

Change Management Plan Phase B



Division of Global Strategy and Engagement

Prepared By: Professor Robyn McGuiggan
9th March 2015

Change Management Plan Phase B

Approvals

Name	Position	Date
Professor Robyn McGuiggan	Deputy Vice Chancellor	8 th March 2015
Professor Sandra Harding	Vice Chancellor	8 TH March 2015

Distribution List

Name	Position	Organisation
	Divisional Executive Team	DGS&E, JCU
	JCC via HR	All parties
	All affected staff	Division of Global Strategy and Engagement

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1 Purpose

The James Cook University Enterprise Agreement 2013-2016, states in section 51.4.5 that following consultation with staff it will prepare a Change Plan which reflects its decision, taking into account issues and suggestions raised during consultation and communication with stakeholders.

This is the second of two Change Plans to be released for the Division of Global Strategy and Engagement (GS&E). The Change Plan relates to professional and technical staff and leadership positions in the Divisional office and three Directorates.

2 Change Proposal Overview

Following a period of informal consultation, the Deputy Vice Chancellor, GS&E held a Division forum on 1 December 2014, at which time the GS&E Change Management Proposal – Phase 2 was presented.

The presentation and Change Management Proposal paper was emailed to all staff following the forum as well as being made available through the Futures website. As in previous consultation, staff could provide feedback individually, in groups, through their supervisor/Director and/or directly to the DVC. All staff had the opportunity to meet with their Director and/or the DVC if they so wished.

As activities of the Division impact all areas of the University, an email was sent to all members of the Vice Chancellor's Advisory Committee and Directors inviting feedback. The proposal was available to all members of the University through the Futures website. The proposal was also discussed at the JCC meeting on 2 December 2014.

3 Consultation

27 detailed written submissions were received from 30 Division staff:

- 25 individual submissions;
- 1 from group of 3; and
- 1 from group of 2

Submissions were also received from the Chief of Staff office (1), Division of Academic and Student Life (2) and Division of Services and Resources (1).

Directors provided feedback on the proposal to the DVC from their staff based on group and individual meetings. The DVC also received direct feedback through one-on-one and group meetings with directly affected staff.

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4 Issues raised during consultation

The following table provides a summary of the feedback received and management's response and decision.

	Area	Feedback	Decision
General Comments			
1	Inequity of PA and support for Director's between Divisions	External engagement - combine HEWL 4 & PA role into level 5 and have project role sitting separate and reporting to Director	Agreed. HEWL 5 Directorate Support Officer and HEWL 6 Sponsorship and Project Coordinator roles created
2	Most admin roles seem to be downgraded to HEWL 4	Need clearer PDs before this can be established	Agreed, PDs developed and levelled by HR
3	Aboriginal and Torres Strait Islander engagement	Missing from all aspects of the plan and is important considering the Reconciliation statement and action plan	Operational is/will be embedded in all Divisional plans. Division has clear responsibilities under the JCU Reconciliation Action Plan.
4	Naming & levelling of positions	Inconsistent across Division	Revised for consistency and to meet new naming conventions at JCU
5	Roles	Roles with no current incumbent should be available to staff at either Cairns or Townsville	Agreed wherever possible. However a balance needs to be maintained across campuses and some roles require staff across both campuses.
DVC GS&E Division Office			
7	Division Administrative tasks	Identification of a number of tasks currently undertaken that do not appear on any person's activity list	Tasks acknowledged and built into appropriate PDs
8	Special Project Officer/s	How will this work and where will the support for these come from?	The requirement for each fixed term position will be based around the required project. Resources will be sourced from across the university depending on the project. It is envisaged that most project officer

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			positions will be funded through external strategic funding.
9	CRM	Access to CRM must be available to Future Students staff	Agreed. Access will be available across the Division and broader University
<i>Business Development</i>			
10	0.4 Business Development function	<p>Why a F/T position for one Academic Division and 0.4 for the other?</p> <p>Is 0.6 Associate Director, Future Students and the 0.4 position the same person? If so, reporting lines need to be clear</p>	<p>Single Business Development Manager will work across the University. Position will be supported by the Executive Support Officer and Administrative Assistant. Business Development will also be undertaken by Deputy Director, Future Students and Executive Officer. Business development activities are undertaken across the University by senior staff with high level coordination by GSE.</p>
11	Divisional Marketing Coordinator	Coordination of our Division with the Academic Divisions is key. Suggest either a Divisional Marketing Coordinator to assist the Business development Managers with this task, or processes developed so that Divisional Operational Managers work directly with our staff.	Operational. Academic Division Director, Divisional Operations will work directly with GSE staff. Key process mapping will be implemented.
<i>Marketing Directorate</i>			
<i>General</i>			
12	Processes and culture	We need processes developed. Needs to be a culture of trust developed	Operational
13	Conversions	Conversions should sit with Marketing rather than Student Services	Consideration will need to be given to this during the external review of

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			Directorate, Student Services
<i>Market Research</i>			
14	PD development	International should not be lost in the development of this PD	Agreed
<i>International Marketing</i>			
15	Activities currently undertaken by current international web/social media casual officer	Need to ensure these activities have been picked up in PDs of positions in Marketing Directorate	Agreed
<i>Digital Marketing</i>			
16	Web and Social marketing	Should these positions be renamed to digital?	Renamed to Digital Marketing.
17	Activities missing/wrong place	<ul style="list-style-type: none"> ○ Manager, Web & Social Media ○ Web & Social media coordinator ○ Web officer ○ Web assistant description missing ○ Social Media Officer 	<p>Activities missing/in wrong position noted and amended.</p> <p>Digital Marketing Assistant activity description developed and PD developed</p>
18	Social Media roles	These roles need to add training and photography and online design components	Training component added. Positions may contribute to branded graphic design. Photography needs to be professionally executed.
19	Relationship with other areas	<ul style="list-style-type: none"> ○ Clear lines of responsibility needed ○ Manage university wide expectations ○ Budget needs to be adequate 	Operational
20	Daily work on international student websites	Need to ensure these activities are assigned to staff in Marketing Directorate	No, day to day activities will be assigned to International Agent Liaison Officer in Directorate, Future Students
21	Web team	<p>Not enough work for 2.5 FTE, one should be converted to a f/t photographer/ videographer</p> <p>Need another web Officer</p>	<p>Digital Marketing is more than just the Web and Social Media.</p> <p>Team will remain as in the proposal.</p>

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		rather than outsourcing	Photography and videography needs to be professionally done through external expertise.
22	Digital Marketing and advertising	Unclear in the new structure which position will manage digital advertising and marketing	Digital marketing is undertaken as part of broader marketing campaigns. Manager, Campaigns and Events will oversee all marketing campaigns.
<i>Brand and Production</i>			
23	Online content	Will team be responsible for writing online content? If so need a dedicated online content writer	Yes, team will be responsible for writing online content. Content writers will be required to write for all mediums.
24	Communication across Division	Level of effective communication across Division needs improvement	Operational
25	Image Library	Significant work will be needed to develop this, suggest a WIL project	Operational
26	Reliance on Preferred Suppliers	Good idea assuming budget is appropriate	Operational
27	Content writers	<ul style="list-style-type: none"> ○ Concern that other areas of the university do not have a dedicated resource for content development. Suggest another content writer to undertake this work. ○ Content writers should be HEWL 7 to get correct level of maturity ○ Should only be 2 content writers as otherwise international will overlap with other two 	Content providers across the University have been/are being identified in the new structure. Content quality and consistency will be overseen by GSE content writers. PDs developed and levelled by HR Very little content currently exists for International. Extensive work is required to increase success of international student recruitment and research links. Content writers will work as a team.

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28	Brand Design Officer	Should be HEWL 7	PD developed and levelled by HR
29	Graphic Design support	Need an additional HEWL 4 graphic design assistant to work with Brand Officer, Design to ensure capacity to undertake all design work, rather than relying on external contractors	Disagree. External expertise required.
30	Video guidelines for brand manual	Need to undertake project to create video guidelines within the Brand manual	Operational
<i>Events and Campaign Management</i>			
31	Event coordination	Responsibility for all events should sit with GSE and no support required from other areas	GSE only coordinates external events, not events for students. Support will be required for most events from across the university – operational
32	Events and campaign management should be split	<p>Campaigns currently is under resourced, combining management of events and campaigns will further reduce resourcing on campaigns:</p> <ul style="list-style-type: none"> ○ Reliance on outside contractors for major events will be expensive. Will need adequate resourcing. ○ Event contractor should be the same in Townsville as Cairns to increase cost saving and consistency ○ If external companies are too expensive should add another events coordinator ○ Expo material and display should stay with student recruitment, not marketing ○ A proposed alternate structure is provided. 	<p>Agree. Events Officer HEWL 6 added.</p> <p>Choice of events contractors – operational</p> <p>Material and Display will sit with Brand and Production team in Marketing.</p> <p>Alternate structure considered and rejected.</p>

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			Campaigns and events require very different skill sets.
33	Events and Campaign Manager	<p>Does this position oversee all aspects of marketing implementation or just campaigns and events?</p> <p>Activities do not include working with academic divisions.</p> <p>Position should be moved to Townsville as Divisional Operations Managers are in Townsville and will provide a better balance of Managers across campuses</p>	<p>Oversees just campaigns and events, although is expected to work with other managers to ensure a holistic approach.</p> <p>Agreed working with academic divisions added</p> <p>Manager may be either Townsville or Cairns.</p> <p>Spread of Managers across campuses is required</p>
34	Events and Campaign Manager	<p>Too large a role for 1 person when all peak periods will coincide.</p> <p>Alternative structure for campaigns & Event team and Brand & Production team proposed</p>	<p>Agreed Events Officer HEWL 6 added.</p> <p>Alternative structure considered and rejected. Third Content Production Officer essential.</p>
35	Campaigns staff	Concern that all staff in this area are based in Cairns	All non-mapped positions will be advertised for either campus unless there is a compelling reason for a role on a particular campus.
36	Location of Events Officer	Should be located at same campus as Manager	No, need hands-on support at both campuses
37	Events Officer role	<p>Activities are missing from description:</p> <ul style="list-style-type: none"> ○ Planning & coordinating public lectures; ○ Advertising for public lecture series ○ Supervision of students & intern during events ○ Updating event tool kit 	Noted.

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38	Campaigns Administration Officer	Only provides Admin support for campaigns officer, why not for the whole team? Require 2 positions, 1 to support each academic division	Noted. Support provided based on expected work load which will be monitored.
<i>Future Students Directorate</i>			
<i>Student Recruitment</i>			
39	Deputy Director – Future Students & Recruitment	Significant management activities not included in activity list Administrative support for this role should be provided by an admin position	PD developed to reflect these activities Support for this role added to PD of Directorate Support Officer
40	Titles of positions	Titles of positions should be reconsidered more in-line with responsibilities. Australian Student Recruitment Officers should be named Future Student Advisors	Agreed, titles have been modified to better reflect duties. Considered. Titles changed to Australian Development Officers
41	Student Recruitment Officer - Offshore	These positions are not F/T student recruitment positions. Should better be called 'In-country contractor'	Agreed
42	International Recruitment positions	Providing templates for Hobson's and other third party providers should sit with Communications officer role	Agreed. Will sit with International Agent Liaison Officer
42	Postgraduate and HDR recruitment	There does not appear to be any positions identified tasked with HDR and postgraduate recruitment	HDR and postgraduate recruitment is part of all recruitment staff roles.
44	International and domestic recruitment	Why are domestic recruitment roles HEWL 6 and international HEWL 7	PDs developed and levelled by HR
45	Events Project Officer	Add this position to coordinate student events and Student Ambassador Program Currently there are 4 student ambassador programs across	Events are coordinated by Marketing Directorate. Coordination of ambassador programs will

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		the University – this could fix this	be achieved by forming a cross-functional coordination team.
<i>Mobility</i>			
46	Apparent decreased focus on mobility	By combining mobility with Australian recruitment with a single Manager role, decreases focus on mobility. Suggest either 2 separate positions, or if not an additional mobility adviser role based in Townsville. Mobility is an international task and should sit under International student recruitment	Agreed. New Manager position created – Manager Mobility and Cairns office. Global Mobility Officer will report to new Manager. International recruitment team will also undertake offshore mobility recruitment as part of their role.
47	Mobility activities missing	Who will undertake: <ul style="list-style-type: none"> ○ Development of overall global mobility plan ○ Management & execution of inbound mobility program ○ Partner relationship management ○ Parity of exchange numbers ○ Offshore recruitment activities 	Manager, Mobility and Cairns office and the team will undertake/coordinate these activities.
48	Relationship with offshore mobility partners	Visits with offshore partners being with international recruitment team, will make it difficult for the Domestic and Mobility Manager to build meaningful relationships Mobility staff not visiting partners will mean difficult to advise students appropriately – mobility manager and coordinator should undertake some offshore visits. Alternatively global mobility coordinator should sit with international	Agreed. Manager, Mobility and Cairns Office will be required to visit with offshore partners. However, international recruitment team will also visit as part of international recruitment activities.

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		recruitment team	
49	Handling of inbound and outbound applications	Confirm whether admissions in conjunction with mobility staff will be handling applications	Confirmed
50	Manager, Australian Recruitment & Mobility	Develop Divisional and College recruitment plans, may create a perception that each College will get individual attention for recruitment into their niche courses.	Agree. Perceptions need to be managed. Changed to 'in consultation with the Divisions and Colleges, develop recruitment plans'
51	Global Mobility Coordinator	Activities reflect a higher HEWL than 5	PD developed and levelled by HR
<i>International Support</i>			
52	Changing Senior International Student Advisor role to another International Student Advisor	There are higher duties performed by this role than the other Student Advisors. Lowering this position will result in decreased student satisfaction	PD developed and levelled by HR. PDs designed to create a team that works together to continue to increase student satisfaction.
53	International Sponsored Student Advisor	Consider workload of adding additional sponsorship students and loss of Senior Advisor role without adequate support	Current number of International Sponsored Students has decreased significantly. Workload will be considered on an ongoing basis.
54	Admin Assistant, International Student Support	This needs to be a f/t position	Considered, but not agreed.
<i>Cairns Office & International Partnerships</i>			
55	Manager	Partnerships should be managed by Deputy Director, Future Students This position should be HEWL 7	Agreed. Partnerships now sit with Deputy Director. New position created to focus on mobility. PD developed and levelled by HR
<i>External Engagement Directorate</i>			
<i>Director's Office and Administration</i>			
56	Project Officer & Personal	Title needs to better reflect	Agreed.

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	Assistant to Director, External Engagement	duties undertaken	Positions changed and appropriate titles assigned to reflect duties and new JCU naming conventions.
<i>Graduate Engagement</i>			
57	Titles do not reflect roles	Not all alumni are graduates, title should be changed.	Agreed. Titles have been changed to Alumni & Community Development
58	Activity descriptions	Do not 'recruit' alumni, suggest change to 'Develop alumni networks' Team does not collect data on 'current students' should this be alumni data? Fundraising activities need to be better highlighted in the activities	Agreed.
<i>Engagement with Community</i>			
59	WIL coordination	GSE should take responsibility for overall WIL coordination	GSE will coordinate overall engagement with organisations, however the Academic Divisions and Colleges have different needs. Operational. To be discussed with each area.
<i>Engagement with Schools, TAFE, Universities and Education Providers</i>			
60	HEPP funded positions	Confusing having externally funded positions in structure that funding not guaranteed for. Structure in diagram does not reflect current projects. Plans need to be carefully considered along new Government guidelines	Change proposal indicated that these positions were subject to Government funding. Current projects and contracts will remain. The structure reflects an organisational structure that will work for various projects – thus, subject to Government funding, leading to more security of employment for staff. Operational
61	School engagement	School engagement still seems to be split across	The Schools Engagement strategy and responsibility

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		Directorates, how do we ensure there is a single point of contact for schools?	for the single contact point sits with External Engagement. A cross-functional Schools coordination team will be developed to coordinate activities across Directorates and Divisions.
62	Study Cairns/Townsville	Engagement should 'own' these relationships	Agreed.
63	School Engagement	Should not be reliant only on HEPP funding School Engagement Delivery Officers should sit in Future Students with Australian Recruitment Team to avoid overlap and provide single point of contact	School engagement is not totally reliant on HEPP funding. School engagement occurs across the university. A cross-functional Schools coordination team will be developed to coordinate activities across Directorates and Divisions to avoid overlap and provide a single point of contact for schools.
64	Student Ambassadors/ Volunteers	Should be shown with the School's engagement team	Agreed.
65	Project Coordinator, Education Engagement	Should be HEWL 6	PD developed and levelled by HR
<i>Alumni and Development</i>			
66	Ceremonies & Alumni Development Officer	Doesn't reflect responsibilities / activities associated with graduations adequately. 'Support' alumni recruitment does not reflect level 8 role. Lack of consultation with Chief of Staff office and student services	Reflected in PD Role will have specific responsibilities for alumni development. PD developed and levelled by HR. Email was sent to all JCU staff regarding the proposal inviting feedback. Feedback has been received from both Student

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		Proposal that position be renamed Ceremony & Graduate Development Officer and report directly to the Director.	Services and the Chief of Staff. Title changed to Ceremonies and Alumni Development Officer. Reporting line to remain as is.
67	Gown service	Create a new HEWL 4-6 position to look after gown hire and provide support to the alumni team	To be considered on a fixed term contract to backfill extended leave of key staff
68	Alumni recruitment	Seems over resourced with 3 full time level 8 staff	2 of these positions involve extensive community engagement and the 3rd responsibility for graduation ceremonies.
69	Alumni engagement and development	High weighting in structure, which is appropriate as long as leads to more than creating databases – creates alumni engagement and community engagement	Agreed. Operational

Overall, feedback was very positive towards the proposal. A number of operational issues and questions were raised which do not affect the change plan and structure itself, but are useful for moving ahead to the next stage.

5 Changes Made as a Result of Consultation

General comments were received from a number of staff regarding inconsistency across the Directorates in titles and levels as well as specific titles for certain roles. This has been addressed in the approved structure. Staff also asked that positions that did not map to existing staff should be advertised as either Townsville or Cairns to ensure the best staff are attracted to positions. This has been accommodated as far as possible in the approved structure, understanding the need for staff at senior levels to be based across campuses and staff providing certain functions must be based on each campus.

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The following table details the position changes that have resulted from staff feedback.

Proposed Structure	Approved Structure
<i>Divisional Office</i>	
1.4 Manager, Business Development	<ul style="list-style-type: none"> • 1.0 (whole of University) Manager, Business Development; plus business development functions built into PD's of: • Executive Officer, and • Deputy Director, Future Students
<i>Marketing Directorate</i>	
1 HEWL 4 Events resource only	<ul style="list-style-type: none"> • HEWL 6 Events Officer added • Events Officer HEWL 4 renamed Events Assistant to better reflect duties and new JCU naming conventions.
<i>Future Students Directorate</i>	
0.6 Deputy Director, Future Students and Recruitment	<ul style="list-style-type: none"> • 1.0 Deputy Director, Future Students
<ul style="list-style-type: none"> • Manager, Cairns Office & International Partnerships, and • Manager, Australian Recruitment & Mobility 	<ul style="list-style-type: none"> • Manager, Mobility & Cairns Office; and • Manager, Australian Development
No administration support for Compliance team	<ul style="list-style-type: none"> • 0.1 HEWL 4 International Compliance Assistant added.
<i>External Engagement Directorate</i>	
<ul style="list-style-type: none"> • HEWL 7 Project Officer & Personal Assistant to Director; and • HEWL 4 Administrative Assistant, External Engagement 	<ul style="list-style-type: none"> • HEWL 6 Sponsorships & Project Officer; and • HEWL 5 Directorate Support Officer
No Student Ambassadors working with Education team	<ul style="list-style-type: none"> • Student Ambassadors/volunteers added to team

6 Decision

The Deputy Vice Chancellor, Global Strategy and Engagement considered all feedback received and presented the Vice Chancellor with the feedback and a recommended revised structure for her approval.

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The Vice Chancellor considered the feedback and issues raised during the consultation process and approved the professional and technical staff and leadership positions in the Divisional office and three Directorates as listed below on 8th March 2015.

The Vice Chancellor has approved the establishment of the following positions:

Divisional Office, Global Strategy and Engagement

- Manager, Business Development – HEWL 10
- Executive Officer – HEWL 10
- Executive Support Officer – HEWL 7
- Administrative Assistant – HEWL 4
- CRM and Database Specialist – HEWL 7
- CRM and Database Assistant – HEWL 4

Directorate of Marketing

- Personal Assistant – HEWL 5
- Manager, Campaigns and Events – HEWL 8
 - Campaigns Specialist – HEWL 7
 - Campaigns Officer HEWL 5
 - Events Officer – HEWL 6
 - Events Assistant – HEWL 4
- Manager, Brand and Production – HEWL 8
 - Brand Design Officer – HEWL 6
 - Content Production Officer – HEWL 6
- Manager, Digital Marketing – HEWL 8
 - Digital Marketing Coordinator – HEWL 7
 - Digital Marketing Officer – HEWL 5
 - Digital Marketing Assistant – HEWL 3
- Market Research Coordinator – HEWL 7

Directorate of Future Students

- Directorate Support Officer – HEWL 5
- Deputy Director, Future Students – HEWL 10
 - Manager Australian Development – HEWL 8
 - Australian Development Officer – HEWL 6
 - Australian Development Assistant – HEWL 4
 - International Development and Relationship Officer – HEWL 7
 - International Agent Liaison Officer – HEWL 6

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- Manager, International Compliance – HEWL 8
 - International Compliance Officer (Sponsored Students) – HEWL 6
 - International Compliance Officer – HEWL 6
 - International Compliance Assistant – HEWL 4
- Manager, International Student Support – HEWL 8
 - International Sponsored Student Advisor – HEWL 7
 - International Student Support Advisor – HEWL 6
 - International Student Support Officer – HEWL 5
 - International Student Support Assistant – HEWL 4
- Manager, Mobility and Cairns Office – HEWL 8
 - Global Mobility Officer – HEWL 5
 - Mobility and Cairns Office Assistant – HEWL 4

Directorate of External Engagement

- Directorate Support Officer – HEWL 5
- Sponsorships and Project Officer – HEWL 6
- Manager, Commercial Development – HEWL 8
- Manager Alumni and Community Engagement – HEWL 9
 - Alumni and Community Development Officer – HEWL 8
 - Ceremonies and Alumni Development Officer – HEWL 8
 - Sustainability Officer – HEWL 6
- HEPP funded positions

As noted in the Change proposal, HEPPP and HEPP funded positions are fixed term positions and are reliant on Government funding and thus do not form part of this Change Plan. However, to ensure the Education Sector team has the appropriate leadership, the Vice Chancellor has approved the recruitment of a Manager, Education Sector Engagement – HEWL 9 on a fixed-term contract until the end of 2017.

The approved reporting lines, campus locations and number of full time and part time positions to be established are identified on the approved structure:

- Divisional Office – Appendix A;
- Directorate of Marketing – Appendix B;
- Directorate of Future Students – Appendix C; and
- Directorate of External Engagement – Appendix D.

7 Positions Directly Affected

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For position matching purposes, a '70% substantially the same' criterion has been used when comparing existing continuing substantive position descriptions with new position descriptions – as in the Academy structure. Fixed term contracts were not considered in the mapping process.

The following table indicates the new positions and whether they have been mapped to existing positions.

New position title	Mapped Y/N	Existing position title
<i>Divisional Office</i>		
Executive Officer	N	
Manager, Business Development	N	
Executive Support Officer	Y	Executive Project Coordinator
Administrative Assistant	Y	Administrative Officer
CRM and Database Specialist	Y	Database and Research Officer
CRM and Database Assistant	Y	Database and Engagement Support Officer
<i>Marketing Directorate</i>		
Directorate Support Officer	Y	Personal Assistant
Manager, Campaigns and Events	N	
Campaigns Coordinator	Y	Advertising Manager
Campaigns Officer	Y	Advertising Officer
Events Officer	N	
Events Assistant	Y	Marketing Assistant
Manager, Brand and Production	Y	Manager, Brand and Production
Brand Design Officer	Y	Communications Officer, Graphic Design
Content Production Officer	N	
Manager, Digital Marketing	Y	Group Manager, Web and Social Media
Digital Marketing Coordinator	Y	Online Marketing Manager
Digital Marketing Officer	N	
Digital Marketing Assistant (Website support)	N	
Digital Marketing Assistant (Social Media Townsville)	Y	Web and Social Media Assistant
Digital Marketing Assistant (Social Media Cairns)	N	
Market Research Coordinator	N	

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New position title	Mapped Y/N	Existing position title
<i>Future Students Directorate</i>		
Directorate Support Officer	Y	Personal Assistant
Deputy Director, Future Students	Y	Deputy Director, International Recruitment and Development
International Development and Relationship Officer	Y	International Recruitment Officer
International Agent Liaison Officer	N	
Manager, Australian Development	N	
Australian Development Officer	N	
Australian Development Assistant	N	
Manager, International Compliance	Y	Manager, International Projects and Compliance
International Compliance Officer (Sponsored Students)	Y	International Sponsored Students Compliance Officer
International Compliance Officer	Y	Compliance Officer
International Compliance Assistant	N	
Manager, International Student Support	Y	Manager, International Student Support
International Sponsored Student Advisor	Y	Ausaid Liaison Officer
International Student Support Advisor	Y	International Student Advisor, Senior International Student Advisor
International Student Support Officer	Y	International Student Support Officer
International Student Support Assistant	N	
Manager, Mobility and Cairns Office	N	
Global Mobility Officer	N	
Mobility and Cairns Office Assistant	N	
<i>External Engagement Directorate</i>		
Directorate Support Officer	N	
Sponsorships and Project Officer	N	
Manager, Commercial Development	N	
Manager, Alumni and Community Engagement	Y	Associate Director of Engagement
Alumni and Community Development Officer	Y	Alumni Development Officer
Ceremonies and Alumni Development	Y	Ceremonies and Events Manager

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New position title	Mapped Y/N	Existing position title
Officer		
Sustainability Officer	N	
Manager, Education Sector Engagement	N	

The following *roles* will be redundant as they have not been mapped to the approved structure:

- Personal Assistant to the DVC
- Faculty Marketing Manager
- Faculty Marketing Coordinator
- Marketing Officer, Student Liaison
- Study Promotion Officer
- Manager International Office and Pathways Admissions
- Manager, Student Mobility
- Student Mobility Officer
- International Marketing and Communications Officer
- Business Development Manager
- Director, Business Development
- International Student Administration Officer
- International Support Administration Officer
- Marketing Project Officer
- Web Manager
- Content Management System Officer

8 Implementation Plan

All incumbents in substantive positions whose current position has been mapped to a new approved position will be given a letter of appointment.

In filling all unmapped roles, the Enterprise Agreement Clause 17 will be followed. All HEWL 3-5 positions not requiring specialist skills will be advertised internally across JCU initially, and if not filled will be advertised externally. All specialist positions HEWL 3-5 and positions HEWL 6 and above will be advertised internally and externally.

Staff who do not have a position in the new structure will need to apply for advertised positions in the normal way by submitting an application and addressing all criteria of the role/s they are applying for. Applications from staff undergoing redeployment will be considered prior to other applicants applying for a position.

All current Individual Flexibility Agreements in place in the old structure will cease on 31st May 2015. All other Basic Op-time arrangements will also be reviewed. Any colleague can make a fresh request

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in accordance with the relevant policy/EA provisions, but these will be considered together so that business needs are not jeopardised and everyone is considered equitably. Further details will follow as the structure is implemented.

9 Process and timeframe for implementation

The implementation of the change will follow the James Cook University Enterprise Agreement 2013-2016 as set out in section 51. The timeframe for change is set out in table 4 below.

Table 4 – Timeframe for change

Activity	Date
Staff forum to present the Change Plan and decision, including feedback on consultation	9 th March 2015
Change Plan and presentation emailed to all directly affected staff	9 th March 2015
Individual meetings with affected staff	Beginning 9 th March 2015
Change Plan and presentation available on Futures website and email notification to University Executive, Deans and Directors	10 th March 2015
Change Plan provided to JCC	10 th March 2015
Letters to all staff in Division GS&E	By COB 13 th March 2015
Advertising of all unmapped positions	13 th and 14 th March 2015
Applications Close for all advertised positions	30 th March 2015
New structure	1 st June 2015
Training where appropriate	Begins 1 st June 2015

*These dates are indicative only and may change as events occur. Staff will be kept fully informed.

We appreciate the patience of all affected staff during this period of change. The new structure will come into effect on the 1st June 2015. Until this date, unless advised otherwise by the relevant Director or the Deputy Vice Chancellor, all affected staff will continue to perform their current duties and report to their current supervisor.

Directly Affected Staff

Staff that are affected by this Change Plan are entitled to the provisions of the Enterprise Agreement and will be provided with advice, assistance and support by the University.

If directly affected staff want to meet with a representative from the HR Directorate they should contact Belinda Pope (email: belinda.pope@jcu.edu.au tel: 478 14129) or Julie Cook (email: julie.cook@jcu.edu.au tel: 478 16834).

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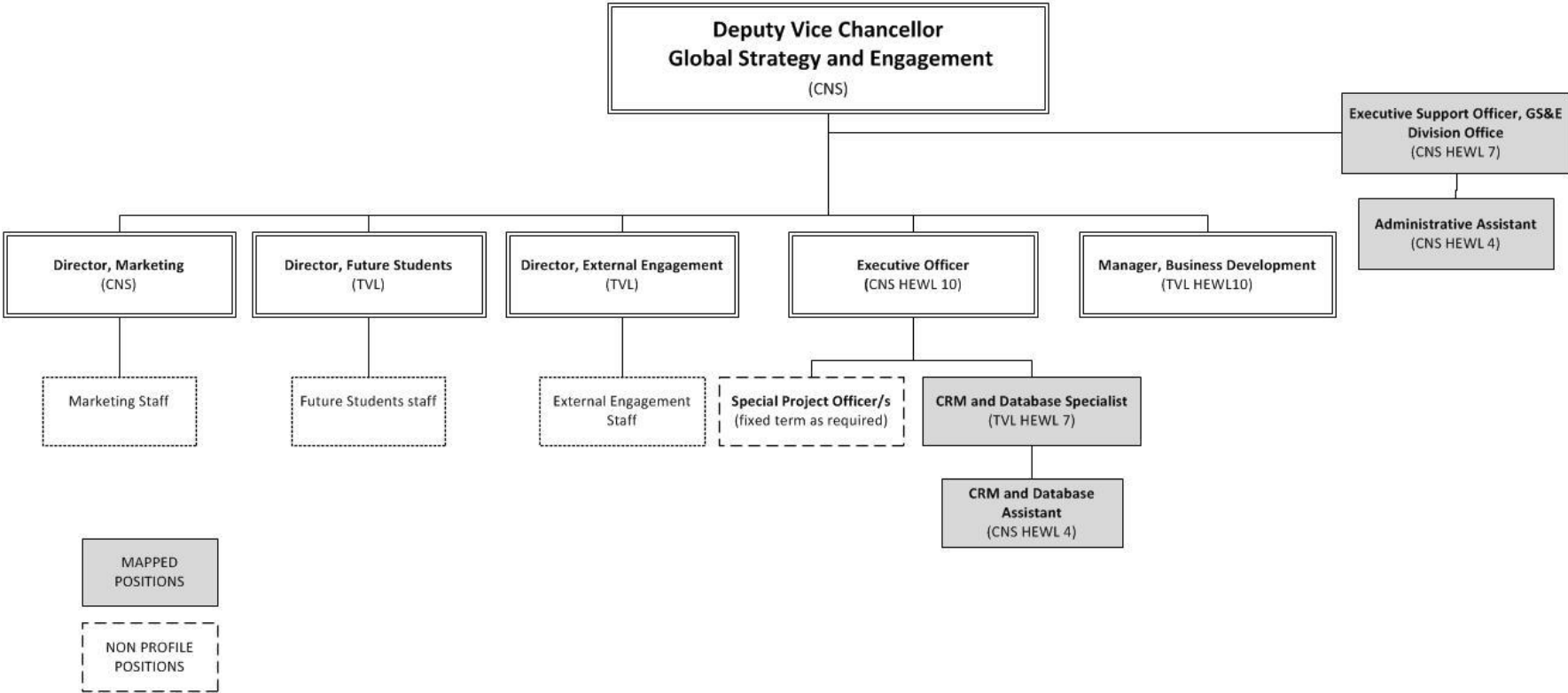
At JCU there is an Employee Assistance Program for free professional confidential counselling support. Handouts and leaflets are available from HR. At JCU the program is provided by an independent company called David Trahaire Corpsych and they are contactable on 1300 360 364.

Change Management Plan Phase B

10 Appendices

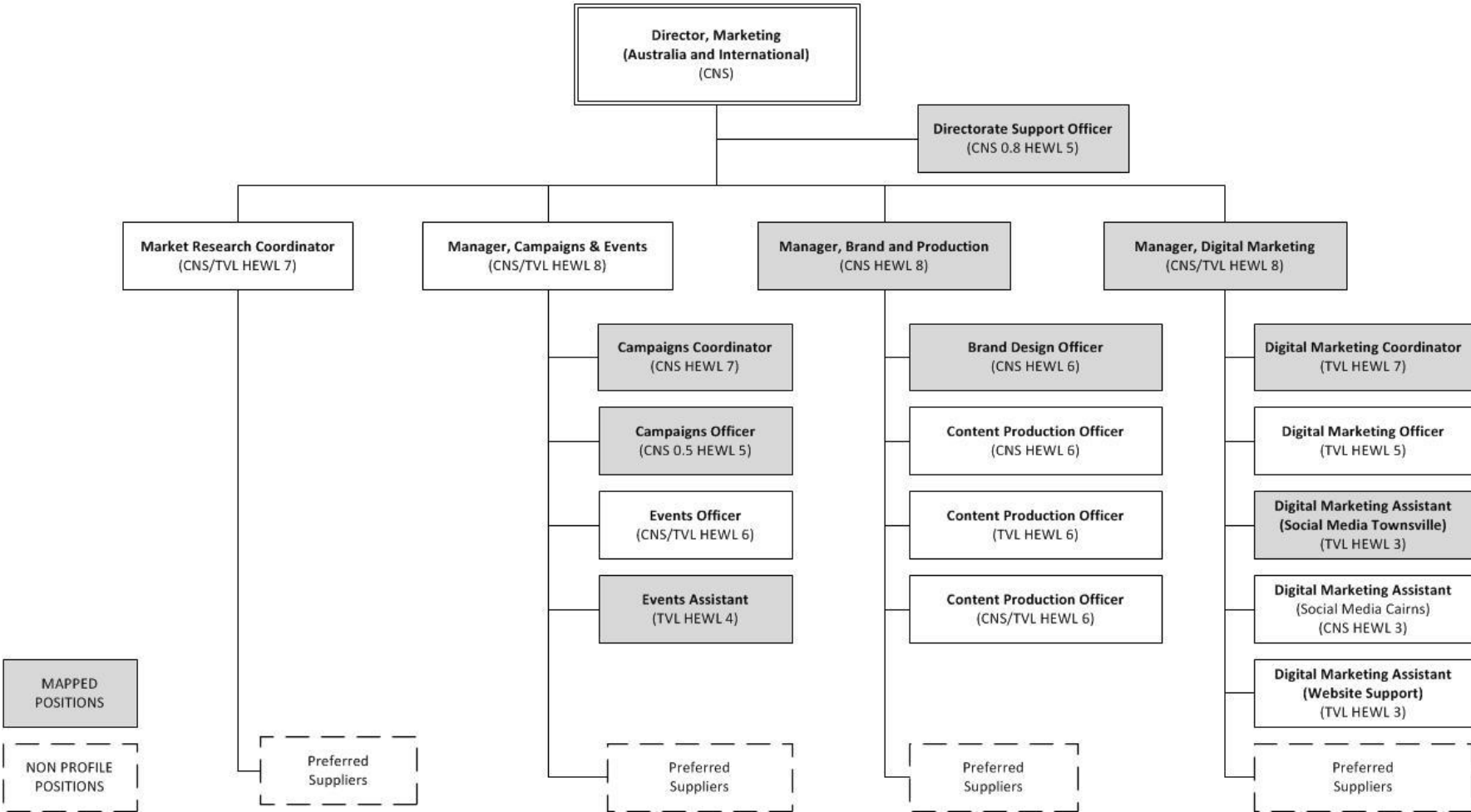
Change Management Plan Phase B

Office of the Deputy Vice Chancellor, Global Strategy and Engagement



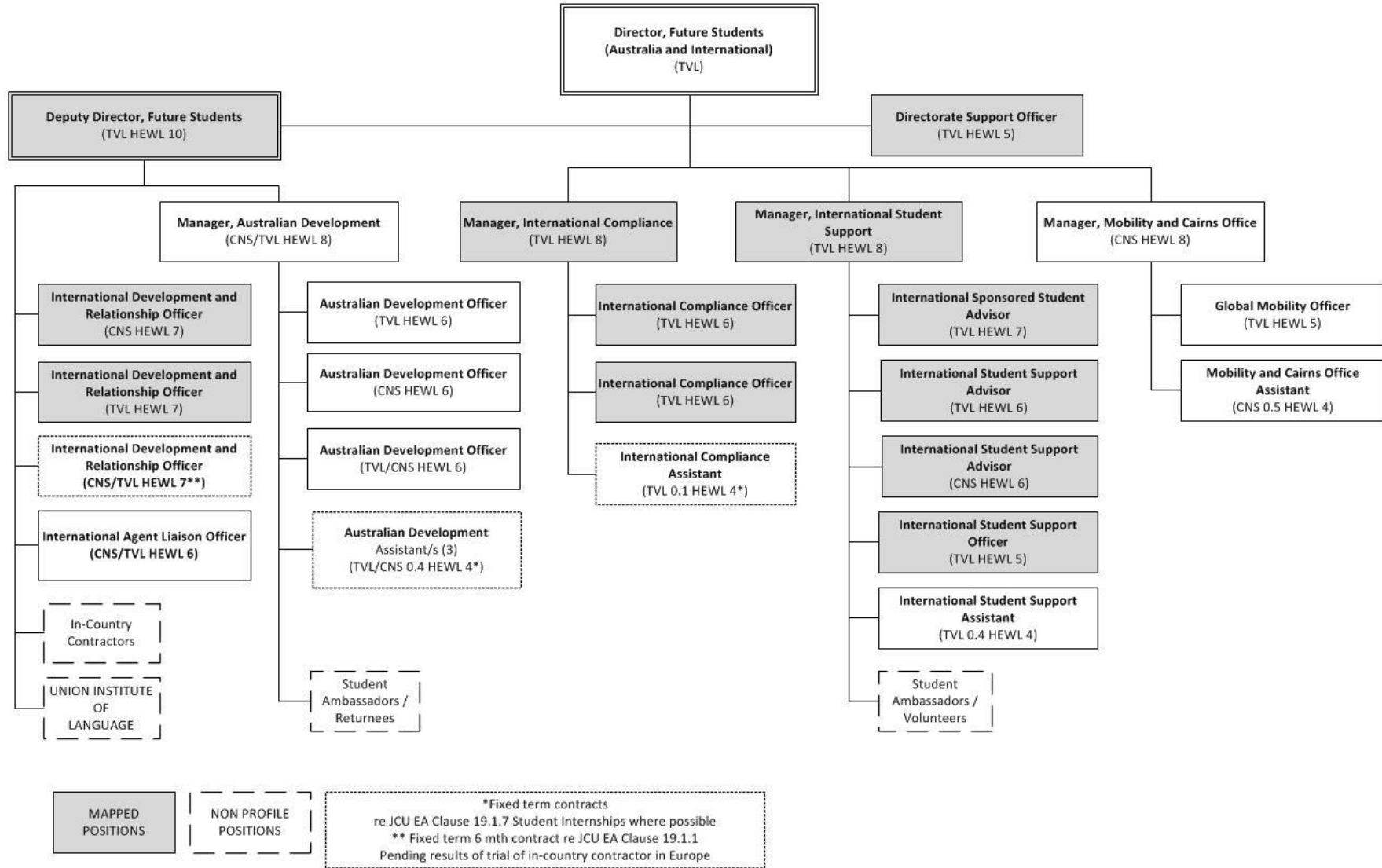
Change Management Plan Phase B

Directorate of Marketing



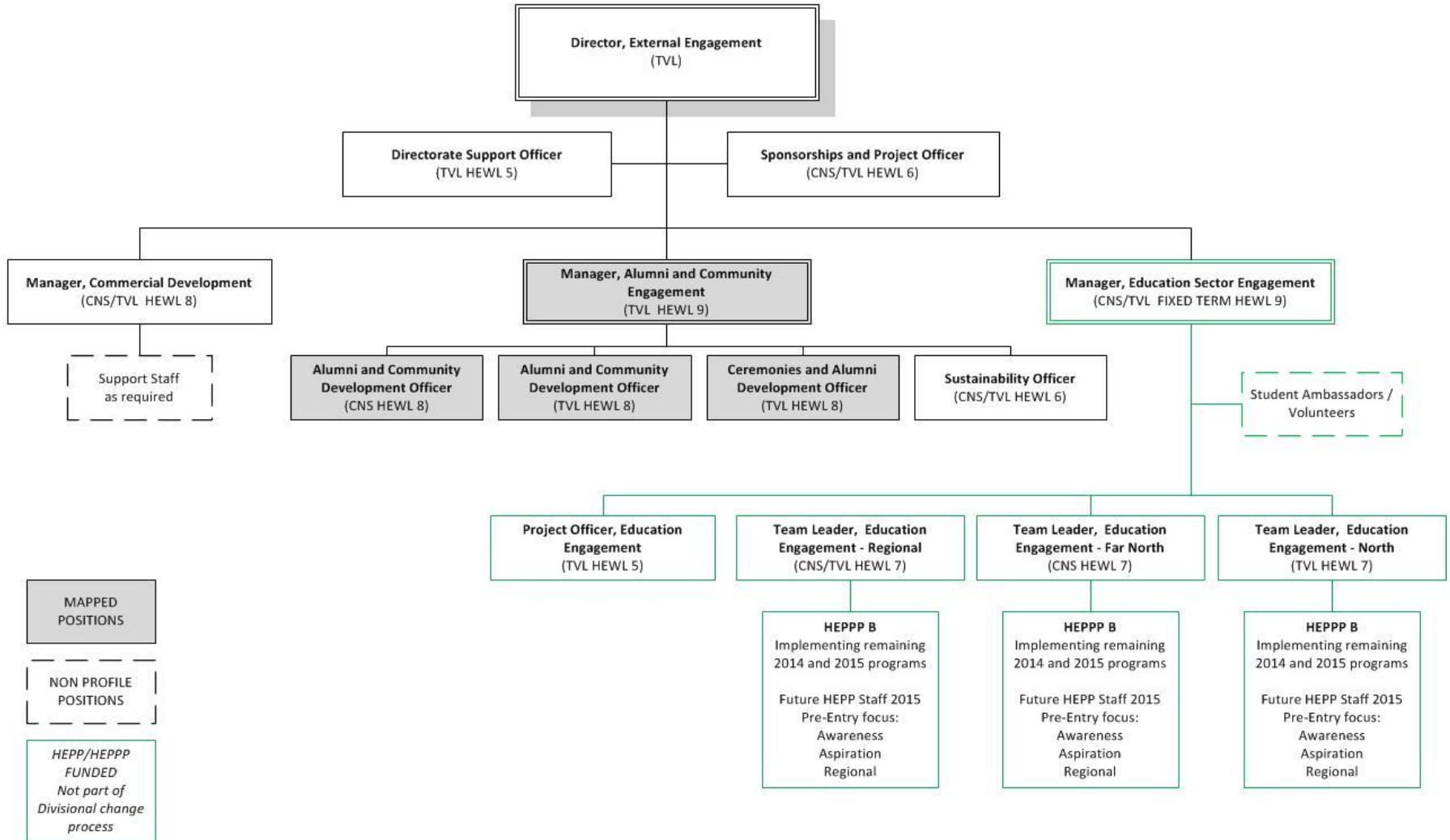
Change Management Plan Phase B

Directorate of Future Students



Change Management Plan Phase B

Directorate of External Engagement



Change Management Plan – Phase B