People & Culture

Organisation structure & position establishment guideline

1. Purpose

The purpose of these guidelines is to ensure that the University adopts an effective and consistent approach to establishing new organisational structures, creating staff positions, or modifying existing roles.

It is essential decisions reflect the University's commitment to equity and building and retaining a high quality, diverse and agile, workforce capable of delivering on the University's strategic goals.

2. Scope

All University positions.

3. Contents

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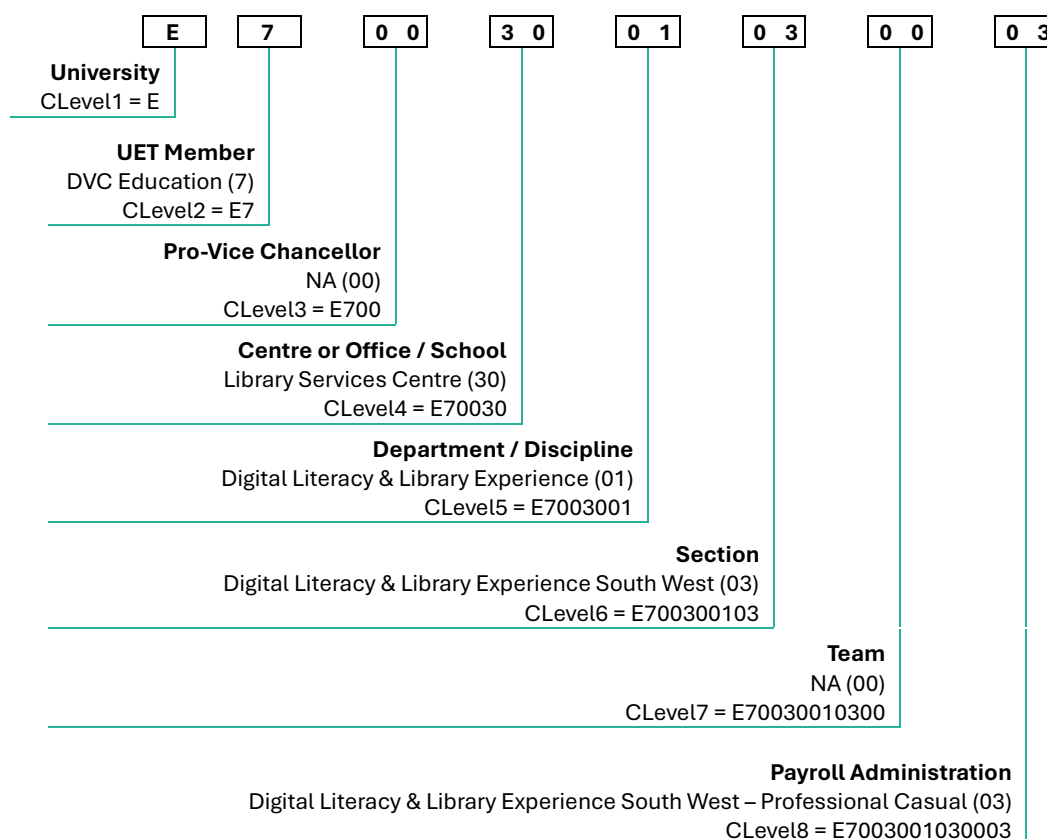
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4. Guideline

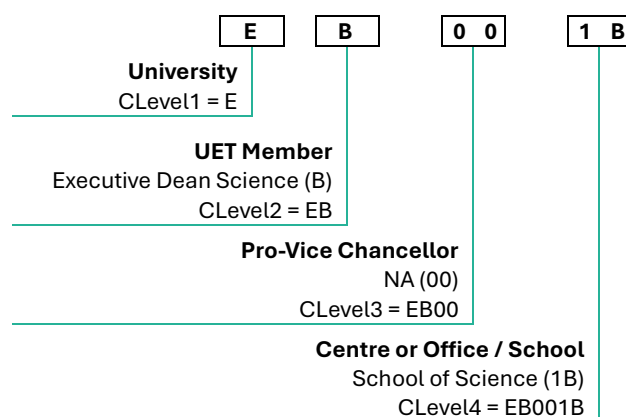### 4.1 Organisation structure and level (CLevel)

- The organisational structure is a system that outlines the hierarchy of work units and reporting lines within the University. It defines the delegation of roles, responsibilities, job functions, accountability, and decision-making authority.

- The University's organisational structure consists of eight levels, known as CLevels.

- Each CLevel represents a distinct layer of the University, starting from the University level (CLevel1) down to CLevel8.

- CLevels specify which University Executive Team (UET) member is responsible for overseeing a defined portfolio of Schools and or Centres, and Payroll Administration including system and building access.

- All CLevels begin with the letter "E" (representing the University) and consist of 14 characters to form an organisational code.

- The organisational code is built incrementally to reflect each level of the organisation. If the structure of an organisational unit does not require all levels, "00" is applied to unused CLevels.

The organisational code E7003001010003 is explained below.

| E | 7 | 0 0 | 3 0 | 0 1 | 0 3 | 0 0 | 0 3 |

University
CLevel1 = E

UET Member
DVC Education (7)
CLevel2 = E7

Pro-Vice Chancellor
NA (00)
CLevel3 = E700

Centre or Office / School
Library Services Centre (30)
CLevel4 = E70030

Department / Discipline
Digital Literacy & Library Experience (01)
CLevel5 = E7003001

Section
Digital Literacy & Library Experience South West (03)
CLevel6 = E700300103

Team
NA (00)
CLevel7 = E70030010300

Payroll Administration
Digital Literacy & Library Experience South West – Professional Casual (03)
CLevel8 = E7003001030003

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CLevel4 (the first six characters) represents the Centre or Office / School. Centre and Offices are identified by a number, while CLevels for Schools include letters. For example, the CLevel4 for School of Science is EB001B.

E	B	0 0	1 B

University
CLevel1 = E

UET Member
Executive Dean Science (B)
CLevel2 = EB

Pro-Vice Chancellor
NA (00)
CLevel3 = EB00

Centre or Office / School
School of Science (1B)
CLevel4 = EB001B

4.2   Reviewing an organisational structure

- Organisation design is the formal process of integrating direction, information, people, and technology to establish an organisational structure that aligns with business strategy and supports strategic goals and outcomes.

- Any review of the organisational structure should be based on a clear understanding of:

    a.   the purpose and direction of the work area

    b.   how each position contributes to the area's purpose

    c.   the relationships between positions.

- Reviews should be conducted in line with annual business and workforce planning processes, or whenever there is a business opportunity or need such as:

    a.   change in business direction

    b.   introduction of new technology

    c.   response to client / market needs

    d.   changes in government policy / funding

    e.   service delivery improvement.

- Consideration should be given to developing structures that enhance career opportunities, decision making and communication flow.

- Positions should be designed to provide outcome focused accountabilities and establish clear relationships between roles.

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- Contact your People and Culture Business Partner if planning a new organisational structure or reviewing your existing establishment, and refer to the checklist at Appendix A.

4.3 Position establishment

Professional positions

- All professional staff positions must have an approved position description, endorsed by People and Culture Business Partners, that defines the specific role, accountabilities and capabilities, which forms the basis for determining the appropriate classification (HEW Levels 1 – 10).

    a. Position descriptions and classifications are in accordance with existing generic descriptors and / or benchmark positions to avoid unnecessary over specification of roles. Contact your People and Culture Business Partner for any variation to these standards and gain approval in accordance with HR Delegations.

    b. Short, fixed-term professional staff positions that are additional to the establishment should have an approved position description, with classification determined prior to recruitment or appointment, or based upon an appropriate generic or existing position description.

    c. Each position should be reviewed annually as part of management for performance objective setting or upon becoming vacant, to ensure the position description and classification accurately reflect the job.

    d. A position's classification will be determined based on a work value assessment using Schedule 2, Part I - Professional Staff Classification Structure of the Edith Cowan University Enterprise Agreement 2022 and the Korn Ferry / HAY job evaluation methodology.

    e. Creation of a new position and / or the classification determination will be approved in accordance with HR Delegations.

Academic positions

- There are four types of academic roles at ECU:

    o teaching focused scholar

    o research focused scholar

    o teaching and research scholar

    o practitioner scholar.

- All academic roles require a selection criteria based on the Academic Staff Performance Expectations and Outcomes (ASPEO) Framework Matrix and the

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Academic Position Classification Standards. These documents outline the qualifications and duties expected at each academic level, and the required skills, knowledge and experience in teaching, research and university service.

- A role is assigned to a staff member based on their individual contribution to the three core areas of academic work – Teaching and Learning, Research, and University Service.

- Refer to Clause 9 Academic Roles – Academic Employees of the Edith Cowan University Enterprise Agreement 2022 for further details.

4.4   Managing structure and positions

- The University's staffing structure or official position establishment records are stored in the Staff Kiosk. Each School, Institute and Service Centre is required to maintain an accurate record of its staffing establishment in the Staff Kiosk.

- Line Managers are responsible for ensuring all changes to staffing establishment are approved in accordance with HR Delegations and that all records are updated and accurately maintained.

- The establishment of new, or modification of, existing staffing establishment will be approved in accordance with HR Delegations prior to any other People and Culture management activities (e.g. recruitment, appointment, restructure, redundancy).

- Changes to the staffing establishment will result from, but not be limited to:

  a. establishment of new organisation unit(s)

  b. restructure or disestablishment of organisation unit(s)

  c. re-titling an organisation unit(s)

  d. establishment of new positions(s)

  e. reclassification of position(s)

  f. disestablishment of positions(s)

  g. transfer of position(s) between organisation units

  h. modification of position title / status / fraction / location.

- The staffing establishment will include organisation unit structures / titles, position number, type and composition.

4.5   Classification and reclassification

- The creation of a new staff position will be in accordance with the respective School / Service Centre staffing and business plans.

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- Determination of a position's classification will be undertaken for the following reasons:

    a. Creation of a new position

    b. Organisation re-structure

    c. Major change to a position specification (e.g. role, accountabilities)

    d. Request for classification review

    e. Prior to a recruitment process.

- A Line Manager or an employee in a professional position is eligible to initiate a review and request a reclassification determination for the position at any time, except within one year of the following:

    a. the finalisation of a previous determination

    b. the appointment of the occupants to the position

    c. a change management process.

- A reclassification request form must be completed.

- Where there is a significant ongoing change to the role, accountabilities or capabilities for a position, the Line Manager will initiate a review of the position description and classification and liaise with People and Culture.

- The review of an existing position is not an appraisal of the employee occupying the position nor is it a process to reward individuals for meritorious performance.

- Where an existing position is reclassified to a higher HEW Level, the substantive occupant(s) will be reclassified along with the position, provided that the employee(s) has:

    a. Been in the position for a minimum period for one year

    b. Demonstrated satisfactory performance as documented and assessed as part of the University's Performance Management system

    c. If the employee(s) has occupied the position for less than a year, the position may be subject to the University's standard recruitment process or other determination, as approved.

- An occupant of a position may appeal a classification determination in accordance with the process defined in Clause 25 of the Edith Cowan University Enterprise Agreement 2022.

- Approved position descriptions and classification records will be registered and maintained by People and Culture and are available to all employees.

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- Academic staff whose contributions to core areas of their academic role has increased may qualify for an academic promotion. If the individual receives a promotion, their position classification will change. Refer to Academic Careers for further details.

4.6 Management and consultation on workplace change

- Managers considering changes that may significantly impact employees must consult their People and Culture Business Partner to determine if a consultation on workplace change process is required.

- Refer to Part D – Management and Consultation on Workplace Change of the Edith Cowan University Enterprise Agreement 2022 for the definition of 'significant effect' and details of the workplace change process.

5. Accountabilities and responsibilities

Line Executive	• Establish an organisational structure aligned with ECU's strategy and operational needs.
Line Manager	• Ensure all staffing establishment changes are approved under HR Delegations and that records are accurate and up to date. • When a role's responsibilities or capability requirements change significantly, initiate a review of the position description and classification, and liaise with People and Culture. • For changes that may significantly impact employees, consult your People and Culture Business Partner to determine whether a workplace change consultation is required. • Contact your People and Culture Business Partner when planning a new organisational structure or reviewing your existing establishment.
People and Culture Business Partner	• Provide guidance on proposals organisational structural changes, new position creation, and workplace change processes. • Review and approve position descriptions.

6. Related documents

Legislation	Edith Cowan University Enterprise Agreement 2022
Policies	Recruitment Policy
Operational Documents	Classification procedure

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Reclassification procedure
Classification of professional positions
Classification request form
Reclassification request form

7.   Document information

Owner: Manager People Strategy and Organisational Development	**Approver:** Chief People Officer
Date approved: 21/11/2025	**Review date:** 21/11/2026
Contact information: people@ecu.edu.au	
This document will be reviewed a minimum of every three years.	

8.   Revision history

Date	Version	Changes
	1.0	Guideline approved
21/11/25	2.0	Guideline reviewed and updated.

9.   Definitions

The University Glossary applies to this guideline.

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Appendix A

	ESSENTIAL ELEMENTS OF A CLEAR ORGANISATIONAL STRUCTURE
1.	**Structure and design supports ECU's Strategy (Enabling the strategy, core business driven and adaptable)**
☐	Does the organisation's structure and design support ECU strategy and purpose?
☐	Is the structure and design a vehicle to support change culture and drive future business outcomes?
☐	Does the structure support flexibility so that resources can be deployed according to shifting priorities?
☐	Is the structure financially sustainable?
☐	Will this structure enable critical work activities to be successfully delivered?
2.	**Client service expectations are met (Customer focused)**
☐	Will the organisational structure help efficiently deliver quality products and services to clients?
☐	Does the structure support quality client service that caters for different client needs?
☐	Can clients and others navigate the structure to get to what they need easily?
☐	Does this structure prioritise the services that are beneficial to the outcome or experience of the core clients?
3.	**Cooperation and support to core business (one university)**
☐	Does the organisation structure facilitate cooperation with other areas of the University?
☐	Are dependencies and interdependencies clear and manageable?
☐	Are the structures allowing decisions to be made quickly and as near as practical to the point of action?
☐	Are the structures allowing for clearly defined accountabilities and meeting client expectations?
☐	Are resource decisions and structures designed to nurture and protect core business activities?
☐	Are these structures bringing together the most cost-effective and aligned services possible?
☐	Do these structures minimise duplication of services, roles and responsibilities occurring within the University?
☐	Have options of sourcing externally or amalgamating with other like Units been explore for specialist services that do not meet supporting core business?
4.	**Staff composition is manageable (span of control and management layers)**
☐	Are the units of a size and composition that allows supervisors to provide meaningful support and feedback to support staff performance?
☐	Workgroups can consist of 10 – 20 direct reports depending upon the nature of the work, the people in the roles, and the established processes.
☐	Does the size of the business unit allow for leave flexibility and adequate budget allocation to cover critical staff-related costs such as training and development?

☐	Does the size of this business unit allow for efficiencies associated with being a separate organisational entity (for HR/Finance services and administrative requirements such as annual reviews etc)?
☐	Does the structure enable clear and well-informed decision making and communication?
☐	Does each level of supervision add value, or are there too many layers?
5.	**Structures comply with governance and legislative responsibilities (accountability and governance)**
☐	Does the structure enable compliance with governance, legislative and reporting requirements?
☐	Does the structure and design suit the style of management and governance?
☐	Are accountabilities and reporting lines clear?
☐	Are there multiple reporting lines? If so, are these clear and manageable?
6.	**Structure incorporates opportunities for career progression (career progression)**
☐	Does the structure support career progression for staff? Clear relationships between positions means that staff can broaden their capabilities and experience, act in vacant higher positions, or take on partial higher duties.
☐	Does the structure set clear relationships between positions?
7.	**Regular reviews are conducted (continuous improvement)**
☐	Are structures reviewed regularly against these principles?
☐	How will the structure and design be reviewed and how will key stakeholders be involved in reviewing the structures?
☐	Is there a compelling business case to be developed against these principles?