

Organisational Resilience Rule

Section 1 - Overview

(1) A change-resilient organisational culture is essential to UNE's business interruption avoidance and response, and adaptation to organisational change.

(2) This Rule outlines the University of New England's commitment to organisational resilience, and provides authority and direction to the management activities involved in increasing the University's resilience and adaptability to changing environments.

Section 2 - Scope

(3) This Rule applies to all UNE Representatives, Students, and visitors to University facilities.

Section 3 - Rule

(4) This Rule gives authority to the University's organisational resilience activities which encompass:

- a. incident management;
- b. disaster recovery;
- c. emergency response;
- d. business continuity management; and
- e. change management.

(5) The University will encourage positive proactive behavior in response to the challenges and opportunities before it by:

- a. encouraging and supporting collaboration, transparency and respect in the development and implementation of change management strategies; and
- b. providing clear and timely communication and direction to UNE representatives impacted on by organisational change.

(6) The core objectives of the organisational resilience activities undertaken by the University are to:

- a. reduce the size and frequency of business interruption events (vulnerability);
- b. improve the ability and speed of the University to manage organisational change effectively (adaptive capacity); and
- c. recognise and evolve in response to the complex business environment within which the University operates (situational awareness).

(7) The University will incorporate organisational resilience activities into its normal business operations, through including business unit resilience requirements in:

- a. performance objectives;
- b. operational planning; and
- c. budget planning and management.

(8) In the event of a business interruption, the University will respond promptly to:

- a. protect the safety of persons and assets;
- b. reduce the impact and duration of interruptions; and
- c. return to business as usual in the most timely and effective manner.

(9) The University will monitor and report on organisational resilience activities to the Vice-Chancellor and Chief Executive Officer, and Council.

Authorisation

(10) This is a Council Rule and vested authority is granted for decisions made under this Rule to the nominated parties. The Council retains discretion over decisions made under this Rule.

(11) The Director Audit and Risk is the nominated authority to administer this Rule and to coordinate creation of procedures to apply under this Rule. The Procedures must be consistent with this Rule.

Compliance

(12) All UNE Representatives must comply with this Rule. A failure to comply with this Rule may amount to misconduct/serious misconduct and/or unsatisfactory performance.

Section 4 - Definitions

(13) Business Continuity Management provides for the availability of processes and resources in order to ensure the continued achievement of critical objectives.

(14) Business Interruption is any event, whether anticipated (i.e., public service strike) or unanticipated (i.e., blackout) which disrupts the normal course of business operations at an organisation location.

(15) Change Management, irrespective of the way the change originates, change management is the process of taking a planned and structured approach to help align an organisation with organisational change.

(16) Disaster Recovery refers to the activities associated with the continuing availability and restoration of the IT infrastructure.

(17) Emergency Response is the response of an organisation to a disaster or other significant event that may significantly impact the organisation, its people, or its ability to function productively. An emergency response may include evacuation of a facility, initiating a disaster recovery plan, performing damage assessment, and any other measures necessary to bring an organisation to a more stable status.

(18) Incident Management is a combination of facilities, equipment, personnel, procedures, and communications operating within a common organisational structure with responsibility for management of assigned resources to effectively direct and control the response to an incident. Intended to expand, as situation requires larger resources, without requiring new, reorganised command structure.

(19) Organisational Change is any change that has a significant effect on the way work is performed at the University.

(20) Resilience is the adaptive capacity of an organisation in a complex and changing environment.

Status and Details

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Effective Date	27th July 2015
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Unit Head	Meredith Parry Chief Operating Officer
Enquiries Contact	Jo Scanlan Director Estate and Built Environment 61267733036 <hr/> Estate and Built Environment +61 2 6773 3718

Glossary Terms and Definitions

"UNE Representative" - Means a University employee (casual, fixed term and permanent), contractor, agent, appointee, UNE Council member, adjunct, visiting academic and any other person engaged by the University to undertake some activity for or on behalf of the University. It includes corporations and other bodies falling into one or more of these categories.

"Student" - Is an admitted student or an enrolled student, at the relevant time: 1. an admitted student is a student who has been admitted to a UNE course of study and who is entitled to enrol in a unit of study or who has completed all of the units in the UNE course of study; 2. an enrolled student is a student who is enrolled in a unit of study at UNE.