -5.2.4.6; 5.2.5.1 – 5.2.5.4; 7.3; 8.3.2 – 8.3.6 & 8.4 – 8.7  [Academic Workload Policy](https://policies.acu.edu.au/human-resources/hours_of_workworking_arrangements/workloads_for_academic_staff/academic-workload-policy), clauses 6.1; 9 & 11  [Major Change, Notice, Redeployment, Redundancy and Voluntary Retirement Policy](https://policies.acu.edu.au/Human%20Resources/change_management/redeployment_redundancy_and_voluntary_retirement), clauses 5-7; 9 - 10  [Major Change, Notice, Redeployment, Redundancy and Voluntary Retirement Procedure](https://policies.acu.edu.au/human-resources/change_management/major_change_notice_redeployment_redundancy_and_voluntary_retirement_procedure), clauses 4 – 9 & 11  [Framework for Leading and Managing Change at ACU](https://policies.acu.edu.au/-/media/policies-site/human-resources/framework_for_leading_and_managing_change_160619.pdf?la=en&hash=D8DB29663CA62992CC27C6206A5BB6BD), clauses 1.1 – 1.5; 2.1 – 2.3  [Pre-Retirement Agreement Policy](https://policies.acu.edu.au/human%20resources/leaving_acu/pre_retirement_agreement)  [Staff Transfer Policy](https://policies.acu.edu.au/human%20resources/recruitment_and_selection/staff_transfers)  Change of Academic Career Pathway – via Staff Connect  Request to Vary – via Staff Connect  Academic Workload Planning System |

***Appendix 1 – Potential Under load options and implementation actions***

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| **Time Frame** | **Options** | **Actions** |
| **Shorter-term** | * *Allocation of projects* – must contribute to a strategic need, as approved by the Executive Dean; and/or | * Recommend relevant projects to the Executive Dean for consideration and potential approval; once approved, ensure approved workload is entered into the AWPS; ensure that staff member’s Progress Plan includes any relevant KPIs / goals / key focus areas, relating to the projects. |
| * *Teaching in to other programs* *or cross teaching* - reallocation of workload within the School/ Faculty or other School /Faculty where relevant. Strategies to support the staff member to teach into other programs such as professional development or updating of discipline knowledge should also be provided where relevant and may require a separate workload allocation and/or; | * Liaise with the relevant Faculty/School to arrange the teaching; ensure that the access to the relevant units is available via the AWPS; establish any cross Faculty/School costing arrangements - this may be in conjunction with the relevant Faculty Finance Managers and Executive Deans. |
| * *A temporary reduction in fraction* – discuss and consider whether a temporary reduction in fraction for a semester or alternative time period would resolve or improve the short-term situation; and/or | * If agreement was reached with a staff member to reduce their fraction for a period of time, ensure a *Request to Vary* (via Staff Connect) is completed, approved, and processed. |
| * *Utilisation of leave entitlements –* managing the leave entitlements (annual and long service) of the affected staff member; or managing excessive leave of another staff member/s within the work area; and/or | * Ensure that staff member has requested their planned leave via Staff Connect. If workload is to be made available via the management of other staff member’s excessive annual or long service leave, ensure that the relevant staff member has also requested leave via Staff Connect. |
| * *Temporary change of Academic Career Pathway –* a temporary change to the staff member’s academic career pathway may result in additional workload elements being available for allocation; and/or | * After consultation / discussion with the staff member (as has occurred in the consultation steps) formally change the Academic Career Pathway via the Staff Connect form; * In addition, if the staff member is still within their probation period, ensure that all probation criteria are still applicable within the new pathway; * If not, as a variation of employment is required, the staff member must agree to the changes to their probation criteria; * If the staff member is willing to accept the amendments to their probation criteria, seek approval from the Executive Dean and Provost for the modification (changed, removed or new); * Once approved, the new offer of employment will be drafted and sent by HR. |
| * *Additional workload availability -* due to other fixed term contract(s) expiring or not proceeding with an intended fixed term arrangement, decreasing sessional staff hours or as a result of other staff utilising leave etc. | * If fixed term staff members are not being offered further contracts, ensure that the FTEAs are actioned in the appropriate time frame to provide the relevant notice periods. |

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| **Time Frame** | **Options** | **Actions** |
| **Longer-term or permanent** | * *Pre-Retirement Agreement* - Depending on the circumstances of the individual staff member, a pre-retirement agreement may be an option for consideration; | * Utilising the [Pre-Retirement Agreement Policy](https://policies.acu.edu.au/human%20resources/leaving_acu/pre_retirement_agreement), in consultation with the staff member, develop the potential altered arrangements for consideration and approval; * If a pre-retirement agreement is the option, ensure that a comprehensive discussion occurs to manage leave balances, as some limitations will apply when the pre-retirement agreement is in place. * Once the pre-retirement agreement details have been approved by the relevant Executive Dean, the new offer of employment will be drafted and sent by HR. |
| * *Change of Academic Career Pathway –* a change to the staff member’s academic career pathway may result in additional workload elements being available for allocation; | * After consultation / discussion with the staff member (as has occurred in the consultation steps) formally change the Academic Career Pathway via the Staff Connect form; * In addition, if the staff member is still within their probation period, ensure that all probation criteria are still applicable within the new pathway; * If not, as a variation of employment is required, the staff member must agree to the changes to their probation criteria; * If the staff member is willing to accept the amendments to their probation criteria, seek approval from the Executive Dean and Provost for the modification (changed, removed or new); * Once approved, the new offer of employment will be drafted and sent by HR. |
| * *Redeployment to another academic or professional staff position* – utilising the University’s change provisions and consultation requirements of the [Agreement](https://staff.acu.edu.au/-/media/staff-site-rte-docs-only/human-resources/enterprise_agreement_2017-2021_-_approved_by_fwc_181218.pdf?la=en&hash=C24AC5C6E0F7C0837355C5C8955FBC9E) and the [Major Change, Notice, Redeployment, Redundancy and Voluntary Retirement Policy](https://policies.acu.edu.au/Human%20Resources/change_management/redeployment_redundancy_and_voluntary_retirement) and [Major Change, Notice, Redeployment, Redundancy and Voluntary Retirement Procedures](https://policies.acu.edu.au/human-resources/change_management/major_change_notice_redeployment_redundancy_and_voluntary_retirement_procedure), identify any available alternative positions within the University that might be aligned to the staff member’s abilities. A Trial Redeployment (under the Policy) may be utilised in the first instance; | * The process would be undertaken in conjunction with HR, your Executive Dean (and other relevant Executive Dean when appropriate) and the Provost utilising the [Major Change, Notice, Redeployment, Redundancy and Voluntary Retirement Policy](https://policies.acu.edu.au/Human%20Resources/change_management/redeployment_redundancy_and_voluntary_retirement) and [Major Change, Notice, Redeployment, Redundancy and Voluntary Retirement Procedures](https://policies.acu.edu.au/human-resources/change_management/major_change_notice_redeployment_redundancy_and_voluntary_retirement_procedure). |
| * *Transfer to another campus* – if additional opportunities were available on another ACU campus, the staff member or the University could examine possible options for a transfer; | * Utilising guidance from the [Staff Transfer Policy](https://policies.acu.edu.au/human%20resources/recruitment_and_selection/staff_transfers) (and potentially HR), a transfer can be initiated via a *Request to Vary* (via Staff Connect). Note – relocation expenses may be considered - if required, they would need the approval of the Executive Dean. |
| * *Permanent fraction reduction* – utilising the change provisions and consultation requirements of the [Agreement](https://staff.acu.edu.au/-/media/staff-site-rte-docs-only/human-resources/enterprise_agreement_2017-2021_-_approved_by_fwc_181218.pdf?la=en&hash=C24AC5C6E0F7C0837355C5C8955FBC9E), a permanent fraction reduction could be negotiated and agreed to mitigate the chance of a redundancy; | * Any permanent change to the staff member’s employment fraction can be enacted via a *Request to Vary* form. |
| * *Redundancy* – if all options have been examined and exhausted and the employment conditions of the staff member cannot be maintained, a recommendation for a redundancy may be developed for the Vice’s Chancellor’s consideration. | * A redundancy can only be approved by the Vice Chancellor. Should a redundancy be required, this process would be undertaken in conjunction with HR, your Executive Dean, the Provost and the Director HR, utilising [Major Change, Notice, Redeployment, Redundancy and Voluntary Retirement Policy](https://policies.acu.edu.au/Human%20Resources/change_management/redeployment_redundancy_and_voluntary_retirement) and [Major Change, Notice, Redeployment, Redundancy and Voluntary Retirement Procedures](https://policies.acu.edu.au/human-resources/change_management/major_change_notice_redeployment_redundancy_and_voluntary_retirement_procedure). |

***Appendix 2 – Suggested approach – Under load Planning Summary***

**Under load Planning Summary**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Title** | |  | | | |
| **Preferred Name** | |  | | | |
| **Surname** | |  | | | |
| **Academic Level** | |  | | | |
| **Academic Career Pathway** | |  | | | |
| **Employment type** *(continuing/fixed term)* | |  | | | |
| **Fraction** *(substantive)* |  | **Current fraction** *(if different)* | |  | |
| **Leave Balances\*** | | **AL** |  | **LSL** |  |

*(\*AL= Annual Leave; LSL= Long Service Leave in hours)*

|  |
| --- |
| **Current Workload Notes** (Staff member)  *(e.g., current and previous workload profile / workload allocations; new or recurring under load; potential issues that may be contributing to under load; etc.)* |
|  |

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| --- |
| **Work area Analysis**  *(e.g., enrolment profile; potential teaching profile requirements; fixed term appointments and end dates; sessional staff use; leave balances and management within the work area; upcoming project opportunities; upcoming unit / courses reviews; intra or cross Faculty teaching; etc.)* |
|  |

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| --- |
| **Key Discussion Points**  *(Outline the key discussion points to be covered during the consultation / discussions with the staff member)* |
|  |

***Appendix 3 – Suggested approach – Consultation Meeting Summary***

**Consultation Meeting Summary**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Title** | |  | | | |
| **Preferred Name** | |  | | | |
| **Surname** | |  | | | |
| **Academic Level** | |  | | | |
| **Academic Career Pathway** | |  | | | |
| **Employment type** *(continuing/fixed term)* | |  | | | |
| **Fraction** *(substantive)* |  | **Current fraction** *(if different)* | |  | |
| **Leave Balances\*** | | **AL** |  | **LSL** |  |

*(\*AL= Annual Leave; LSL= Long Service Leave in hours)*

|  |  |
| --- | --- |
| **Meeting Number** |  |

|  |
| --- |
| **Key Discussion Points**  *(Outline the key discussion points that were covered during the consultation meeting with the staff member)* |
|  |

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| --- |
| **Staff Member’s Key Comments / Suggestions / Concerns**  *(Record the staff member’s key comments / suggestions and any concerns etc.)* |
|  |

|  |
| --- |
| **Potential Options Discussed**  *(Summarise the potential options that were discussed)* |
|  |

|  |
| --- |
| **Next Meeting Arrangements**  *(Approximate time frame for next meeting and potential discussion / continued discussion topics)* |
|  |

1. The ACU Staff Enterprise [Agreement](https://staff.acu.edu.au/-/media/staff-site-rte-docs-only/human-resources/enterprise_agreement_2017-2021_-_approved_by_fwc_181218.pdf?la=en&hash=C24AC5C6E0F7C0837355C5C8955FBC9E) 2017-2021, clauses 4.1.1; 8.1.1-8.1.4; 8.2; 8.3.1-8.3.2 & 8.5.1

   [Academic Workload Policy](https://policies.acu.edu.au/human-resources/hours_of_workworking_arrangements/workloads_for_academic_staff/academic-workload-policy), clauses 9 & 11

   [Major Change, Notice, Redeployment, Redundancy and Voluntary Retirement Policy](https://policies.acu.edu.au/Human%20Resources/change_management/redeployment_redundancy_and_voluntary_retirement), clauses 2.1; 3-4 & 6

   [Major Change, Notice, Redeployment, Redundancy and Voluntary Retirement Procedure](https://policies.acu.edu.au/human-resources/change_management/major_change_notice_redeployment_redundancy_and_voluntary_retirement_procedure), clauses 3; 3.1-3.2; 3.5; 4.1-4.2 & 5

   [Framework for Leading and Managing Change at ACU](https://policies.acu.edu.au/-/media/policies-site/human-resources/framework_for_leading_and_managing_change_160619.pdf?la=en&hash=D8DB29663CA62992CC27C6206A5BB6BD), clauses 1.1; 1.3-1.5 [↑](#footnote-ref-1)