



Australian  
National  
University

## Facilities and Services Division Operational Plan 2012 - 2020



# Preamble

---

The Australian National University (ANU) is Australia's leading university and is unambiguous about its objective to remain Australia's leading university. In the course of this endeavour, the University produces research of an excellent standard and is also a leader in teaching and learning. These activities underpin the ANU's position of excellence.

The Facilities and Services Division (F&S) assists the ANU in this endeavor by planning, providing, operating and maintaining campus infrastructure and associated facilities to enable excellence in research, teaching and learning. It is appropriate therefore that the mandate for F&S is to:

*"Enable academic excellence at the ANU through integrated and innovative facilities and project delivery"*

The F&S mandate speaks of enabling the University's objective of excellence and leadership within the academic community of which it is part. It follows therefore that all activities of F&S should contribute directly to the ANU's objective. It also speaks to attaining excellence in our own endeavours within F&S and ensuring that everything we do as a Division contributes to the capability of ANU to achieve its objectives. We as a Division should aspire to be as excellent in our enterprise as our academic colleagues are in theirs.

The Director of F&S is the principal advisor to the VC and has the responsibility for all property, infrastructure, leasing and development of facilities and assets on all ANU campuses. Responsibilities include all aspects associated with planning, development, acquisition, operations and applicable campus services in support of University activities.

The F&S Operational Plan 2012 - 2020 therefore is an important document, prepared through a process of consultation that guides and assists F&S to achieve its component objectives which in turn directly contribute to the strategic objectives of the ANU. This document is directed by the aims and strategies presented by the Office of the VC "ANU by 2020" Strategic Plan

The components of the F&S Operational Plan are as follows:



These components are inter-related, each aligns to goals and strategies in the ANU by 2020 Strategic Plan and has a set of objectives that F&S will achieve over the period of this plan. Tasks will be derived from the objectives and the success of these tasks will be monitored individually through a framework consisting of individual statements of expectations, alignment of the task with the F&S Operational Plan and area business plans and alignment with budgetary and responsibility frameworks. F&S is committed to the University's culture of continuous improvement and will review progress against this plan annually.

The challenge for F&S is to embrace the direction in this plan and through that process become a world's best organisation regarded as such by peers both national and international just as ANU is regarded as such in the academic domain. We acknowledge best practice and leverage our relationship with Higher Education Groups, Commonwealth and Government Agencies to achieve this.

# Facilities and Space Planning

The formal planning and design of the University campus enables academic excellence and supports the University and broader community. Campus planning enables the effective integration of academic and other activities that provide for a diverse community of students and staff. The plans developed and administered by the Division will take every opportunity to establish a pathway to a modern campus.

## Goal

Create a framework for the orderly and rational future development of the Campus.

ANU BY 2020	F&S Objective	Tasks	By Whom	By When
To be as strategic as possible in our infrastructure development.	Develop and implement master plans for all ANU campuses.	Complete Campus Planning and Development Guidelines.	AD (FP) AD (PD)	JUN 2012
		Complete Master Plans for remaining campuses: <ul style="list-style-type: none"> <li>• Mount Stromlo Observatory;</li> <li>• Siding Springs; and</li> <li>• Kioloa.</li> </ul> Update existing Master Plans, including ANU Exchange.	AD (FP)	SEP 2012 MAR 2013 SEP 2013 MAY 2012
		Complete Precinct Plans for areas requiring development, including Kingsley.	AD (FP) AD (PD)	AUG 2012
ANU will further enhance the campus experience for all students.		Develop a campus amenities plan with particular emphasis on improving recreational amenities and after-hours activities.	AD (FP)	DEC 2012
		Complete Management Plans associated with the Master Plan including:	AD (FP)	

ANU BY 2020	F&S Objective	Tasks	By Whom	By When
		<ul style="list-style-type: none"> <li>Biodiversity;</li> <li>Heritage; and</li> <li>Landscape.</li> </ul>		JUN 2012 JUN 2012 SEP 2012
	Enhance Space Strategy.	Capture all relevant data on space across the ANU campuses.	AD (FP)	ONGOING
	Develop accommodation standards and incorporate with Campus and Building Requirements Manual.	Develop a Space Policy and Accommodation standards and incorporate with Campus and Building Requirements Manual.	AD (FP)	APR 2012
		Test the space requirements using space utilisation studies at three stages per year.	AD (FP)	ONGOING
		Update space requirement statements for all Colleges and Service Divisions.	AD (FP)	ONGOING
ANU recognised as a leading contributor to public policy, formulation and debate.	Examine a major facility for hosting conferences and public lectures.	Capture client requirements through relevant consultation to generate a business case for a university wide facility.	AD (FP) AD (PD)	ONGOING
Provide an engaging teaching environment... for highly research active educational programs.	Lobby for facility information to be included in student feedback questionnaires.	Utilise student feedback on teaching spaces.	AD (FP)	ONGOING
		Promote excellence in service delivery by establishing Divisional opportunities for formal acknowledgement of best practice by contractors, consultants and suppliers.	AD (FP) AD (PD) GM (Camp S)	DEC 2012
ANU will aim for 40% of our students to be postgraduate by 2020.	Plan and provide facilities to support growth.		AD (FP) AD (PD)	DEC 2020
High quality infrastructure is critical element of a world class university.	Active role in funding bids for research and teaching facilities of national importance located at ANU.	Assist in the development of first and second pass business cases for these facilities.	AD (FP) AD (PD)	ONGOING

# Asset Management

Campus facilities and infrastructure are key capability enablers in the delivery of academic/research outcomes and campus facilities services. The linking of the capability and management of the campus infrastructure is informed by a comprehensive understanding of the condition, performance, and functionality of the assets and infrastructure.

Effective management of these assets occurs through a strategic asset management plan which provides the framework for measuring and recording the condition and performance of existing assets as well as identifying future space utilisation and funding strategies for the various assets, consistent with the intended future use.

This approach allows maximum capability to be leveraged from the existing assets and infrastructure.

## Goal

Effectively and efficiently manage campus facilities and infrastructure to meet the University's current and future strategic requirements and objectives. ANU to be seen as the natural host for national research and education infrastructure.

ANU BY 2020	F&S Objective	Tasks	By Whom	By When
Clearly understand the long term maintenance requirements of the property portfolio.	Establish short (0 - 2 years), medium (2 - 5 years) and long term (beyond 5 years) asset management plans for all campus facilities and infrastructure.	Capture all relevant data for existing assets e.g. Age, life, criticality, current and required condition, cost (maintain/replace), etc.	AD (FP) GM (Camp S)	Ongoing
		Analyse/benchmark all existing assets against current client and ANU strategic needs and industry standards.	AD (FP)	OCT 2012
		Develop Infrastructure Asset Management Plans for all Campuses and remote sites.	AD (FP)	APR 2012
	Determine the future	Review and analyse current maintenance management	AD (FP)	DEC 2012

ANU BY 2020	F&S Objective	Tasks	By Whom	By When
	direction and maintenance management regime for assets and infrastructure.	delivery and assess/determine increase of planned to unplanned work.	GM (Camp S)	
	Develop a culture of excellence and continuous improvement in service delivery and tailor procurement process to optimise the delivery.	Review all current maintenance contracts, establish new ANU standard service agreements and procure new consultant and contractor panels and maintenance service contracts.	AD (FP) AD (PD) GM (Camp S)	DEC 2012
Provide research and study environment that meets world's best sustainability design practice.	Develop a Campus/Building Requirements Manual.	Review and update the current Campus Building Requirements Manual and communicate any changes to all key stakeholders. Incorporate with ANU standard contracts (Consultancy Services & Managing Contractors).	AD (FP) AD (PD) GM (Camp S)	MAY 2012
	Develop a viable long term funding arrangement that will support agreed asset management plans.	Review funding models (including Q94 maintenance levy) for asset management.	AD (FP) AD (PD) GM (Camp S)	DEC 2012
		Establish cost per square metre metric per building for the operational/maintenance and capital renewal of campus assets.	AD (FP) GM (Camp S)	DEC 2012

# Project Delivery

The University is currently going through a period of major investment in new capital infrastructure. The goal of the Division is the delivery of high quality and enduring assets which meet University and user requirements and represent the best elements of design and function available within the allocated budgets in pursuit of ANU Strategic objectives.

## Goal

Deliver the ANU's agreed capital and backlog reduction works programs demonstrating international best practice in performance and environmental design while meeting user needs and requirements.

ANU BY 2020	F&S Objective	Tasks	By Whom	By When
Delivery of outstanding infrastructure to support academic outcomes and the recruitment and retention of outstanding staff.	Deliver agreed projects to meet performance criteria (time, cost, quality) and user requirements.	Deliver capital projects to agreed performance criteria including reporting to government and other agencies as appropriate.	AD (PD)	ONGOING
A Capital Management Plan will be produced to guide development and maintenance of facilities.		Develop a Capital Management Plan for the University.	AD (PD) AD (FP)	DEC 2012
		Deliver refurbishment and backlog maintenance reduction projects to meet emerging needs and reduce ongoing operating costs.	AD (PD)	ONGOING
		Develop a Communications Strategy/Plan to communicate project information to relevant stakeholders	AD (PD)	JUN 2012
		Review the efficacy of the two stage post occupancy evaluation process (stage 1 - divisional assessment and stage 2 client/user evaluations) and implement lessons learnt.	AD (PD)	JUL 2012



	Establish an understanding of Planning and Project Delivery processes with the Clients and Stakeholders.	Develop a consistent and standard methodology (Prince2Lite) for the planning and delivery of projects and ensure this is embedded in the Communications Strategy.	AD (PD) AD (FP)	DEC 2012
		Develop and implement a system to ensure the efficient and effective, design, delivery and handover of buildings utilising relevant stakeholders within F&S and externally to F&S.	AD (PD) AD (FP)	JUN 2012
		Continued involvement of specialist areas e.g. Planning, Security, DOI, Parking, Maintenance, Sustainability, Gardens and Grounds, etc. in the identification of the user requirements, design, delivery, commissioning and handover of all capital, minor and backlog maintenance works.	AD (FP) AD (PD) GM (Camp S)	ONGOING
	Utilise, and enhance as required, the adopted approach to project planning and delivery.	Undertake a review of select projects to ensure compliance with methodology.	AD (PD)	ONGOING

# Operations

The professional delivery of services by Facilities and Services is key to enabling academic activities and the activating broader campus community. To achieve the goal of best practice, F&S will develop an organisation and culture characterised by service, innovation, transparency, responsiveness and continuous improvement.

## Goal

Delivery of excellent service to the campus community.

ANU BY 2020	F&S Objective	Tasks	By Whom	By when
Clearly understand the long term maintenance requirements of the property portfolio.	Develop a culture of excellence and continuous improvement in service delivery.	Establish a list of key stakeholders (Building Custodians, GM and Directors delegates) that F&S liaises with on a day-to-day basis.	GM (Camp S)	APR 2012
		Establish F&S Service Charter and review and update current Service Level Agreement which specifies service delivery timeframes, quality and transparency of workflow and actions taken.	GM (Camp S) GM (Corp S) AD (FP) AD (PD)	JUN 2012
The policies and procedures governing University activities will be reviewed for completeness, clarity and efficiency.		Review current operational arrangements, including parking and transport, security, maintenance, grounds management, site services and utilities, as well as services provided at remote campuses (NARU, SSO, KCC), to ensure they support the achievement of excellence in day to day delivery of services to the community: <ul style="list-style-type: none"> <li>• Parking;</li> <li>• Security; and</li> </ul>	GM (Camp S) GM (Corp S)	SEP 2012 JUL 2012

ANU BY 2020	F&S Objective	Tasks	By Whom	By when
		<ul style="list-style-type: none"> <li>Maintenance.</li> </ul>		DEC 2012
		Develop strategies/plans to continuously improve operational services.	GM (Corp)	AUG 2012
	Ensure that decision making is empirically based and aligns to strategic objectives.	<p>Develop business systems and processes to ensure the capture of adequate data to inform the analysis and management of operational activities, including:</p> <ul style="list-style-type: none"> <li>asset performance;</li> <li>campus security;</li> <li>transport and parking;</li> <li>landscape management; and</li> <li>campus amenities, energy and water management.</li> </ul> <p>including Process Mapping for all key activities starting with those that impact our clients (within appropriate time frames).</p>	GM (Camp S) GM (Corp S) AD (FP) AD (PD)	DEC 2012
		Ensure involvement of operational staff in the planning and delivery of facilities services.	GM (Camp S) GM (Corp S) AD (FP) AD (PD)	ONGOING

# Sustainability

The ANU is an international leader in campus sustainability and intends to maintain that leadership through the implementation of its Environmental Management Plan. The ANU aims to achieve international best practice in sustainability and heritage management within the built environment.

The Division has a critical role in implementing a holistic approach to environmental management through its planning and operational practices and by integrating sustainability into campus activity.

The Division also has a key role in meeting the University’s legislative obligations as well as the environmental and heritage goals approved in the Environmental Management Plan and the Campus Heritage Plan.

**Goal**

Achievement of the goals set down in the University Environmental Management Plan, as well as meeting our sustainability and heritage obligations under the EP&BC Act (1999)

ANU BY 2020	F&S Objective	Tasks	By Whom	By When
ANU aims to provide an environment that meets world’s best sustainability practice with the intent that ANU will innovate and lead in the global challenge of sustainability.	Establish plans and organisational arrangements to meet the University strategic goals and EMP targets.	Determine key stakeholders as “Green Leaders” to work with “Green Team” and the Sustainability Office to enable the ANU to achieve the goals set down in the EMP and associated plans in respect of greenhouse gas emissions reduction, water conservation, biodiversity management, resources management and adoption of alternative transport.	AD (FP)	JUN 2012
		Develop an ANU Minimum Green Standard that establishes broad ranging, banded, criteria for capital projects including fit-outs, as well as, building refurbishments and plant replacement/installation which is incorporated into	AD (FP)	MAY 2012

ANU BY 2020	F&S Objective	Tasks	By Whom	By When
		Campus & Building Requirements Manual.		
		Develop an Energy Management Plan which establishes a strategic direction for the procurement of energy and the progressive move to more sustainable energy sources through to 2020	AD (FP)	OCT 2012
	Enable the ANU Master Plan "By 2030 Acton campus will be a pedestrian and bicycle oriented place".	Develop Alternative Transport Management Plan which establishes: <ul style="list-style-type: none"> <li>bike and pedestrian enhancement program of works which includes standardised bike storage, path, lighting, signage and landscape design;</li> <li>alternative transport options such as electrical vehicle charge points, bike sharing with ACT Government, improved bus network; and</li> <li>integrated with the review of parking services.</li> </ul>	AD (FP)	JAN 2013
	Include engage with the community to establish a sustainable campus within the F&S Communication Strategy.	Establish "Green Team" forums, which includes area representatives within the Colleges and Service Divisions such as Building Custodians to drive and deliver measureable sustainability outcomes through reporting and delivery of projects such energy and water efficiency projects.	AD (FP)	JUN 2012
		Provide Sustainability monthly reporting via sustainability dashboards, per building that allows monitoring and assessment of their environmental impact and enables benchmarking against other entities on campus.	AD (FP)	JUN 2012 - JUN 2014
		Develop and implement a sustainability auditing process for all ANU campuses.	AD (FP)	APR 2012
		Maintain collaborative initiatives with areas, academic groups and students, including internships, research projects, supporting the formal and informal curriculum (such as Sustainable Learning Community), Green Lab and Green Office programs, as well as community events such as Celebrate Sustainability Day, World Environment Day and	AD (FP)	ONGOING

ANU BY 2020	F&S Objective	Tasks	By Whom	By When
		Earth Hour		
		Establish programs (tours, online, posters etc) to educate the broader community on campus sustainability issues including programs related to building ESD design, campus biodiversity, heritage).	AD (FP)	ONGOING
		Develop Heritage Management Plan which establishes: <ul style="list-style-type: none"> <li>• Inventory of all Heritage assets on Campus;</li> <li>• Heritage Assessments and Impacts; and</li> <li>• Heritage Management Guidelines.</li> </ul>	AD (FP)	NOV 2012

# Client Interaction

For the Division to deliver services that enable academic excellence, it must have a culture dedicated to continuous improvement. Effective internal and external communications, strong client engagement and a willingness to learn from others is integral to fostering best practice and delivery of high standard services and support to our client base.

A key element in establishing that culture is communication within the Division and with other areas of University. Our approach to work must be characterised by an honest assessment of our performance and receptiveness to new and innovative approaches. A willingness to engage with our sector and to learn from others provides opportunities for establishing best practice and delivering a high standard of service and support to the University.

## Goal

The development of processes that are responsive to campus community feedback that facilitate effective communications internally and externally to the Division.

ANU BY 2020	F&S Objective	Tasks	By Whom	By When
Improvement for administration and support functions university wide will be identified through detailed reviews.	All Divisional staff have clarity on the F&S Operational Plan, the Division's role and remit.	Develop an employee engagement strategy utilising communication channel such as the staff consultative committee, toolbox talks and staff survey results to share knowledge and information.	GM (Corp S)	JUN 2012
	Build a better understanding of the Division's role within the University.	Produce an on-line quarterly newsletter detailing key activities being undertaken by the Division and profiling staff.	GM (Corp S) AD (PD) AD (FP) GM (Camp S)	MAR 2013
		Redesign and rewrite the website to highlight Divisional activities, provide	GM (Corp S)	JUN 2012

ANU BY 2020	F&S Objective	Tasks	By Whom	By When
		easy access to information on key services and provide portals for key user groups.		
	Develop an overarching Communications Strategy that is organisationally driven.	Set a framework for detailed internal and external communication by determining audience groups and define the How, What, When and by Whom key messages are disseminated.	GM (Corp S)	DEC 2012
		Establish <i>one on one</i> relationships with our key client groups including the revision of Building Custodians.	AD (PD) AD (FP) GM (Camp S)	DEC 2012
	Obtain regular client feedback on Divisional performance.	Establish procedures to facilitate feedback on Divisional services to be used to support continuous improvement, including the implementation of an annual client satisfaction survey.	AD (PD) AD (FP) GM (Camp S) GM (Corp S)	NOV 2012
	Develop a Client Services Portal/Virtual Shop Front that enables the Division to interact efficiently with all stakeholders.	Provide a single point of contact into F&S for all stakeholders.	AD (PD) AD (FP) GM (Camp S) GM (Corp S)	AUG 2012
	Establish strong communication networks across the ANU.	Use the Client services portal as one mechanism to deliver excellent customer service to the ANU Community.	GM (Corp S)	AUG 2012
		Provide appropriate and ongoing training and development to the ANU Community in Asset Management.	AD (PD) AD (FP) GM (Camp S)	AUG 2013
		Have a holistic approach to infrastructure development through a stronger connection to Division of Information.	AD (PD) AD (FP) GM (Camp S) GM (Corp S)	AUG 2013



ANU BY 2020	F&S Objective	Tasks	By Whom	By When
	Establish strong communication networks outside of the ANU.	Improve Divisional engagement with sector groups, industry associations and Government including a single point of contact.	GM (Corp S) AD (PD) AD (FP) GM (Camp S)	AUG 2013
	Lead and manage leasing and commercial arrangements for the University.	Develop a commercial and leasing plan for the University.	AD (FP) GM (Corp S)	DEC 2012
		Develop commercial and leasing capability within the Division and become the primary point of contact and expertise within the University.	AD (FP) GM (Corp S)	JUN 2012

# Business Support & Corporate Services

Our business processes and systems are a platform from which to launch effective, efficient and excellent services to the ANU and should be invisible to all but ourselves. The Division's business processes, systems and support services must achieve best practice both now and into the future. These are characterized by high standards of data quality, information management, interoperability, expertise, process efficiency and relevancy. The way to achieve this goal is through the quality of our people.

## Goal

Delivery of administrative, financial, human resources and business support services that enable the Division to deliver excellent service to the campus community.

ANU BY 2020	F&S Objective	Tasks	By Whom	By When
The policies and procedures governing University activities will be reviewed for completeness, clarity and efficiency.	F&S will review policies and procedures for completeness, clarity and efficiency.	Audit and review all policies and procedures to ensure they are current and that they aligned to Divisional goals and the new policy framework for ANU. Establish an internal policies committee to ensure regular review.	AD (PD) AD (FP) GM (Camp S) GM (Corp S)	NOV 2012
	Align all business processes and practices to the asset management life cycle.	Conduct specialist business analysis tasks to ensure best practice processes are followed and clearly communicated to all staff, beginning with maintenance and minor works.	AD (PD) AD (FP) GM (Camp S) GM (Corp S)	JUN 2012
	Tailor procurement processes to optimise the delivery of facilities services.	Create consultant and contractor prequalification panels and establish ANU standard forms of agreements and contracts.	AD (PD) AD (FP) GM (Camp S) GM (Corp S)	AUG 2012
	Strengthen contractor induction.	Develop online staff and contractor induction program for all ANU contractors.	AD (PD) AD (FP) GM (Camp S)	APR 2012

			GM (Corp S)	
	Introduce robust financial management within the Division across all budgets.	In conjunction with the ANU, establish robust internal financial management processes and implement to achieve efficient, accurate and effective financial data and reports.	GM (Corp S)	JUN 2012
An integrated and efficient suite of administrative systems will be established by 2015	Review adequacy of the existing FS management systems to effectively support the asset management methodology.	Develop a user requirement brief for an integrated asset management system.	AD (PD) AD (FP) GM (Camp S) GM (Corp S)	JUNE 2012
		Implement systems for: <ul style="list-style-type: none"> <li>• capital projects;</li> <li>• space management;</li> <li>• asset management; and</li> <li>• records management.</li> </ul> (i.e. interfaces to finance and personnel management). Review/re-engineer existing business processes as necessary depending on the adoption of the system	AD (PD) AD (FP) GM (Camp S) GM (Corp S)	DEC 2015
		Conduct a review of business support and information technology arrangements to ensure continuous improvement and establish internal KPI that drive F&S to the forefront of industry standards.	GM (Corp S)	JUN 2012
Strengthen our recruitment, development and retention programs to ensure that ANU has the best possible general staff.	F&S staff are recognised as the intelligent client and subject matter experts for ANU on building and facility issues.	Identify the required capabilities of F&S staff and develop an annual professional development plan to addresses gaps and support F&S staff to reach their full potential.	GM (Corp S)	APR 2012
		Strengthen recruitment and selection processes within F&S to ensure that we recruit excellent staff. This includes compulsory training for selection panel members.	GM (Corp S)	AUG 2012
		Enhance the supervisory and management capability within the Division by offering specialist training and mentoring.	GM (Corp S)	ONGOING

		Undertake workforce planning, concentrating on talent management and succession planning.	GM (Corp S)	AUG 2012
		Revise and strengthen the OHS and RAP Committees and revise, develop and implement relevant plans.	GM (Corp S)	JUN 2012

## NOTES:

*THIS OPERATIONAL PLAN APPLIES TO THOSE SERVICES PROVIDED BY THE DIVISION ACROSS ALL CAMPUSES OF THE AUSTRALIAN NATIONAL UNIVERSITY INCLUDING ACTON, MOUNT STROMLO, SIDING SPRING, KIOLOA, AND NARU, AS WELL AS WITHIN THE ANU EXCHANGE.*

*WHILE ACTIONS WITHIN THIS PLAN ARE ASSIGNED TO MEMBERS OF THE DIVISIONAL SENIOR MANAGEMENT TEAM TO ENSURE ACCOUNTABILITY, THE IMPLEMENTATION OF THE OPERATIONAL PLAN REQUIRES THE COMMITMENT OF ALL DIVISIONAL STAFF. TASKS CROSS OVER AND BETWEEN OUR ORGANISATIONAL STRUCTURE REQUIRING SUBJECT MATTER EXPERTS TO WORK TOGETHER CONSISTENTLY.*

*AS PART OF THIS PLAN THE DIVISION WILL ESTABLISH METRICS WHERE APPROPRIATE TO MEASURE PERFORMANCE AND USE THIS DATA TO IMPLEMENT PROGRAMS FOR CONTINUAL IMPROVEMENT.*

*THIS FACILITIES AND SERVICES OPERATIONAL PLAN 2012 - 2020 IDENTIFIES A SERIES OF OTHER PLANS SUCH AS THE CAMPUS MASTER PLAN 2030, ASSET MANAGEMENT STRATEGY, HERITAGE PLAN ETC. WHILE THE FACILITIES AND SERVICES OPERATIONAL PLAN 2012 - 2012 DRIVES THE ORGANISATIONAL AND BUSINESS OUTCOMES OF THE DIVISION, THE OTHER PLANS ARE INTERDEPENDENT, INFORM ONE ANOTHER AND FORM A HIERARCHY OF PLANS FROM WHICH CONSIDERED DECISIONS CAN BE MADE TO INFORM THE DEVELOPMENT OF INFRASTRUCTURE AND OTHER ASSOCIATED ISSUES AT THE ANU.*

## ACRONYMS:

PEOPLE		OTHER	
AD(PD)	Associate Director Capital Works	AIA	Australian Institute of Architects
AD(FP)	Associate Director Facilities Planning	ANU	Australian National University
GM (Camp S)	General Manager Campus Services	G08	Group of Eight
GM (Corp S)	General Manager Corporate Services	KCC	Kioloa Coastal Campus