

## THE UNIVERSITY OF NEWCASTLE

### PORT MACQUARIE CAMPUS ORGANISATIONAL CHANGE CONSULTATION PAPER

- SCHOOL OF EDUCATION
- SCHOOL OF NURSING AND MIDWIFERY
- SCHOOL OF BIOMEDICAL SCIENCES AND PHARMACY
- ACADEMIC DIVISION

## Table of Contents

1.	BACKGROUND AND STRATEGIC CONTEXT.....	3
2.	RATIONALE AND REQUIREMENT FOR CHANGE .....	3
3.	CONSULTATION PROCESS .....	5
4.	MEANS AND TIMEFRAME FOR CHANGE .....	7
5.	IDENTIFICATION OF IMPACT .....	7
5.1	School of Education.....	8
5.2	School of Nursing and Midwifery.....	8
5.3	Academic Division .....	9
5.4	Summary of Impact.....	10
6.	FINANCIAL IMPLICATIONS.....	11
7.	STAFFING AND TRAINING IMPLICATIONS.....	11
7.1	HR/ER Issues.....	11
7.2	Training and Development .....	11
7.3	Future Staffing: Port Macquarie.....	11
8.	OTHER MEASURES AND CONSIDERATIONS.....	12
8.1	Workload.....	12
8.2	Equity and Diversity.....	12
8.3	Health and Safety.....	12
9.	IMPLEMENTATION PLAN.....	13
10.	POST-IMPLEMENTATION REVIEW .....	13
	ATTACHMENT A - Managing Organisational Change Guideline .....	14
1.	Introduction.....	15
2.	Principles.....	15
3.	Consultative Approach.....	15
4.	Staffing the Structure .....	15
5.	Other Processes .....	15
(i)	Natural Attrition (Turnover) .....	15
(ii)	Voluntary Separations .....	15

(iii) Redeployment Within the University (Clause 23.2 Professional Staff and Clause 52.1 Academic Staff) .....	15
(iv) Job Redesign .....	16
(v) Training and Development .....	16
(vi) Pre-Retirement Contracts.....	16
(vii) The Use of Leave Entitlements by Agreement.....	16
(viii) Secondment .....	17
(x) The Ability to Use Leave Entitlements Combined with Part-Time Employment.....	17

## **1. BACKGROUND AND STRATEGIC CONTEXT**

The University has been in Port Macquarie since 2003, and has graduated more than 700 students. Enrolments peaked at 402 in 2014, and in 2018 were 302 across three programs: B Education/B Teaching, B Nursing and B Midwifery. In recent years, the campus has generated around 90-100 commencing CSPs annually. There were 291 enrolments as at 5 April 2019.

The University teaches from facilities at the shared campus with NSW TAFE. The facilities were constructed in 2006-07 using \$3.7m in Commonwealth funds. No significant investment in renewal or additional facilities at the campus has occurred since. In some instances, the facilities are approaching the end of their useful life, and would require major upgrade in the next few years, including new simulation labs in the nursing and midwifery area to meet industry-standards and future accreditation requirements. In surveys and focus groups, students generally identify the Port Macquarie campus experience as poor. Staff have consistently identified a range of concerns over the years with the campus itself, and constraints in support or resourcing available or provided from Callaghan.

The higher education landscape in Port Macquarie has changed markedly since 2003. In 2012, Charles Sturt University (CSU) commenced local program delivery in leased CBD premises. In 2016, CSU opened Stage 1 of its local campus, with an investment of around \$46m. In 2019, it has more than 1000 students enrolled in 26 programs, including 100 international students, and over 200 accommodation beds available on the campus.

The UNSW Rural Clinical School in Port Macquarie brings to three, the number of universities with a physical presence in the city, for a total population of around 60,000 people. The Mid North Coast (MNC) regional population is just over 260,000 (half in Port Macquarie-Hastings catchment, half in Coffs Harbour), and includes a fourth HEP at Coffs Harbour – Southern Cross University. Given the geography and location of other HEPs across the region, the effective student catchment for the Port Macquarie and Hastings area is only half of the regional total.

## **2. RATIONALE AND REQUIREMENT FOR CHANGE**

CSU introduced its B Education (K-12) in 2013, competing for commencing enrolments with the University's (then) B Teaching. The University of Newcastle commencing enrolments in education programs subsequently fell by more than 50%, a situation that continues today. Enrolments in education programs collectively across the two universities are little different to the pre-2013 cohort for University of Newcastle, indicating that having two HEPs delivering a similar program locally has not grown the market.

CSU recently announced a \$61m Stage 2 Port Macquarie campus expansion, including a \$15m contribution from the state government. The expansion represents a cumulative investment of \$107m at the campus, with two further stages to follow by 2030. Stage 2 will support new teaching facilities for further growth, with a campus enrolment target of 2800 after completion. By 2030, CSU expects a campus enrolment of 5000.

Total enrolments across the three programs delivered by the University of Newcastle in Port Macquarie, are less than 300.

In April-May 2019, a Review was undertaken which considered the viability of a range of options for the future of the Port Macquarie campus. The Review Steering Group was asked to report to the Vice-Chancellor, via the Executive Committee, specifically addressing and considering the viability of a range of options, including:

- Continuing our undergraduate programs at our existing campus which is shared with NSW TAFE;
- Relocating to a new University teaching facility;
- Refocussing our presence in Port Macquarie around enhanced research, post-graduate programs and clinical engagement with the local health service providers; and
- Discussing possible cooperation with CSU

Stakeholders were invited to submit to the review in writing and engage in face-to-face forums. The review was informed by an analysis of original University documents, including:

- a range of options analyses and other reports undertaken in recent years;
- data sets regarding enrolment, and retention and success patterns for Port Macquarie;
- consideration of the higher education sector and other HEPs in Port Macquarie;
- student and graduate satisfaction surveys and market insights; and
- income and expenditure statements, among other matters

The Review identified significant capital and operating costs associated with development of a quality campus or presence for the University in Port Macquarie. The expectation was that this presence would need to be competitive with the CSU campus and offer a level of service and student experience equivalent to that available to students at Callaghan or Central Coast campuses.

The Review noted that whilst the campus delivered a surplus over many years, the financial analysis points to future net deficits. A major investment, both in capital and recurrent salaries for student support would be required to bring it up to par, but this was considered unrealistic given the competing CSU investment and strategic opportunities for the University of Newcastle in other regions.

The Review noted the 50% decline in Education program enrolments since 2014, and the potential risk of a similar decline in B Nursing enrolments once CSU commences its competing program in 2020.

Modelling of the options by Finance revealed that remaining at the TAFE campus or investing in and relocating to a new, leased facility, would still see the University in net deficit in future years, even if current enrolment levels were maintained. Relocating just nursing and midwifery to a smaller, leased facility still produces a similar net deficit over future years.

In summary, the Review identified significant risk to the future financial viability of the campus arising from CSU's competition for commencing enrolments in the B Nursing, from 2020.

The rationale for change was framed in the context of the above issues, as follows:

- a) ongoing concerns with the quality of the on-campus student experience relative to other University of Newcastle campuses
- b) recent decline and potential future decline in commencing enrolments
- c) the changed competitive landscape in Port Macquarie with multiple HEPs in a relatively small market
- d) the need for significant capital investment to be competitive, but at significant financial risk with no guarantee of ongoing viability

### **3. CONSULTATION PROCESS**

Prior to the launch of this Consultation Paper there have been a number of internal stakeholder meetings and processes where the proposed change has been discussed and feedback has been sought. Multiple communications have kept staff informed of and consulted with respect to the proposed change.

Opportunities for staff to engage in the Port Macquarie Campus Review process were provided during April and May 2019. Following the presentation of the Future Options for the Port Macquarie Campus Review Report, University Council endorsed the decision of the Executive Team that the University will move away from new, commencing enrolment in undergraduate programs to focus on postgraduate programs and research delivery in Port Macquarie.

On the 20 June 2019 the Vice Chancellor announced to staff at Port Macquarie the decision that the University would not be taking any new undergraduate enrolments for Port Macquarie. Interim Pro Vice-Chancellor FEDUA Professor John Fischetti, Pro Vice-Chancellor (FH&M) Laureate Professor John Aitken and Associate Director Campus Coordination Linda Cooper attended the Port Macquarie campus with the Vice Chancellor to talk to their teams about the next steps following the announcement.

This announcement was followed by communications to staff and students that the University will support all of our existing students in their local studies, and will continue to teach and support those existing students through to graduation.

The Vice-Chancellor acknowledged that this is a significant change for our staff who work in Port Macquarie. The University will work collaboratively with Charles Sturt University, the Port Macquarie Base Hospital and the Mid North Coast Local Health District, and other local stakeholders, as we focus our efforts on postgraduate programs and research opportunities and ensure a smooth transition through the teach out period and beyond.

A summary of meetings, engagement and communications to date with staff are listed below:

<b>Date</b>	<b>Action</b>
<b>20 March 2019</b>	Vice Chancellor announces a review of the Port Macquarie campus via all staff email.
<b>5 April 2019</b>	DVC A invites written submissions from stakeholders (including staff at the Port Macquarie campus) to the Port Macquarie Campus Review Steering Group
<b>10 and 11 April 2019</b>	Student Forum held at Port Macquarie to advise students of the University's decision to review future options for the Port Macquarie campus. Some staff also attended.
<b>29 April 2019</b>	Written submissions to the Port Macquarie Review closed. (9 submissions were received)
<b>14 May 2019</b>	DVC A and Director, Regional Campuses host Staff Forum as part of the Review process.
<b>20 June 2019</b>	VC attended Port Macquarie to announce to staff that the University will not be taking any new undergraduate enrolments and will be focussing offerings on post-graduate and research. Interim PVC FEDUA, PVC H&M and AD Campus Coordination also in attendance and staff were provided with opportunity to ask questions and express views
<b>20 June 2019</b>	VC Announces 'Changes at Port Macquarie campus' via all-staff-email
<b>July &amp; August 2019</b>	Heads of School, Program Convenors and Associate Director Campus Coordination meetings with staff at Port Macquarie campus

To initiate the formal consultation process for organisational change, the Heads of School, and Director Regional Campuses will present an overview of the rationale and requirement for change and a summary of the proposed changes to Schools and Academic Division staff at a meeting on 30 August 2019. The meeting will provide an opportunity for staff to ask questions and provide initial feedback.

Following this meeting, all University Port Macquarie staff will receive a link to an electronic copy of the Consultation Paper, which will be uploaded to the University's intranet site.

Staff members or groups of staff members are encouraged to provide a submission responding to any detail of the proposed change. **The proposed timeframe for receiving and considering submissions is outlined in the table in Section 4.0 below. Staff should forward submissions to Ruth Hartmann ([Ruth.Hartmann@newcastle.edu.au](mailto:Ruth.Hartmann@newcastle.edu.au)) Employee Relations Advisor, or through your relevant Human Resources Business Partner.** Contact details are at 6. *Support Staff and Services*, in Attachment A at the end of this document.

Each (de-identified) submission will be considered by a meeting of the Staff Consultative Committee and management representatives prior to a Proposal Paper being developed.

Further consultation will be undertaken as part of the regular staff updates and where requested, HR Services staff and the relevant Pro Vice-Chancellor will meet with affected staff, either individually or in a group, to further discuss the Consultation Paper.

#### 4. MEANS AND TIMEFRAME FOR CHANGE

The timeframe to be followed is:

<b>Date</b>	<b>Event</b>
<b>30 August 2019</b>	Consultation Paper distributed to relevant staff and made available to all other staff and the Unions on the University's intranet  Staff forum for all Port Macquarie staff and Union representatives to discuss the Consultation Paper
<b>1 September to 11 October 2019</b>	Period for open discussion with staff, the University and Unions
<b>11 October 2019</b>	Final written submissions received from staff and Unions. Submissions should be forwarded to Ruth Hartmann via email - Ruth.Hartmann@newcastle.edu.au
<b>October 2019</b>	The Consultative Committee meets to consider the Consultation Paper and opportunity to comment on the process of consultation /make recommendations  Management meet to consider submissions, comments and recommendations
<b>8 November 2019</b>	Proposal paper distributed to relevant staff and made available to other staff and the Unions on the University's intranet  Staff forum for all staff and Union representatives to present the Proposal paper
<b>Mid November 2019</b>	Proposal paper and any recommendations forwarded to the relevant Pro Vice-Chancellors for consideration and determination
<b>1 January 2020</b>	Implementation commences

#### 5. IDENTIFICATION OF IMPACT

Over time, most positions involved in undergraduate program delivery at Port Macquarie campus are affected by this proposal. It will be a staged approach so that the student experience is not impacted during the teach-out period that will run until at least 2021 or 2022 depending upon the program.

Equally, the University is conscious of its obligation to support staff throughout this period, including the exploration of redeployment opportunities to other campuses for staff impacted by the changes. The University will also work and consult with staff throughout this period to identify opportunities in the transition with the increased focus on Post Graduate and research in Port Macquarie.

Staff employed in Port Macquarie through the UON Department of Rural Health (UONDRH) and based at the Shared Health Research and Education Centre (SHREC) in Highfields Circuit, are not affected by this proposal.

Staff employed in Port Macquarie through the School of Medicine and Public Health for clinical trials or other directly funded research activities, are not affected by this proposal.

It is acknowledged that several TAFE-employed staff are impacted by the University proposal, however, as they are not University staff they are not subject to the organisational change and related provisions of the University's Enterprise Agreements.

### 5.1 School of Education

All positions in the School of Education in Port Macquarie are affected by this proposal. The full-time teach-out period for the B Teaching (Primary) (Hons) and the B Education (Primary) will see students enrolled in locally delivered courses up to and including 2022.

The staffing profile required for delivery of courses through this teach-out period will be reviewed annually in line with those requirements and the cohort of students locally enrolled.

From 2022, local students still to complete particular courses will be supported through a range of strategies, including online and other alternative delivery modes. The exact teaching roles required locally to support students through these latter years will be determined in line with the remaining student cohort, including practicum supervision.

Over time, the existing positions in the School of Education in Port Macquarie will be disestablished.

### 5.2 School of Nursing and Midwifery

A number of positions in the School of Nursing and Midwifery in Port Macquarie are affected by this proposal. The full-time teach-out period for the B Nursing will see students enrolled in locally delivered courses up to 2021, with potentially further students to complete in 2022 and beyond. The full-time teach-out period for the B Midwifery will see students enrolled in locally delivered courses up to 2021.

The staffing profile required for delivery of courses through this teach-out period will be reviewed annually in line with those requirements and the cohort of students locally enrolled.

From 2022, local students still to complete particular courses in the B Nursing will be supported through a range of strategies, including online and other alternative delivery modes. The exact teaching roles required locally to support students through these

latter years will be determined in line with the remaining student cohort, including clinical practice supervision.

Options are being explored at the University-wide level, for future delivery of elements of the B Midwifery program, and those considerations may impact on the teach-out period and related teaching positions.

Over time, a number of the existing positions in the School of Nursing and Midwifery and the School of Biomedical Sciences and Pharmacy in Port Macquarie will be disestablished.

In parallel with the teach-out of undergraduates programs, the Faculty will be exploring the longer-term strategy around Post Graduate program coordination and teaching, and research links with the Port Macquarie Base Hospital and Mid North Coast Local Health District (MNCLHD), and potential collaboration with CSU in health and associated research.

### 5.3 Academic Division

Ongoing support for our students and academic staff in Port Macquarie will be necessary during the teach-out period through to 2022, and beyond depending upon the requirements of the remaining student cohort. The staffing profile required for delivery of administrative services, student and academic support throughout this teach-out period will be reviewed annually in line with those requirements and the cohort of students locally enrolled.

Over time, the existing positions in the Academic Division in Port Macquarie will be disestablished.

## 5.4 Summary of Impact

University of Newcastle Port Macquarie campus – School of Education					
EXISTING CAMPUS ROLES					
Academic level	Role title	Continuing/ fixed term	Filled/ unfilled	Impact	Commencing
D	Associate Professor	Continuing	Filled	To be Disestablished	2021
P/T	Lecturer	Fixed term	Filled	To be Disestablished	Fixed term, review
Casual	Casual academic (multiple roles)	Casual	Filled	To be Disestablished	2020 (partial)
University of Newcastle Port Macquarie campus – School of Nursing & Midwifery					
Academic or HEW level	Role title	Continuing/ fixed term	Filled/ unfilled	Impact	Commencing
E	Joint Chair	Fixed term	Filled	No change	
C	Senior Lecturer	Continuing	Filled	No change	
B	Lecturer	Continuing	Filled	To be Disestablished	2021
B	Lecturer	Fixed term	Filled	To be Disestablished	Fixed term, review
A	Lecturer	Continuing	Filled	To be Disestablished	2021
A	Associate Lecturer	Continuing	Filled	To be Disestablished	2021
HEW 5	Research Assistant	Fixed term	Filled	No change	
HEW 4	Research Assistant	Casual	Unfilled	Disestablished	
HEW 4	Technical Officer	Part time (0.6) Fixed term	Filled	To be Disestablished	Fixed term, review
Casual	Casual academic (multiple roles)	Casual	Filled	To be Disestablished	2020 (partial)
Various	Clinical nurse educators	Casual	Filled	To be Disestablished	2020 (partial)
University of Newcastle Port Macquarie campus – School of Biomedical Sciences and Pharmacy					
Casual	Casual academic	Casual	Filled	To be Disestablished	
University of Newcastle Port Macquarie campus – Academic Division					
HEW level	Role title	Continuing/ fixed term	Filled/ unfilled	Impact	Commencing
5	Student and Program Advisor	Full time Fixed Term	Filled	To be Disestablished	Fixed term, review
3	Student Assistant	Part time (0.5) Continuing	Filled	To be Disestablished	2020

**Please note:** Rows with light green shading indicate position unaffected by proposed change

## 6. FINANCIAL IMPLICATIONS

The financial implications expected as a consequence of this consultation paper have been considered in relation to the existing budget and forward budget projections.

The University recognises that significant organisational change requires resources and support, and provision has been made for outplacement services and redundancies that may be required throughout the process.

## 7. STAFFING AND TRAINING IMPLICATIONS

### 7.1 HR/ER Issues

The organisational change process will be carried out in accordance with the University's Enterprise Agreements and the principles of procedural fairness, equity and diversity, and workplace change. Appropriate support services will be made available including Human Resources support, financial planning advice, superannuation information, and confidential counselling as required. Details in relation to these services for staff and supervisors and details of other processes are provided in Attachment A – Managing Organisational Change Guideline.

### 7.2 Training and Development

Staff development resources will be available during the change process. Individual development needs will be assessed on a one-on-one basis through PRD discussions, which will inform broader development needs across the Unit.

### 7.3 Future Staffing: Port Macquarie

In general terms, the future staffing needs of Port Macquarie will be determined with reference to the following general principles:

#### *General principles*

- i. All positions, both those that are affected and those not affected, are clearly identified in the Summary of Impacts Table above.
- ii. Where it is determined that a competitive selection process is required to fill a position/s, the following may apply:

For new positions, an internal Expression of Interest (EOI) process will be conducted for eligible staff members within the relevant Unit. Staff members will be asked to provide a short statement demonstrating how their skills and experience are appropriate to the role, as well as how they meet the behavioural competencies outlined in the UON Leadership Framework. Staff members may then be asked to attend a short interview to further determine suitability for the position. Fixed-term staff with less than six months continuous service, agency staff and casual staff will be excluded from the EOI process.

Where the skills and experience required by a new position are deemed not available within the skillset of existing staff, a full external recruitment process will be conducted with the new position advertised in the external market concurrently with the broader UON. Applicants will be required to submit a statement addressing the selection criteria and, if shortlisted, attend a full panel interview. All continuing, fixed-term and casual staff will be eligible to apply.

In each of the above cases, all affected staff members will be eligible to apply.

- iii. Once this process has been completed:
- Staff members with continuing positions at the University who are not placed or transferred will be declared detached and notified of arrangements relating to detached staff (as per the relevant clauses of the Enterprise Agreement).
  - Staff members with fixed-term contract positions at the University who are not placed or transferred will be paid entitlements in accordance with the provisions of the Enterprise Agreements.

## **8. OTHER MEASURES AND CONSIDERATIONS**

### **8.1 Workload**

Workload and hours of work will continue to be consistent with the University of Newcastle Enterprise Agreements. Monitoring of workloads will continue throughout the change process. Appeals in relation to excessive workload should be made to respective line managers in the first instance. Should concerns continue, these should be directed to the Director, People & Workforce Strategy.

### **8.2 Equity and Diversity**

The following processes will be adopted to ensure that the principles relating to equity and diversity have been followed and that there will be no adverse impact on priority groupings:

- Equity issues will be considered, expert advice will be sought and, where possible, appropriate consultation with stakeholders will take place prior to finalising decisions and recommendations.
- The composition of decision-making bodies will reflect an appropriate gender balance.
- Managers of areas involved in organisational change management will have the opportunity to obtain expert assistance in dealing with difficult aspects of the change process.
- The University will make every effort to offer staff in positions that are no longer required an equitable range of options.
- Every attempt will be made to provide remaining staff with work which utilises their existing skills and which will be no less satisfying than their current work.
- Change will not result in discrimination against women or members of other equity target groups in terms of their employment, career or developmental opportunities.
- Equitable but not necessarily equal access will be provided to training and development. These opportunities will be prioritised to ensure implementation of the proposal.
- Maintaining flexibility of employment will be taken into consideration.

### **8.3 Health and Safety**

The University recognises that people experience stress associated with organisational change processes. The key control strategies to minimise this risk are as follows:

- Dissemination of timely, clear and regular information
- Providing information on accessibility of EAP/internal counselling services

- Implementing changes as quickly as possible
- Ensuring training needs are identified and that training is scheduled and conducted as required
- Providing employees with clear communication paths to address any issues
- Identifying needs and how they can best meet those needs with resources
- Providing Human Resources support, and
- Referring staff to Discover for training relating to internal grief, change and loss.

## **9. IMPLEMENTATION PLAN**

Once the Vice-Chancellor considers and approves the proposal, the following implementation actions will occur:

- All staff will be informed of the implementation timeframe
- Staffing the teach-out period will commence
- Staff members excess to requirement will be notified
- The Director, People and Workforce Strategy or delegate will assist affected staff to work through available options, particularly those relating to the Enterprise Agreements such as:
  - a) seeking a Voluntary Separation Package
  - b) seeking redeployment assistance
  - c) seeking outplacement/career transition assistance
  - d) seeking to apply other provisions of the Enterprise Agreements such as secondment, transfer, pre-retirement contracts, etc.

## **10. POST-IMPLEMENTATION REVIEW**

A review appropriate to the change will be conducted within 12 months of the Proposal paper implementation. Staff from the area(s) directly impacted by the change will have the opportunity to participate in the review. The review findings will be discussed at a Staff Consultative Committee meeting as well as with the affected area(s).

***ATTACHMENT A - Managing Organisational Change Guideline***

**TABLE OF CONTENTS**

1. Introduction
2. Principles
3. Consultative Approach
4. Staffing the Structure
5. Other Processes
6. Support Staff and Services

## 1. Introduction

This Guideline outlines the processes to be followed:

- to implement change
- to assist staff
- details of support staff and services

## 2. Principles

The University will apply the principles and processes contained in the University of Newcastle Enterprise Agreements , and in the principles of sound management of workplace change. Copies of the Enterprise Agreements are available at: <http://www.newcastle.edu.au/current-staff/working-here/benefits-and-conditions/enterprise-agreements>

## 3. Consultative Approach

A consultative approach to staffing the new structure will include:

- the conduct of Staff forums and one to one meetings with individual staff
- Human Resource Services contacts being available for advice and assistance
- an opportunity for Consultative Committee(s) to comment on the process of consultation that has occurred and make recommendations
- Provision of a copy of this Consultation Paper on the University intranet at <http://www.newcastle.edu.au/current-staff/working-here/benefits-and-conditions/enterprise-agreements/organisational-change/> and in current copies of “In the Loop” which is published fortnightly at: <http://www.newcastle.edu.au/newsroom/current-staff>

## 4. Staffing the Structure

General Staffing Principles – refer to page 11 of this Consultation Paper.

## 5. Other Processes

### (i) Natural Attrition (Turnover)

Natural attrition may be used to mitigate the need for redundancies.

### (ii) Voluntary Separations

Staff may express interest in being considered for voluntary separation (redundancy) packages – see Clause 23.1 Professional Staff and Clause 52.1 Academic Staff. These may be approved where alignment to business need exists.

### (iii) Redeployment Within the University (Clause 23.2 Professional Staff and Clause 52.2 Academic Staff)

Where a position is identified as no longer being required the staff member may be offered redeployment and redundancy. Reasonable time release will be provided for staff to attend interviews and training courses.

The University will also seek to identify other opportunities for affected staff as noted in Section 5.2 of this paper.

(iv) Seek employment outside the University and Career Development Support

In accordance with Clause 23.1.3 (iii) (Professional Staff) or Clause 52.1.3 (iii) (Academic Staff) by electing to remain as a detached staff member for a period of up to 8 weeks (Professional Staff) or 16 weeks (Academic Staff), commencing at the date of detachment. The staff member will be provided with support, including a career development program.

Staff members electing this option will be offered an externally sourced career development program, which will include:

- career planning;
- job search plan/ skills, including resume development and interview skills;
- job search assistance;
- personal counselling; and
- financial planning.

The career development program and the associated costs will be approved by the Director, People and Workplace Strategy prior to implementation.

(iv) Job Redesign

Job Redesign will be used to facilitate change where possible, in particular the creation of work systems that promote efficiency and productivity and maximise the opportunities for staff to contribute in the achievement of the University's objectives.

(v) Training and Development

Training will be provided within the limit of resources available and facilitated by:

- (a) Performance Review and Development process
- (b) Implementation of the Proposal

(vi) Pre-Retirement Contracts

These will be considered on a case-by-case basis where alignment of the individual staff member's needs and the business needs exists including a cost benefit to the University.

(vii) The Use of Leave Entitlements by Agreement

Staff are encouraged to utilise current Annual and Long Service Leave entitlements in consultation with their Manager. This may assist in mitigating the need for forced redundancies.

(viii) Secondment

Secondment will be considered, however, opportunities may be limited and there must be an appropriate skill match.

(ix) Transfer and Relocation

Will be considered, however opportunities may be limited and there must be an appropriate skill match.

(x) The Ability to Use Leave Entitlements Combined with Part-Time Employment

The option to take leave entitlements combined with part-time employment may be available according to business need.

## 6. Support Staff and Services

### Human Resource Services

Human Resource Services will facilitate many of these processes by providing advice and support to staff and supervisors. The following staff members are available to assist you:

Diane Bunch, Human Resource Business Partner, Faculty of Education and Arts  
Phone: 49217721  
Email: [Diane.Bunch@newcastle.edu.au](mailto:Diane.Bunch@newcastle.edu.au)

Dan Cummins, Human Resource Business Partner, Faculty of Health and Medicine  
Phone: 4985 4307  
Email: [dan.cummins@newcastle.edu.au](mailto:dan.cummins@newcastle.edu.au)

Ruth Badham, Human Resource Business Partner, Academic Division  
Phone: 49215279  
Email: [Ruth.Badham@newcastle.edu.au](mailto:Ruth.Badham@newcastle.edu.au)

Mark Wylie, Associate Director, Employee Relations and Health & Safety  
Phone: 4921 5399  
Email: [Mark.Wylie@newcastle.edu.au](mailto:Mark.Wylie@newcastle.edu.au)

### Financial Assistance

The University cannot directly provide financial advice. Where an individual is declared detached, the University will offer financial assistance and advice up to the

value of \$500, through a licenced Financial Planner. Staff are encouraged to contact their HR Business Partner to discuss details.

### **Superannuation Information**

You are encouraged to seek assistance with superannuation matters from your superannuation fund.

UniSuper member contact is:

Andrew Syarief, our On-Campus Consultant for general advice or to be referred to an on campus Financial Advisor.

Make a booking to meet with Andrew at:

<https://www.gobookings.com/au/clients/directory/>

Further information on UniSuper Services can be found at:

<https://www.unisuper.com.au/employers/universities/the-university-of-newcastle>

<http://www.unisuper.com.au/learning-centre/calculators-and-tools>

You may also wish to contact David Pleasance, Manager, Remuneration and Benefits Team on phone: 4921 5299 or via email at [David.Pleasance@newcastle.edu.au](mailto:David.Pleasance@newcastle.edu.au).

### **Resume Writing and interview skills, or Exit Assistance**

Resume Building and Interview skills workshop as well as career skills self-directed learning resources are available for staff.

For any additional support, please contact your HR Business Partner – Diane Bunch or Dan Cummins as detailed above.

### **Wellness support**

A Resilience Through Change workshop will be made available.

### **Counselling Providers**

Staff who require additional support to adjust to new circumstances or the prospect of new circumstances are encouraged to contact the University's Employee Assistance Program provider.

### **The University's Employee Assistance Program**

The University is transitioning to a new Employee Assistance Program Provider:

NewPsych - Phone: 4926 5005

Email: [reception@newpsych.com.au](mailto:reception@newpsych.com.au)

Web: [www.newpsych.com.au](http://www.newpsych.com.au)

Arrangements are available for staff to continue a current support program in place with AusPsych:

AusPsych (Newcastle) - Phone: 4926 1688

### **Chaplaincy**

Details of the University Chaplaincy Centre are available at  
<http://www.newcastle.edu.au/services/chaplaincy/chaplaincy.html>

### **NTEU contact details:**

National Tertiary Education Union (NTEU) - Ph: 4921 6870

Industrial Officer: Lance Dale ([ldale@nteu.org.au](mailto:ldale@nteu.org.au))  
Branch Organiser: Jenny Whittard ([newcastle@nteu.org.au](mailto:newcastle@nteu.org.au))

NTEU Staff Representative:  
Emma Joel – Ph: (02) 4349 4828

### **CPSU contact details:**

Community Public Sector Union (CPSU)  
Ph: 1300 772 679

Industrial Officer: Lisa Nelson ([lnelson@psa.asn.au](mailto:lnelson@psa.asn.au))  
Organiser: Ian Braithwaite ([IBraithwaite@psa.asn.au](mailto:IBraithwaite@psa.asn.au))

CPSU Professional Staff Representatives:  
Sue Freeman – Ph: (02) 4921 5929