

WITHOUT PREJUDICE
THE UNIVERSITY OF NEWCASTLE
COLLEGE PVC UNIT CONSULTATION PAPER
19 NOVEMBER 2020

COLLEGE OF ENGINEERING, SCIENCE AND ENVIRONMENT
COLLEGE OF HUMAN AND SOCIAL FUTURES
COLLEGE OF HEALTH, MEDICINE AND WELLBEING

CONTENTS

1.0 BACKGROUND AND STRATEGIC CONTEXT	3
2.0 RATIONALE AND REQUIREMENT FOR CHANGE	3
<i>Figure 1: Operating income and expenditure trends (excludes investment returns)</i>	4
3.0 CREATION OF NEW COLLEGE STRUCTURES	6
4.0 CONSULTATION PROCESS	7
<i>Table 1: Summary of key communication and engagement dates prior to launch of Consultation Paper</i>	7
5.0 MEANS AND TIMEFRAME FOR CHANGE	8
<i>Table 2: Timeframe for Change</i>	8
6.0 IDENTIFICATION OF IMPACT	8
<i>Figure 2: Proposed PVC Unit Research team</i> <i>Figure 2: Proposed PVC Unit Research team</i>	10
<i>Figure 3: Proposed PVC Unit Education team</i>	11
<i>Figure 4: Proposed PVC Unit OPVC team</i>	12
<i>Figure 5: Common Structure for Academic Roles</i>	13
6.1 SUMMARY OF PROPOSED CHANGES	13
<i>Table 3: Affected/disestablished positions</i>	14
<i>Table 4: Affected/reducing positions</i>	15
<i>Table 5: New proposed positions</i>	16
<i>Table 6: Retained/mapped positions</i>	17
<i>Table 7: Comparison of existing and proposed resources</i>	19
7.0 FINANCIAL IMPLICATIONS	21
8.0 STAFFING AND TRAINING IMPLICATIONS	21
8.1 TRAINING AND DEVELOPMENT	21
8.2 STAFFING THE STRUCTURE	21
9.0 OTHER MEASURES AND CONSIDERATIONS	23
9.1 WORKLOAD	23
9.2 EQUITY AND DIVERSITY	23

9.3	HEALTH AND SAFETY	23
10.0	IMPLEMENTATION PLAN	24
11.0	POST-IMPLEMENTATION REVIEW	24
	ATTACHMENT A – CURRENT FACULTY PVC UNIT STRUCTURES	25
	ATTACHMENT B – PROPOSED COLLEGE PVC UNIT STRUCTURE	31
	ATTACHMENT C – MANAGING ORGANISATIONAL CHANGE GUIDELINE.....	32

1.0 BACKGROUND AND STRATEGIC CONTEXT

The University of Newcastle is in the early stages of significant organisational change. This change will require a full and coordinated review of the current Faculties, Schools and Divisions, and align our operations and course delivery to the strategic vision of the University. The ultimate goal of this review is a more agile, coordinated and sustainable University structure, delivered through the new Colleges, Schools and Divisions.

Like most Universities in Australia and around the world, the University of Newcastle has been experiencing financial pressures created by funding reforms and other Government policy changes, as well as increased competition. Our University budget has been under pressure for several years, contending with an imbalance where the rate of growth in our expenses has outstripped revenue from our teaching and research operations. The economic impact of the COVID-19 pandemic this year has compounded these existing pressures and sharpened our need to act. Significant operational change is required to improve our University services, enhance the student and staff experience, ease economic pressure, redress the balance, and achieve long-term financial sustainability.

Financial sustainability, however, is not the only driver for change. In March 2020, we released our Looking Ahead Strategic Plan – a roadmap to build on our strengths, cement our values, and secure a future that our students, staff and communities can be proud of. The disruptive events of 2020 may have shifted some of the milestones within the Strategic Plan – requiring us to accelerate some activities and push others back – but it has only reinforced our vision for the future. Our commitment to our values; excellence, equity, engagement, and sustainability, remains unwavering, regardless of the external headwinds we face.

This change process is a real and rare opportunity for us to design the operating structures and models that will position us for long-term success. We are committed to taking a considered, strategic approach.

By organising ourselves differently, we will build on our strengths and create new opportunities for our staff, students and communities, driven by the vision set out in Looking Ahead. We have the opportunity to empower and inspire our people to enhance multidisciplinary collaboration aligned to our strategic engagement priorities, design new teaching, learning and research models that enable equity and inspire excellence in our people, and most importantly, serve our students and communities.

2.0 RATIONALE AND REQUIREMENT FOR CHANGE

The University of Newcastle has a long and proud history of serving the students and community of Newcastle, the Hunter and the Central Coast as well as our global student community. Our *Looking Ahead* strategy provides the roadmap of how we envision continuing to do that well into the future.

To achieve a positive future, we need to live our values:

- **Excellence** in our teaching and research
- **Engagement** with the industries that take our graduates and with the regions that trust us with their students
- **Equity** in the form of equal opportunity to study
- **Sustainability** both in respect of our impact on our environment and our use of our financial resources.

Longer term financial sustainability is one of our fundamental challenges and it is one that confronts the entire sector. Before the COVID-19 pandemic and associated financial pressures, we were already in the difficult position of our operating spend on teaching and research growing faster than our income in these areas. This tension has become more difficult to manage with the introduction of caps on government funding for domestic students announced in December 2017. The recent impact of COVID-19 on international student revenue and reduced income from student accommodation has tightened our underlying financial position.

It is fair to say that most universities are facing financial challenges and others have more significant reliance on international student revenue than we do. Others too, have significant debt and the burden of continuing to service that debt as operating margins decline. We are doing well compared with other institutions but that does not mean that we do not have problems we need to solve to ensure our sustainability into the future.

Our Financial Performance

It is correct that our student load is increasing, and our revenue is growing, but our expenses are too. Our people are clearly working harder than ever to service this growing student load in the expectation that this will enable more innovation, more research, more experiences and opportunities for our students and staff. Instead, growth in our day-to-day cost base is constraining these opportunities.

In 2015 the University earned operating revenues of \$516m and had operating costs of \$497m, the positive difference of \$19m (<4% of income) was applied to the University reserves. By 2019 revenue had grown by approximately 14% (an uplift of \$73m) to nearly \$590m, but because of increasing costs (up 20%, or \$100m over the same period) our operating margin (revenue less expenses) had fallen into a deficit position, propped up by on-paper gains in our investment portfolio and contributions from our commercial portfolio. Quite simply, in our core activities we are spending more than we earn.

Figure 1: Operating income and expenditure trends (excludes investment returns)



Long Term Financial Sustainability

To look at our financial statements published each year we will see what appears to be a pattern of reported surpluses, however, we need to understand the drivers behind those surpluses. For an organisation to be financial healthy, contributions to reserves should be generated from core activities, which for us are teaching, research, and engagement. For the University of Newcastle, the reported surpluses that provide the reserves on which we are now relying have previously come from our student accommodation, our investment portfolio and accounting adjustments.

We hope that in 2021 we will be able to welcome students back in larger numbers to our accommodation as COVID-19 restrictions ease and our residential student community can increase

again. This will help to address some of the deficit. Where our investments are concerned, we need to recognise some key factors. Firstly, investment returns are variable and largely outside of the University's control; secondly, even if the rates of return can be sustained, we will need to use our financial reserves to invest in infrastructure renewal and lastly, a portion of our investment return exists at a point in time it is not a cash inflow that we can use to pay our people, or our suppliers. It is this uncertainty that means we cannot rely on a continuous stream of investment returns to meet the gap between our core income and day to day expenditure.

We are all fatigued by these seemingly never-ending incremental cost reduction measures, running hard just to stand still. It's time to approach this problem in a different way.

We are fortunate that our investment balances have provided us with a buffer and given us a window of time to respond to our financial challenges. However, if we do not address the gap between our revenue and expenses, our longer-term sustainability will be at risk. If we want to provide innovative and life changing experiences and support for our students, and if we want to continue to contribute to changing lives in our communities, we must rebalance our cost base.

Making Changes to Support Our Strategy

Despite still forecasting an operating deficit, our better-than-expected performance in 2020 is a testament to the agility and resilience of our academic and professional staff. It is these attributes that we will need to continue to call upon to take this University forward and deliver on the strategic plan we worked to develop together.

The work on course optimisation will create the space in our programs to provide our students with the skills and experiences they need to be life-ready graduates. By bringing in more Work Integrated Learning (WIL), reorientating our courses to employer needs and freeing up resources for student support and academic innovation, our graduates will be renowned for the value they add from day one of their post graduate lives.

By reviewing our academic workload models, we will make sure that all our academics are spending their time to focus on the highest quality teaching, research and engagement. This will give our people fulfilling careers and offer the University community full access to the breadth of their talent and experience, adding real value to our region. For our academic colleagues to succeed they must be supported effectively and efficiently by our systems, processes and professional workforce all focused on the common goal of delivering world class teaching and research.

An engaging and relevant suite of academic programs will be key to increasing the number of people who choose our University. This is what will ensure that our people and students remain valuable contributors and champions of our vision of being a 'world leading University for our regions'.

COVID-19 has shown us that we can work differently. Reimagining our campuses, reducing our footprint and being more flexible will liberate our resources while allowing us to be much more engaged with local students and industries. When we spend less time in offices and more time meeting, discussing and collaborating, more time to balance work with outside interests, we lower the physical barriers between our people, our students and our community and discover new ways to connect. This global pandemic should be a catalyst for the changes that we already needed to make, and our University has so much potential to meet our challenges. Now is the time to strip away the things that are holding us back.

3.0 CREATION OF NEW COLLEGE STRUCTURES

On 24 July 2020, the Vice-Chancellor announced that our five faculties would be consolidated into three entities. This decision was made to realise efficiencies and forge collaborative ways of working to enable our strategic vision. After initial planning, on 6 October 2020, the new entities were confirmed to be:

- **College of Engineering, Science and Environment** (previously the Faculty of Engineering and Built Environment, and Faculty of Science) led by Pro Vice-Chancellor Professor Lee Smith
- **College of Health, Medicine and Wellbeing** (previously Faculty of Health and Medicine) led by Acting Pro Vice-Chancellor Professor Liz Sullivan
- **College of Human and Social Futures** (previously the Faculty of Education and Arts, and Faculty of Business and Law) led by Pro Vice-Chancellor Professor John Fischetti

The benefits of streamlining to three Colleges are numerous, will positively impact our staff and our students, and support the realisation of our Strategic Plan.

Three key opportunities:

1. **Empower Schools:** providing increased opportunities at the school level for leadership and strategy development.
2. **Clear and considered areas of focus:** building collective team-based goals that promote equitable outcomes for staff.
3. **Stronger collaborative culture:** enabling staff and students to achieve excellence through transdisciplinary approaches to education and research.

There are many additional benefits that will enhance our decision-making processes, operations, staff development and mobility, and budget. *For example:*

- By streamlining and empowering our leadership team, we will create better agility to respond to challenges, and more autonomy for leaders to drive strategic initiatives.
- By refreshing and aligning team structures that have organically grown and changed over many years, we will place greater emphasis on equity, diversity and inclusion, and create mobility opportunities to help grow and develop our staff.
- By improving operational clarity and consistency in the way our Colleges work we will improve the efficiency and effectiveness of the interactions and engagement with our centralised Divisions.
- By streamlining from five Faculties to three Colleges, we will drive cost savings to secure long-term financial sustainability.
- By reviewing our structures and processes, we will reduce duplication of effort and remove layers of bureaucracy.

4.0 CONSULTATION PROCESS

The University is committed to providing multiple consultation opportunities throughout our change processes. For the Faculty PVC unit change, to date:

Table 1: Summary of key communication and engagement dates prior to launch of Consultation Paper

DATE	ACTIVITY
27 July 2020	The Vice-Chancellor addressed all staff about the intended changes.
9 September 2020	Workshop with Executive Committee members to define principles for the change.
Weekly commencing from September to November 2020	The Faculty Pro Vice-Chancellors have consulted with senior leaders throughout the design of the new structures, meeting weekly. This includes their Heads of School and senior leadership teams, as well as Division heads and all other Executive Committee members.
6 October 2020	The Vice-Chancellor addressed all staff about the intended changes.
28 October 2020	The University released a discussion paper about the organisational restructures. All staff have been invited to make comments or ask questions.
28 October 2020	A dedicated staff email address was established, changeteam@newcastle.edu.au , and all staff who have contacted the team with questions or comments have been answered.

Staff Consultation Paper Forum

The proposed changes outlined in this Consultation paper were presented to the Faculty Pro Vice-Chancellors Units, Faculty Service Centres and the Unions on 19 November 2020. Before the consultation forum staff were provided with a link to access an electronic copy of the Consultation Paper and supporting documents. A copy of the Consultation Paper was made available on the University intranet site the day following the staff forum for all University staff to access.

Individual staff members, or groups of staff are encouraged to provide submissions responding to any detail in the Consultation Paper. Submissions should be forwarded to change.submission@newcastle.edu.au. Staff with access to this positional email account are Ruth Badham HR Business Partner for the Enabling Change Program, Ruth Hartmann, Employee Relations Advisor and Mark Wylie, Associate Director Employee Relations. De-identified submissions will be considered by the Staff Consultation Committee and management representatives prior to a Proposal Paper being developed, as part of the change process.

Further consultation will be undertaken as part of regular staff updates and the formal period of consultation required by the University's Professional Staff Enterprise Agreement 2018. The Pro Vice-Chancellors and Human Resource Staff will be available to meet with affected staff, either individually or as a group, during the consultation period to further discuss the Consultation Paper.

5.0 MEANS AND TIMEFRAME FOR CHANGE

The timeframe to be followed is outlined below:

Table 2: Timeframe for Change

DATE	ACTIVITY
19 November 2020	Staff forum is held for staff across the five Faculty Office Pro Vice-Chancellor Units and Union representatives regarding the College formation. The Consultation Paper is distributed to staff and the Unions and made available to all other staff across the institution on the University's intranet.
19 November – 10 December 2020	Period for open discussion with staff, the University and Unions. Submissions period opens which includes indicating interest in taking a VSP.
10 December 2020	Final written submissions to be received from staff and Unions, by close of business.
11 December 2020 – 29 January 2021	Submissions are de-identified, summarised and collated into one document. Submissions are considered, responses written and any recommended change to the organisational structure are discussed.
February 2021	Staff Consultative committee meets to consider the Consultation Paper, comment on submissions and make recommendations.
February 2021	Staff forum is held for staff across the five Faculty Office Pro Vice-Chancellor Units and Union representatives to present the Proposal Paper on the College formation.
Following Proposal Paper forum	The Proposal Paper and any recommendations are given to the Vice-Chancellor for consideration and determination. Following Vice-Chancellor approval, the Proposal Paper is made available to all staff on the University's intranet.
Following VC Approval	Implementation process of the Proposal Paper commences.
3 months from VC Approval	Implementation process to be completed.
6 – 12 months from implementation	Post-implementation review, appropriate to the change is carried out.

6.0 IDENTIFICATION OF IMPACT

Professional staff structures

The Professional staff structures within the five Faculty Pro Vice-Chancellor Units or Faculty Service Centres in their current forms will be disestablished and a College Office will be created within each College providing support for the Schools and in conjunction with the Divisions. All three Colleges will have a core team of staff with a consistent structure and harmonisation of HEW levels. There are many benefits of a consistent structure across the three Colleges including the creation of career progression opportunities for Professional staff, greater staff mobility between Colleges, clear functional areas for Schools to engage with and the promotion of greater collaboration between Colleges and Divisions. The three proposed new functional areas within the College Offices will focus on Research, Education and Office of the Pro Vice-Chancellor, with all three of these functional areas having both a strategic and operational stream, with the operation staff bridging between both Schools and Divisions. There is a shift in focus from a transactional based approach with investment into strategic positions which will change the way the College Offices work. These proposed new functional areas will collaboratively deliver high quality services to the Colleges, Schools and Students, embedding new approaches, moving towards a culture of efficiency, reducing duplication, which in turn will encourage both innovation and adaptability.

Academic staff structures

In addition to the Professional staff structures the Academic staff structures within the five Faculty Pro Vice-Chancellor Units have been reviewed as part of this process. A number of fractional leadership and service roles into the positions of Deputy Head of Faculty and Assistant Dean will cease, followed by the creation of New Deputy Head of College positions and strategically aligned College Assistant Deans. In some instances, these newly created leadership and service roles will differ in title and fraction within each College due to the nature of the strategic direction and identified areas of growth. The appointment of new Deputy Head of College and College Assistant Deans falls outside of the Academic Staff and Teachers Enterprise Agreement 2018 and will be made in line with the current process encompassed within the [‘Rules concerning Pro Vice-Chancellors, Assistant Deans and other Faculty Officers’](#).

Location changes

For the College of Human and Social Futures, the PVC unit change will mean a location change for some staff, with a primary work location being either the City campus or Callaghan campus.

The College of Engineering, Science and Environment will primarily be based at the Callaghan campus and the College of Health, Medicine & Wellbeing will be based across the Callaghan campus, the Central Coast campus and with our strategic partners.

Out of scope

A number of positions are out of scope of this organisational change process, details as follows;

- Staff who work within the Faculty of Engineering and Built Environment in Offshore Programs positions funded by the University’s Singapore operations;
- Staff within the Science and Engineering Challenge and the SMART program (primary school outreach);
- Technical positions within the Faculties of Engineering and Built Environment and Science;
- Staff within the Greater Bank finance lab; and
- Staff within the HRFC Centre.
- Staff who are in positions and fully funded by research or restricted income streams, such as Post-Doctoral Fellows and Global Innovation Chairs.

Following a review of the technical functions within the newly created College of Engineering, Science and Environment a separate organisational change process will be considered during 2021.

Introduction of a College General Manager

The consolidation of faculties into larger College units brings with it the need to ensure that these units are supported by strong management expertise that can assist the Pro Vice-Chancellors and Heads of School in delivery of the organisational strategy as well as oversee the complex and demanding day-to-day operations of a large College. The wider mandate of the new Colleges, in respect to both academic and financial performance of the institution, has led to the decision to introduce a new College General Manager role as a senior management position within each College. This director-level, senior management role will support the College executive and play a key role to interface with the central service divisions. As this General Manager role will be critical in delivery of subsequent change processes within Colleges, the recruitment of these roles is currently underway with an Executive Search firm.

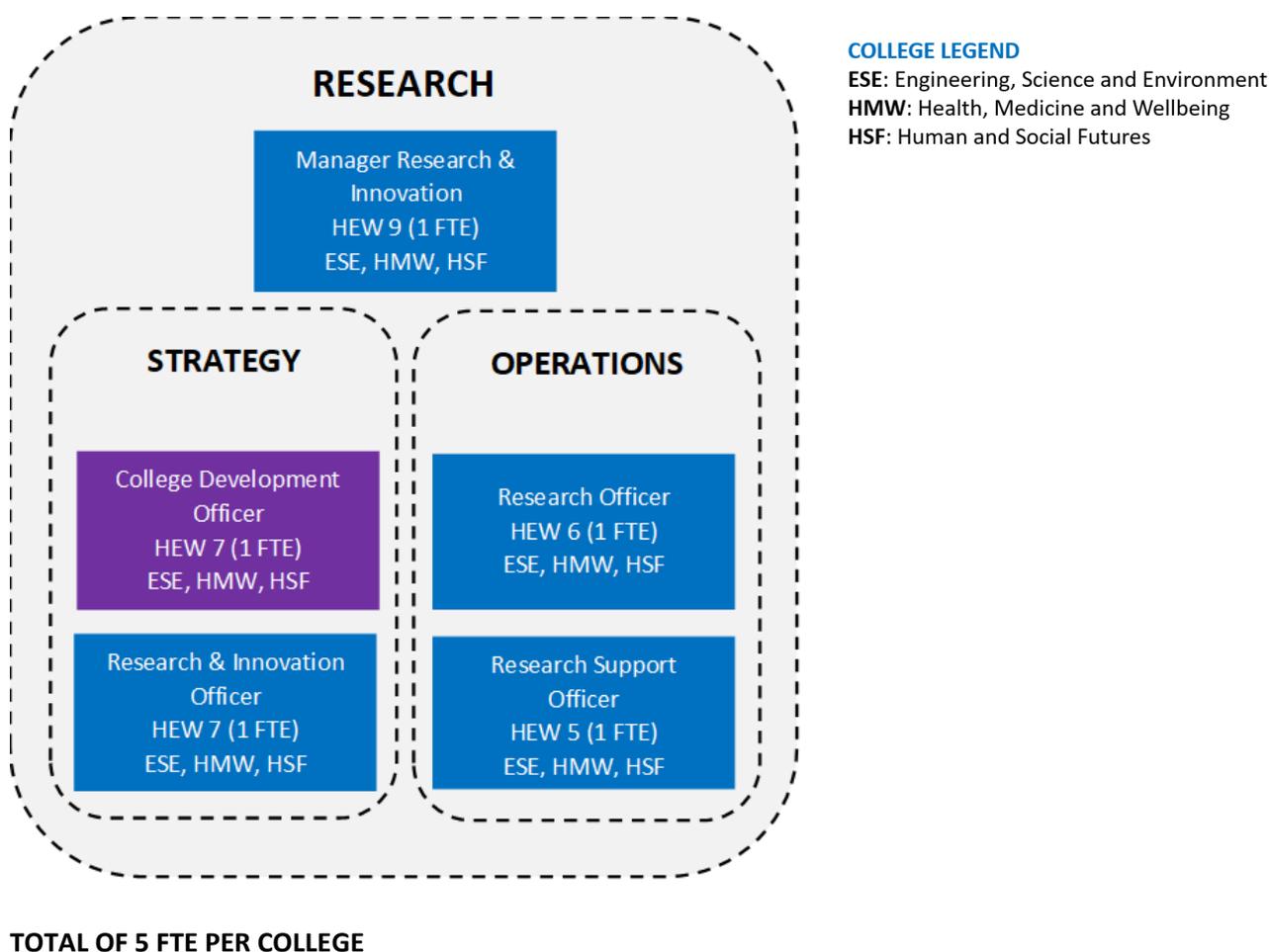
Research

Functions within Research will support and enable the delivery of the Colleges research agenda aligned to the university's strategic plan, develop and grow industry funding opportunities and drive outcomes to assist Academic staff to achieve and maintain research success. To drive these successes, the Research & Innovation team will be led by a new HEW 9 Manager position. This New Manager will provide leadership to the team, support the PVC, Deputy Head of College and Assistant Deans to administer the portfolio and to drive and deliver on strategy.

The strategic stream will support development of grant opportunities, industry partnerships and engagement, ERA, Rankings and Engagement & Impact. This will include the development of business plans and support of tenders for new business.

The operational stream will support researchers at every level, support research governance, ethics, pre and post grant support, support HDR students and mentoring of students and supervisors.

Figure 2: Proposed PVC Unit Research team



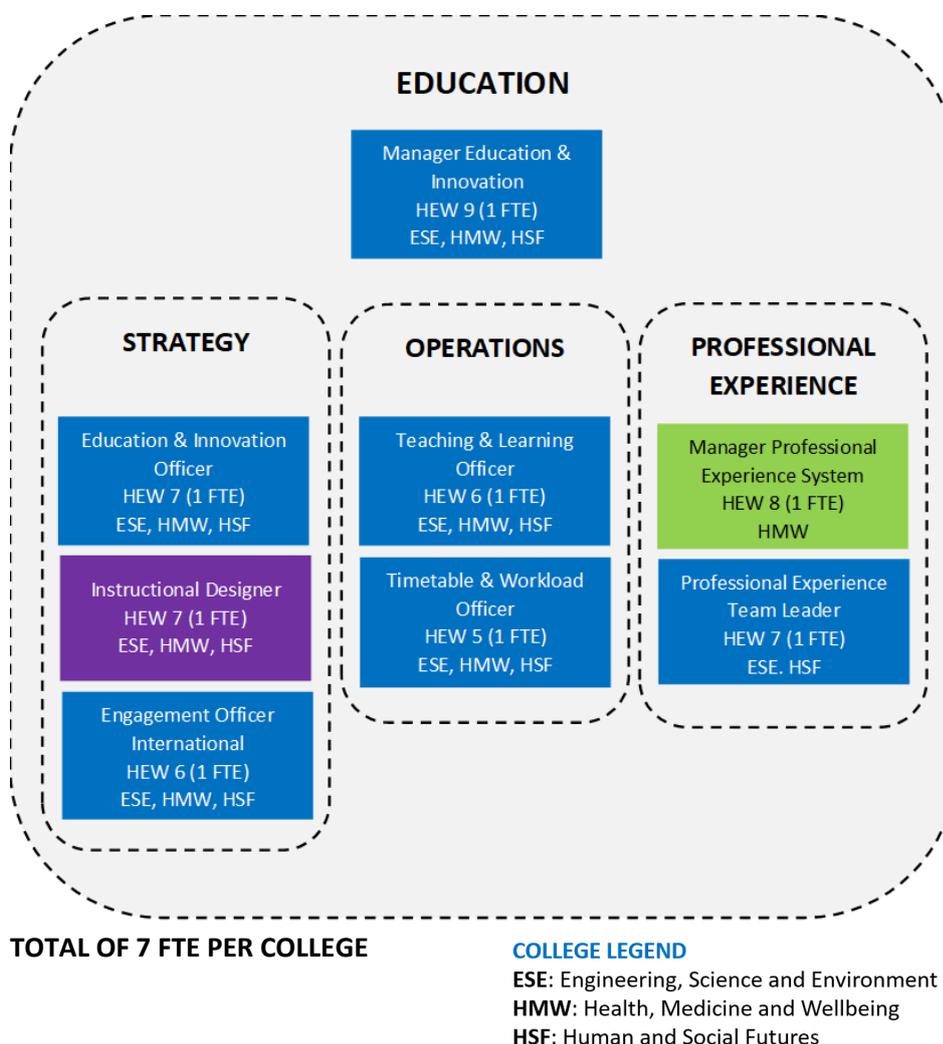
Education

Functions within Education & Innovation will develop and deliver a range of projects and activities focussed on improving teaching and learning outcomes and support the College’s strategic objectives. To drive these successes, the Education & Innovation team will be led by a new HEW 9 Manager position. This New Manager will provide leadership to the team, support the PVC, Deputy Head of College and Assistant Deans to administer the portfolio and to drive and deliver on strategy.

The strategic stream will support development and delivery of new educational offerings & assist to grow student enrolments, oversee teaching & learning quality, accreditation, manage international partnerships & agreements, industry engagement & partnerships, innovation in teaching and pedagogy and professional accreditation.

The operational team will support, education governance, timetable and workload. The Professional Experience Unit will also sit within the operational stream, this team’s focus will be on professional experience, placements, work integrated learning, contracts & payments for placements and employability and conjoint appointments. Following the College of Health, Medicine & Wellbeing’s external review earlier this year it is proposed to bring placement officers together from the School to College level which will give an economy of scale and in turn consistency of practice and systems. The College will also house a SONIA Systems Expert that will service all three Colleges. The College of Engineering, Science and Environment are proposing to invest within the domain of professional practice to assist with the growth of placements to be embedded into program offerings.

Figure 3: Proposed PVC Unit Education team



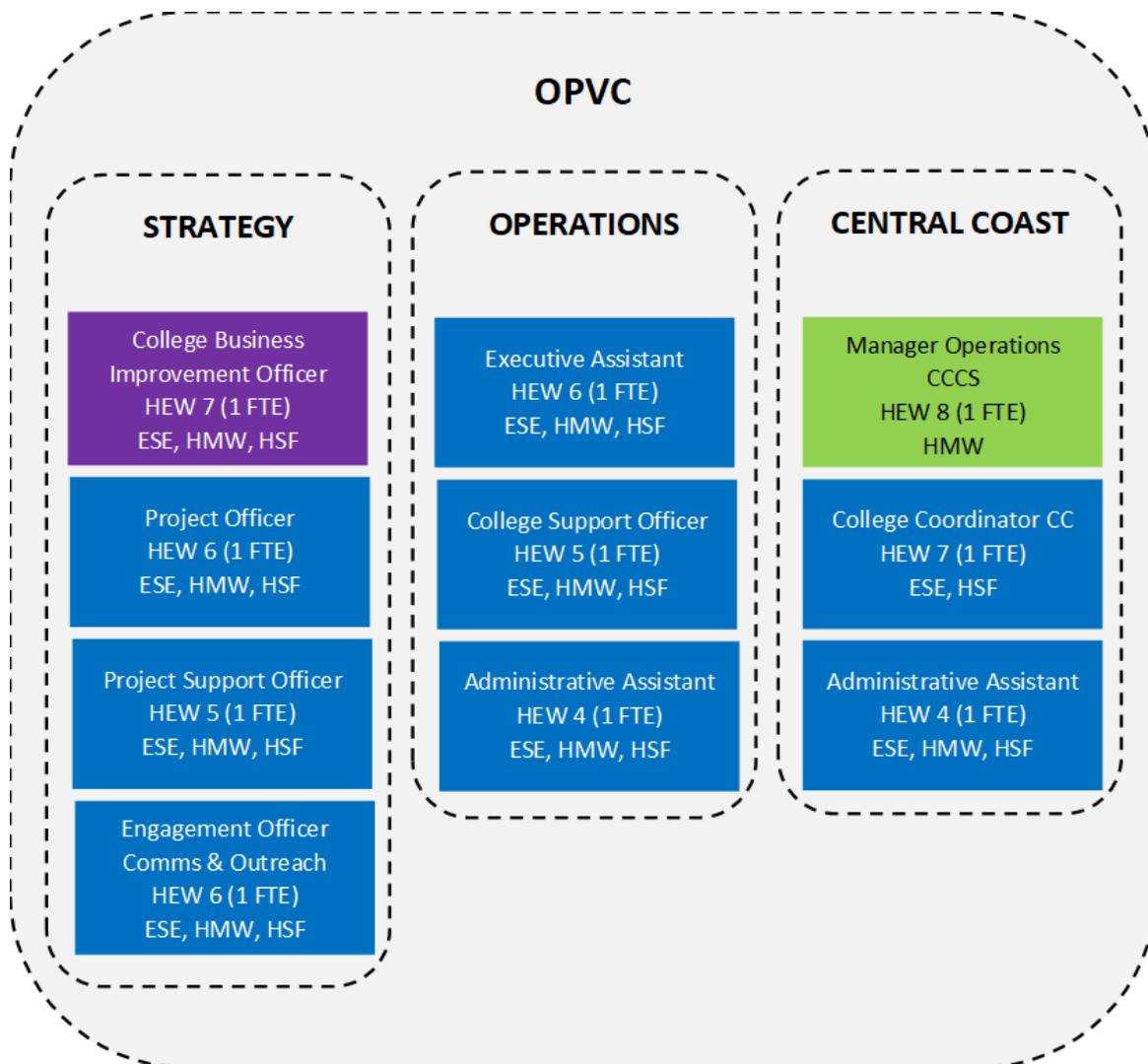
Office of the Pro-Vice Chancellor

The Office of the Pro-Vice Chancellor (OPVC) will be the operational interface with the Divisions, drive business improvement, operationally support the College Executive staff and host multi-campus support.

The strategic stream will focus on business improvement, major projects and student retention & engagement. Business improvement will have a key Divisional interface and will oversee and deliver automation, systems, processes and continuous improvement.

The operations function will support the Pro Vice-Chancellor and College Executive staff, onboard senior College & School leaders, carry out transactional support (freedom, techone, travel), support governance (College Executive and advisory boards), event support and contract reporting.

Figure 4: Proposed PVC Unit OPVC team



TOTAL OF 9 FTE PER COLLEGE

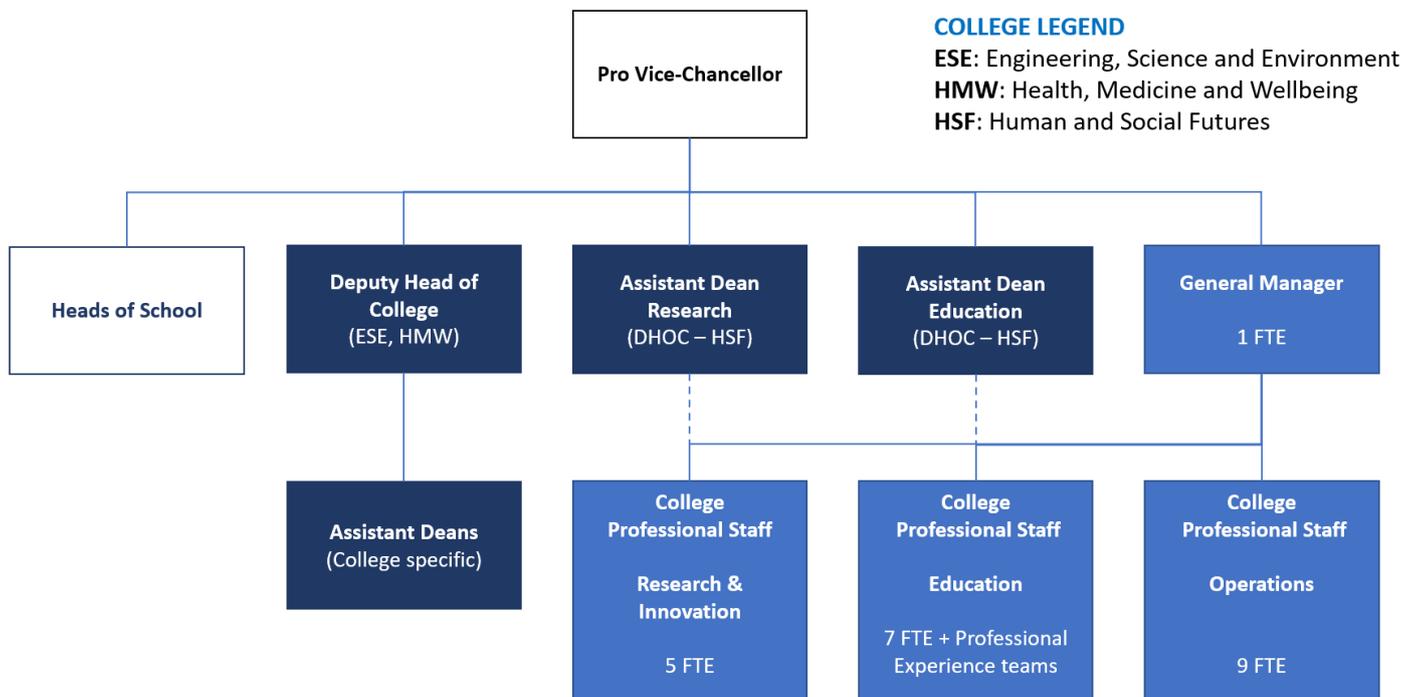
COLLEGE LEGEND

ESE: Engineering, Science and Environment
HMW: Health, Medicine and Wellbeing
HSF: Human and Social Futures

Academic Leadership

Across the three College PVC units, an aligned structure for academic leadership and service roles is proposed. This commonality also allows for the required flexibility to focus Assistant Dean roles on the strategic drivers that vary across each College.

Figure 5: Structure for Academic Roles



6.1 SUMMARY OF PROPOSED CHANGES

The tables that follow highlight the staffing impacts for Faculty/College change process.

- Table 3 lists continuing positions that are affected/disestablished.
- Table 4 lists continuing positions that are affected/reduced FTE.
- Table 5 lists proposed new positions.
- Table 6 lists positions that will be retained and highlights their new position titles and function in the proposed structure.
- Table 7 displays the difference in FTE across HEW levels from the current structures to the proposed new structures.

The proposed changes outlined below will likely impact the following positions. They have been identified under existing Faculty units for ease of reference. Only continuing positions currently within the Faculties HR staff listing profile are listed within this table, with any vacant positions clearly identified.

Table 3: Affected/disestablished positions

Faculty	Position Title	HEW Level	FTE
FBUSL	Accreditation Project Officer	6	1
FBUSL	Research Development Coordinator	7	0.8
FBUSL	Coordinator, Strategic Projects	8	1
FBUSL	Associate Director, Faculty Services	10+	1
FEDUA	Teaching and Learning Support Officer	5	1
FEDUA	International Support Officer	5	0.7
FEDUA	Administrative Officer (Ourimbah)	5	1
FEDUA	Assistant Placement Coordinator	6	0.6
FEDUA	Executive Officer (Research)	7	0.4
FEDUA	Research Development Coordinator	8	0.8
FEDUA	Associate Director, Faculty Services	10+	1
FSCI	Administrative Assistant	4	1
FSCI	Teaching and Learning Assistant – VACANT	5	1
FSCI	Outreach and Events Officer – VACANT	5	1
FSCI	Faculty Project & International Officer	7	1
FSCI	Project Officer	7	1
FSCI	Associate Director, Faculty Services	10+	1
FEBE	Research Administrative Assistant	3	1
FEBE	Administrative Assistant	3	1
FEBE	Teaching Learning and Accreditation Officer	5	1
FEBE	Engagement Officer	5	1
FEBE	Manager Research and Industry	8	1
FEBE	Manager Teaching, Learning and Accreditation	8	1
FEBE	Manager Engagement	8	1
FEBE	Associate Director, Faculty Services	10+	1
FHEAM	Administrative Assistant	4	1
FHEAM	Project Officer	5	0.57
FHEAM	Engagement Officer	5	0.9
FHEAM	Senior Technical Officer	6	2
FHEAM	Senior Project Officer	7	1
FHEAM	Executive Officer – PVC Unit	8	1
FHEAM	Business Analysis and Development Manager	8	1
FHEAM	Associate Director, Faculty Services	10+	1

Table 4: Affected/reducing positions

Faculty	Position Title	HEW Level	Current FTE	Changes
FBUSL	Quality Assurance Teaching and Learning Officer	7	1	2 FTE combined to 1 FTE New position: CHSF, Education and Innovation Officer HEW 7, 1 FTE
FEDUA	Quality Assurance Teaching and Learning Officer	7	1	
FBUSL	Research and Research Training Officer	6	1	1.86 FTE combined to 1 FTE New position: CHSF, Research Officer HEW 6, 1 FTE
FEDUA	Research Officer	7	0.86	
FBUSL	Faculty Articulation Coordinator	6	0.43	1.23 FTE combined to 1 FTE New position: CHSF, Engagement Officer – International HEW 6, 1 FTE
FBUSL	Faculty International Partnerships Coordinator	7	0.8	
FBUSL	Administrative Officer - Timetable	5	1	2 FTE combined to 1 FTE New position: CHSF, Timetable and Workload Support Officer HEW 5, 1 FTE
FEDUA	Timetable and Workload Officer	5	1	
FBUSL	Administration and Project Officer	5	1	2.8 FTE combined to 1 FTE New position: CHSF, Research Support Officer HEW 6, 1 FTE
FBUSL	Administrative Officer	5	0.6	
FBUSL	Administrative Officer	5	0.4	
FBUSL	Administrative Officer	5	0.8	
FSCI	Timetable and Workload Officer	5	1	2 FTE combined to 1 FTE New position: CESE, Timetable and Workload Support Officer HEW 5, 1 FTE
FEBE	Timetable and Workload Officer	5	1	
FSCI	Research Officer	6	1	2 FTE combined to 1 FTE New position: CESE, Research Officer HEW 6, 1 FTE
FEBE	Senior Research and Training Officer	6	1	
FSCI	Teaching and Learning Administration Officer	6	1	2 FTE combined CESE, Teaching and Learning Officer HEW 6, 1 FTE
FEBE	Senior Teaching, Learning and Accreditation Officer	6	1	
FEBE	Team Leader and Project Officer	6	1	2 FTE combined New position: CESE, Executive Assistant HEW 6, 1 FTE
FSCI	Executive Assistant	6	1	

Proposed new positions within the structure are listed below.

Table 5: New proposed positions

College	Position Title	Function	HEW Level	FTE
CHSF	General Manager	Leadership	Senior Executive	1
CHSF	Manager Education and Innovation	Education	9	1
CHSF	College Development Officer	Education	7	1
CHSF	Research and Innovation Officer	Research	7	1
CHSF	Instructional Designer	Education	7	1
CHSF	College Business Improvement Officer	OPVC - Strategy	7	1
CHSF	Project Officer	OPVC – Strategy	6	1
CHSF	Administrative Assistant Central Coast	OPVC – Multi Campus	4	1
CESE	General Manager	Leadership	Senior Executive	1
CESE	Manager Research and Innovation	Research	9	1
CESE	Manager Education and Innovation	Education	9	1
CESE	College Development Officer	Research	7	1
CESE	Instructional Designer	Education	7	1
CESE	Professional Experience (WIL & Placement) Team Leader	Education – Professional Experience Unit	7	1
CESE	College Coordinator Central Coast	OPVC – Multi Campus	7	1
CESE	Project Officer	OPVC – Strategy	6	1
CESE	Research Support Officer	Research	5	1
CESE	Professional Experience Support Officer	Education – Professional Experience Unit	5	2
CESE	College Support Officer	OPVC – Operations	5	1
CESE	Administrative Assistant Central Coast	OPVC – Multi Campus	4	1
CHMW	General Manger	Leadership	Senior Executive	1
CHMW	Manager Education and Innovation	Education	9	1
CHMW	Manager Research and Innovation	Research	9	1
CHMW	Manager Professional Experience System	Education – Professional Experience Unit	8	1
CHMW	College Development Officer	Research	7	1

College	Position Title	Function	HEW Level	FTE
CHMW	Instructional Designer	Education	7	1
CHMW	Education and Innovation Officer	Education	7	1
CHMW	College Business Improvement Officer	OPVC – Strategy	7	1
CHMW	Research Officer	Research	6	1
CHMW	Engagement Officer - International	Education	6	1
CHMW	Project Officer	OPVC – Strategy	6	1
CHMW	Engagement Officer Comms and Outreach	OPVC – Strategy	6	1
CHMW	Executive Assistant	OPVC – Operations	6	1
CHMW	Research Support Officer	Research	5	1
CHMW	Project Support Officer	OPVC – Strategy	5	1
CHMW	Administrative Assistant Central Coast	OPVC – Multi Campus	4	1

The positions listed below are proposed to be retained. Where there have been minor amendments to support the new structure, these have been outlined in the following table. Some positions are currently filled by a fixed term staff member of staff and in these instances please refer to 8.2 Staffing the Structure.

Table 6: Retained/mapped positions

Faculty	HEW Level	Position Title	FTE		College	HEW Level	Position Title	Function	FTE
FBUSL	4	Administrative Assistant	1	→	CHSF	4	Administrative Assistant	OPVC - Operations	1
FBUSL	5	Executive Assistant and Project Officer	1	→	CHSF	5	Project Support Officer	OPVC - Strategy	1
FBUSL	6	Engagement and Experience Officer	0.8	→	CHSF	6	Engagement Officer Comms and Outreach	OPVC - Strategy	1
FEDUA	5	Placement Officer	5.1	→	CHSF	5	Professional Experience Support Officer	Education – Professional Experience Unit	5.1
FEDUA	5	Executive Assistant	1	→	CHSF	5	College Support Officer	OPVC – Operations	1
FEDUA	6	Teaching and Learning Project Officer	1	→	CHSF	6	Teaching and Learning Officer	Education	1
FEDUA	6	Administrative Officer	1	→	CHSF	6	Executive Assistant	OPVC – Operations	1

Faculty	HEW Level	Position Title	FTE		College	HEW Level	Position Title	Function	FTE
FEDUA	7	Executive Officer Ourimbah Academic Support Unit	1	→	CHSF	7	College Coordinator Central Coast	OPVC – Multi Campus	1
FEDUA	7	Placement Coordinator	1	→	CHSF	7	Professional Experience (WIL & Placements) Team Leader	Education – Professional Experience Unit	1
FEDUA	10	Faculty Research Development Manager	1	→	CHSF	9	Manager Research and Innovation	Research	1
FSCI	4	Administrative Assistant	1	→	CESE	4	Administrative Assistant	OPVC – Operations	1
FSCI	5	Administrative Officer	0.6	→	CESE	5	Project Support Officer	OPVC – Strategy	1
FEBE		Project Officer	0.4						Job share
FSCI	7	Research Grants Officer	1	→	CESE	7	Research and Innovation Officer	Research	1
FSCI	7	Quality and Assurance Officer	1	→	CESE	7	Education and Innovation Officer	Education	1
FSCI	8	Faculty Executive Officer	1	→	CESE	7	College Business Improvement Officer	OPVC – Strategy	1
FEBE	5	Research and Industry Officer	1	→	CESE	5	Professional Experience Support Officer	Education – Professional Experience Unit	1
FEBE	6	Senior Engagement Officer (Partnerships)	1	→	CESE	6	Engagement Officer – International	Education	1
FEBE	6	Senior Engagement Officer (Student Experience)	1	→	CESE	6	Engagement Officer Comms & Outreach	OPVC – Strategy	1
FHEAM	4	Administrative Assistant	1	→	CHMW	4	Administrative Assistant	OPVC – Operations	1
FHEAM	5	Timetable and Workload Officer	1	→	CHMW	5	Timetable and Workload Support Officer	Education	1

Faculty	HEW Level	Position Title	FTE		College	HEW Level	Position Title	Function	FTE
FHEA M	5	Personal Assistant	1	→	CHMW	5	College Support Officer	OPVC – Operations	1
FHEA M	6	Administrative Officer, Teaching and Learning	0.8	→	CHMW	6	Teaching and Learning Officer	Education	1
FHEA M	7	Research Training Officer	1	→	CHMW	7	Research and Innovation Officer	Research	1
FHEA M	8	Operations Manager	1	→	CHMW	8	Manager Operations, Central Coast Clinical School	OPVC – Multi Campus	1

Table 7: Comparison of existing and proposed resources

College of Human and Social Futures					
HEW	FBUSL Current FTE	FEDUA Current FTE	Current combined total	Proposed FTE	Change / Variance
Snr Ex				1	+1
10+	1	1	2	0	-2
10		1	1	0	-1
9				2	+2
8	0.5	0.8	1.3	0	-1.3
7	3	4.5	7.5	7	-0.5
6	3.4	2.6	6	6	0
5	5	9.8	14.8	9	-5.8
4	2		2	2	0
3					
Total FTE	14.9	19.7	34.6	27	-7.6

NB: Current & proposed FTE does not include Greater Bank Labs or HRFC Centre

College of Engineering, Science and Environment					
HEW	FEBE Current FTE	FSCI Current FTE	Current combined total	Proposed FTE	Change / Variance
Snr Ex				1	+1
10+	1	1	2	0	-2
10				0	0
9				2	+2
8	3	1	4	0	-4
7		3	3	7	+4
6	6.6	3	9.6	6	-3.6
5	5.4	3.6	9	7	-2
4		2	2	2	0
3	2		2	0	-2
Total FTE	18	13.6	31.6	25	-6.6

NB: Current & proposed does not include positions funded from Singapore or Technical Staff

College of Health, Medicine and Wellbeing					
HEW	Current FTE	Moved from school FTE	Current combined total	Proposed FTE	Change / Variance
Snr Ex				1	+1
10+	1		1	0	-1
10				0	0
9				2	+2
8	3		3	2	-1
7	1		1	5	+4
6	4		4	6	+2
5	4.7	10	14.7	14	-0.7
4	2		2	2	0
3				0	0
Total FTE	15.7	15	30.7	32	+1.3

NB: 5 FTE moved from the school level (no HEW indicated) will be identified during the school organisational change process to be moved to College level.

The 5 unidentified positions will be identified through the design of the School structures and will be a combination of change in reporting line where the role is substantially similar or a repurpose of an existing vacancy within the School.

7.0 FINANCIAL IMPLICATIONS

The financial implications expected as a consequence of this Consultation Paper are currently being considered in relation to the existing budget, the forward budget projections and the budget pressures put on the University by the impacts of COVID-19 on the NSW, Australian and global economies. The financial savings resulting from the proposed changes are estimated at \$2.4m and are a combination of savings from the reduction in number of professional staff roles and an adjustment in the way schools are reimbursed for academic staff undertaking college leadership roles such as the Assistant Dean positions.

8.0 STAFFING AND TRAINING IMPLICATIONS

The organisational change process will be carried out in accordance with the University of Newcastle Professional Staff Enterprise Agreement 2018 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 C – Managing Organisational Change Guideline.

8.1 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 Colleges.

8.2 STAFFING THE STRUCTURE

Significant attention has been given to determine how the new structure will be populated, particularly to ensure fairness and equity for affected staff. Consideration has been given to issues, such as the need to:

- Ensure a strong match between the available roles and an individual's skills and capabilities;
- Build structures that facilitate career progression and mobility for staff across all three Colleges;
- Offer appropriate opportunities for staff who may be on fixed term contracts; and
- Minimise any uncertainty for staff and/or any potential disruption to service delivery.

In general terms, the new structure will be staffed with reference to the following guiding principles, although the process adopted for specific positions will depend upon the extent of change in the roles and responsibilities, as well as the number of individuals who may be eligible to be considered for a particular position.

General Principles

Positions that are both affected and not affected are clearly identified within the attached organisational charts.

- i. New positions are clearly identified within the attached organisational chart.
- ii. Staff who are within a position that is not affected will continue within their same job and

- will receive letters to advise of any new reporting line or position title changes.
- iii. Staff who have been mapped into the structure will be advised in writing, of the position they have been mapped into and the reporting line.
 - iv. Where a position that is not affected is occupied by a staff member on a fixed term contract, they will be placed to an substantive ongoing position if the following criteria is met - either a) competitively recruited and been in the position for over 6 months or b) in the position for over 2 years and performing satisfactorily.
 - v. Once mapped staff have been confirmed, a top-to-bottom approach will be applied for positions which require a recruitment or selection process. Any exceptions to this approach will be highlighted within the implementation plan.
 - vi. All positions, except for the General Manager will be considered internal appointments only in the first instance.
 - vii. Where it is determined that a competitive selection process is required to fill a position/s (such as for any new positions introduced as part of this process) the following will apply;
 - a. An internal expression of interest (EOI) process for eligible staff members within the five Faculty Pro Vice-Chancellor Units or Faculty Service Centres will be conducted. 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 within the University's Leadership Framework. Staff members may then be asked to attend an interview to further determine suitability for the position. Staff who are currently on secondment into the Faculty Pro Vice-Chancellor Units or Faculty Service Centres, fixed term staff with less than 6 months continuous service, agency staff and casual staff will be excluded from the EOI process.
 - b. Where the skills and experience required for a new position at HEW 4 – 5, are deemed to not be available within the skillset of existing staff, a broader University recruitment process will be conducted with the new position advertised internally to the University. Should this process be followed and positions are unsuccessfully filled the new position will then go to a full external recruitment process. 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.
 - c. Where the skills and experience required for a new position HEW 6 and above, are deemed to not be available within the skillset of existing staff, a full external recruitment process will be conducted with the new position advertised on the external market concurrently with the broader University. 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.
 - viii. Staff members with continuing positions at the University who are not mapped or who have been unsuccessful during the recruitment process will be declared detached and notified of arrangements relating to detached staff (as per the relevant clauses of the Enterprise Agreement).
 - ix. Staff members with fixed term contract positions at the University who are not mapped or who have been unsuccessful during the recruitment process will be paid entitlements in accordance with the provisions of the relevant Enterprise Agreement.
 - x. Staff members who wish to express interest in a voluntary separation (VSP) may do so by

sending a submission during the consultation process to change.submission@newcastle.edu.au. Requests for voluntary separation are not guaranteed but will be considered on an individual basis based on future work requirements.

9.0 OTHER MEASURES AND CONSIDERATIONS

9.1 WORKLOAD

Workload and hours of work will continue to be consistent with the University of Newcastle Professional Staff Enterprise Agreement 2018.

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 Chief People and Culture Officer.

9.2 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:

- All staff will be informed of the implementation timeframe;
- 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; and
- The University maintains its commitment to flexibility of employment and any requests under individual flexible work agreements or flexible work arrangements will be assessed in accordance with the Enterprise Agreement's and taken into consideration when moving to implementation and staffing of the proposed new structure.

9.3 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.

10.0 IMPLEMENTATION PLAN

A final implementation plan, including timing details, will be provide to staff following the determination and approval of the change process by the Vice-Chancellor. 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 structure will commence;
- Staff members proposed as detached will be notified.

The Chief People and Culture Officer or delegate will assist affected staff to work through available options, particularly those relating to the Enterprise Agreements such as:

- Seeking a Voluntary Separation Package (VSP);
- Seeking redeployment assistance;
- Seeking outplacement/career transition assistance;
- Seeking to apply other provisions of the Enterprise Agreements such as secondment, transfer, pre-retirement contracts, etc.

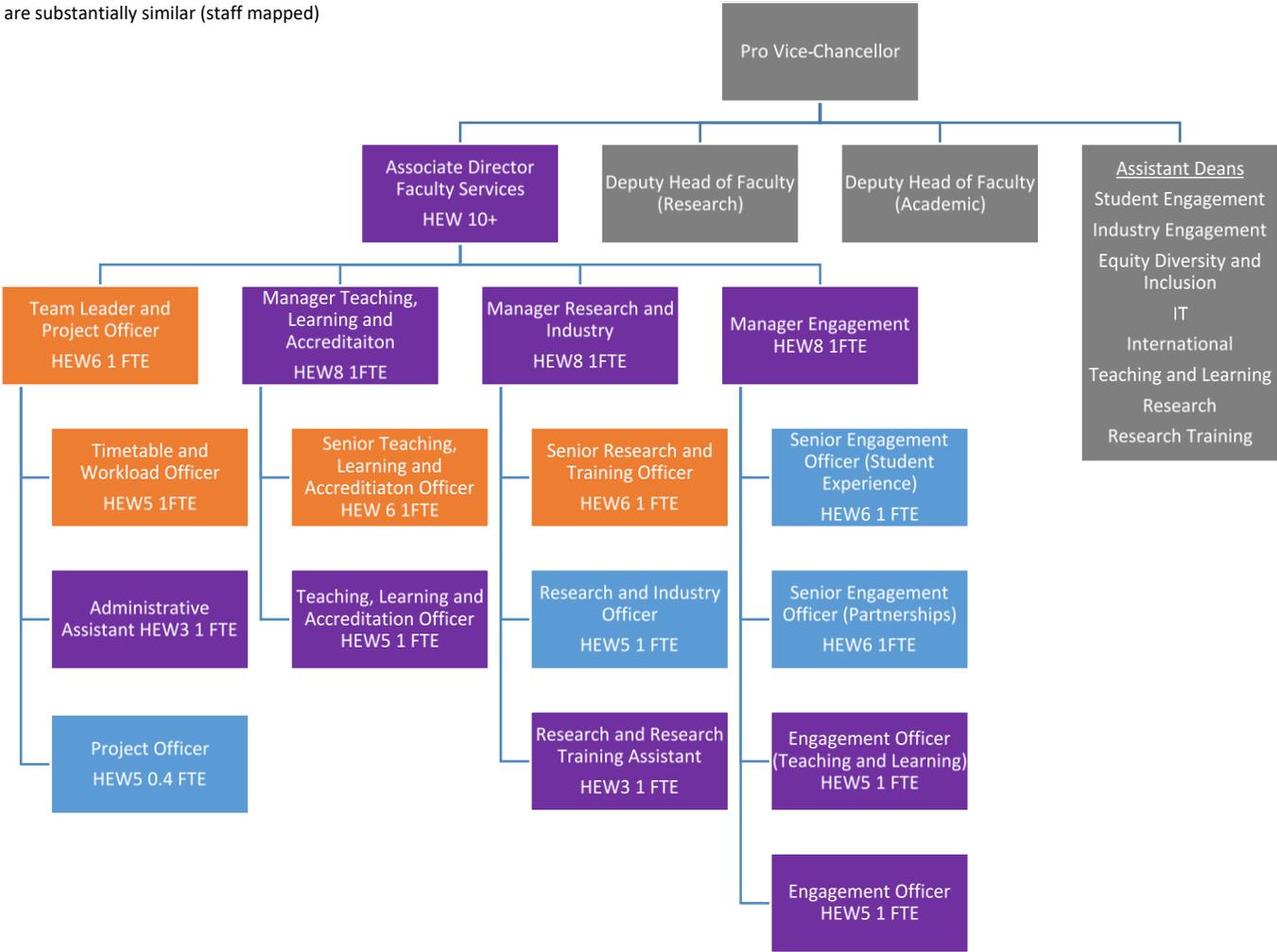
11.0 POST-IMPLEMENTATION REVIEW

A review appropriate to the change will be conducted within 6-12 months of the Proposal paper implementation. Staff from the area 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.

ATTACHMENT A – CURRENT FACULTY PVC UNIT STRUCTURES

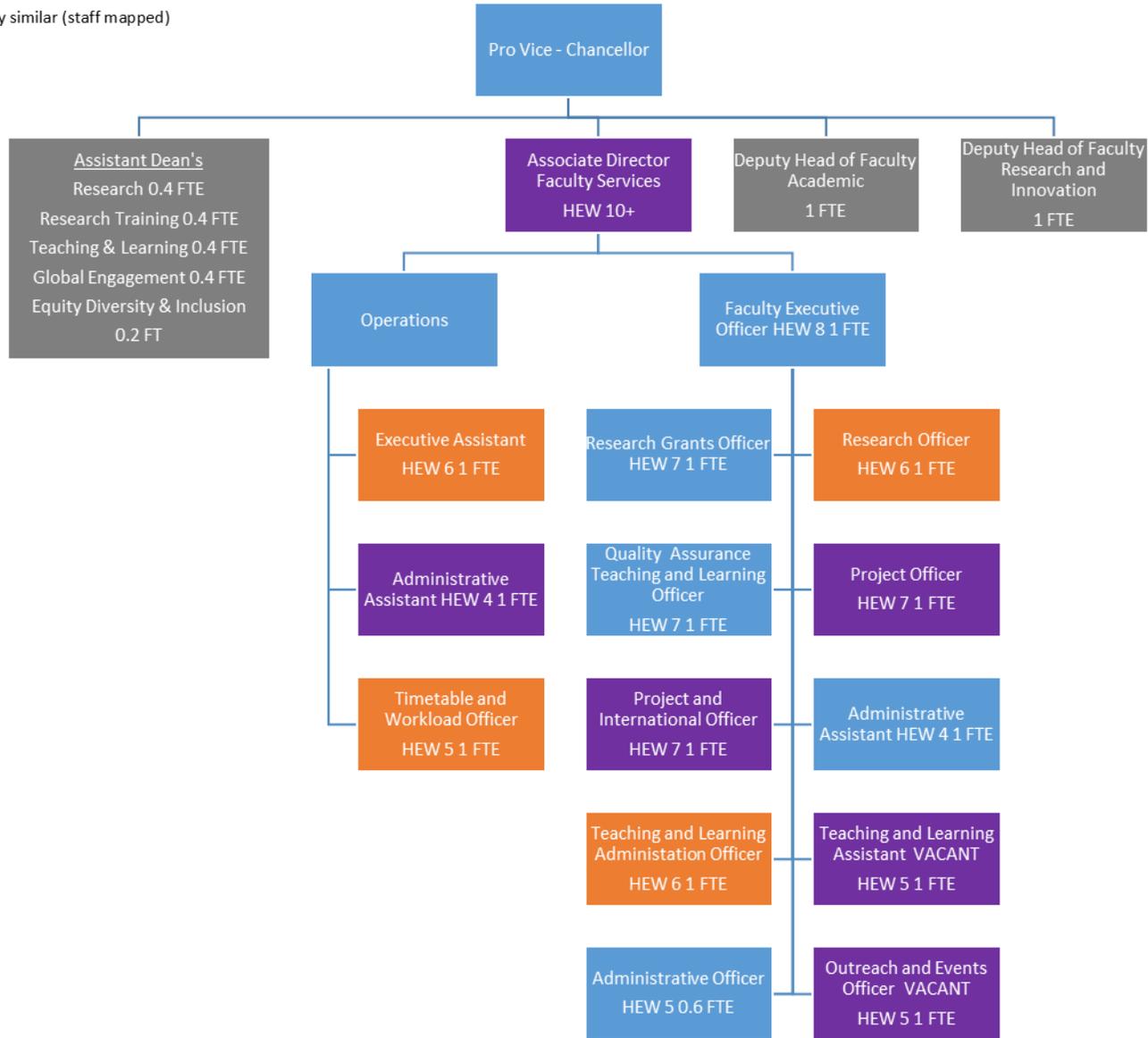
CURRENT STRUCTURE | FACULTY OF ENGINEERING & BUILT ENVIRONMENT

- Proposed disestablished professional positions
- Reduction in positions ie. 2 to 1
- Proposed disestablished academic positions
- Positions that are substantially similar (staff mapped)

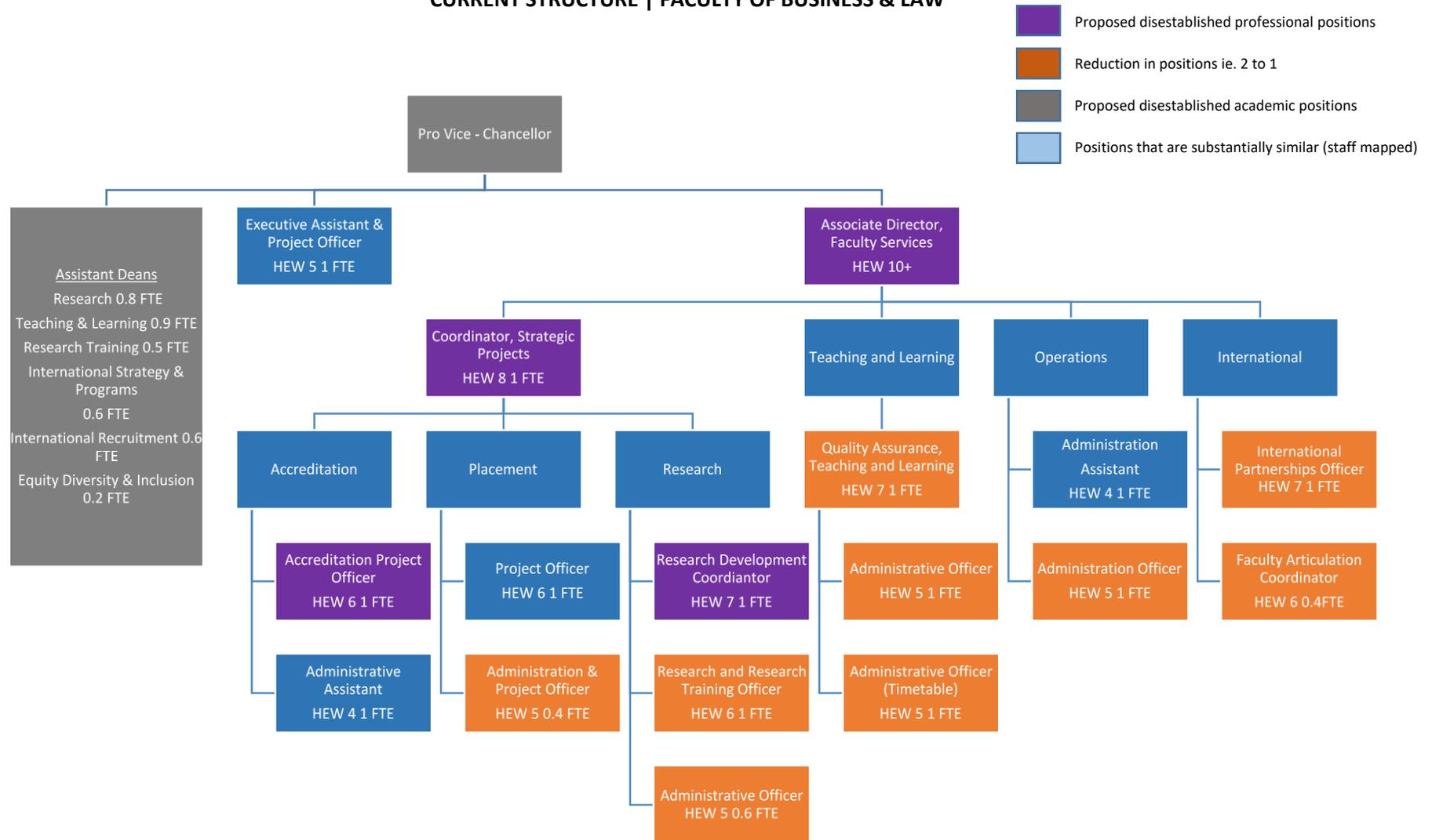


- Proposed disestablished professional positions
- Reduction in positions ie. 2 to 1
- Proposed disestablished academic positions
- Positions that are substantially similar (staff mapped)

CURRENT STRUCTURE | FACULTY OF SCIENCE

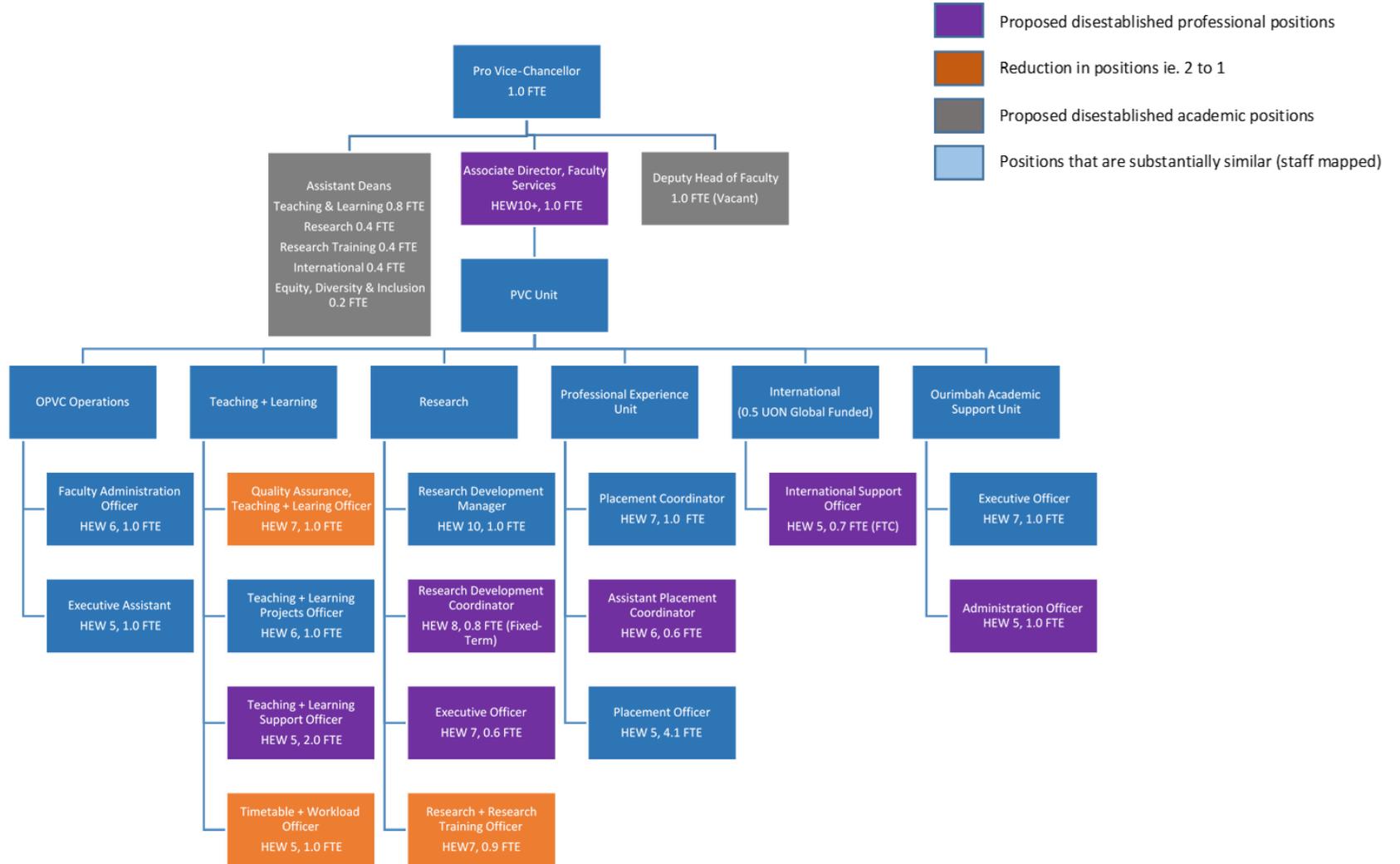


CURRENT STRUCTURE | FACULTY OF BUSINESS & LAW

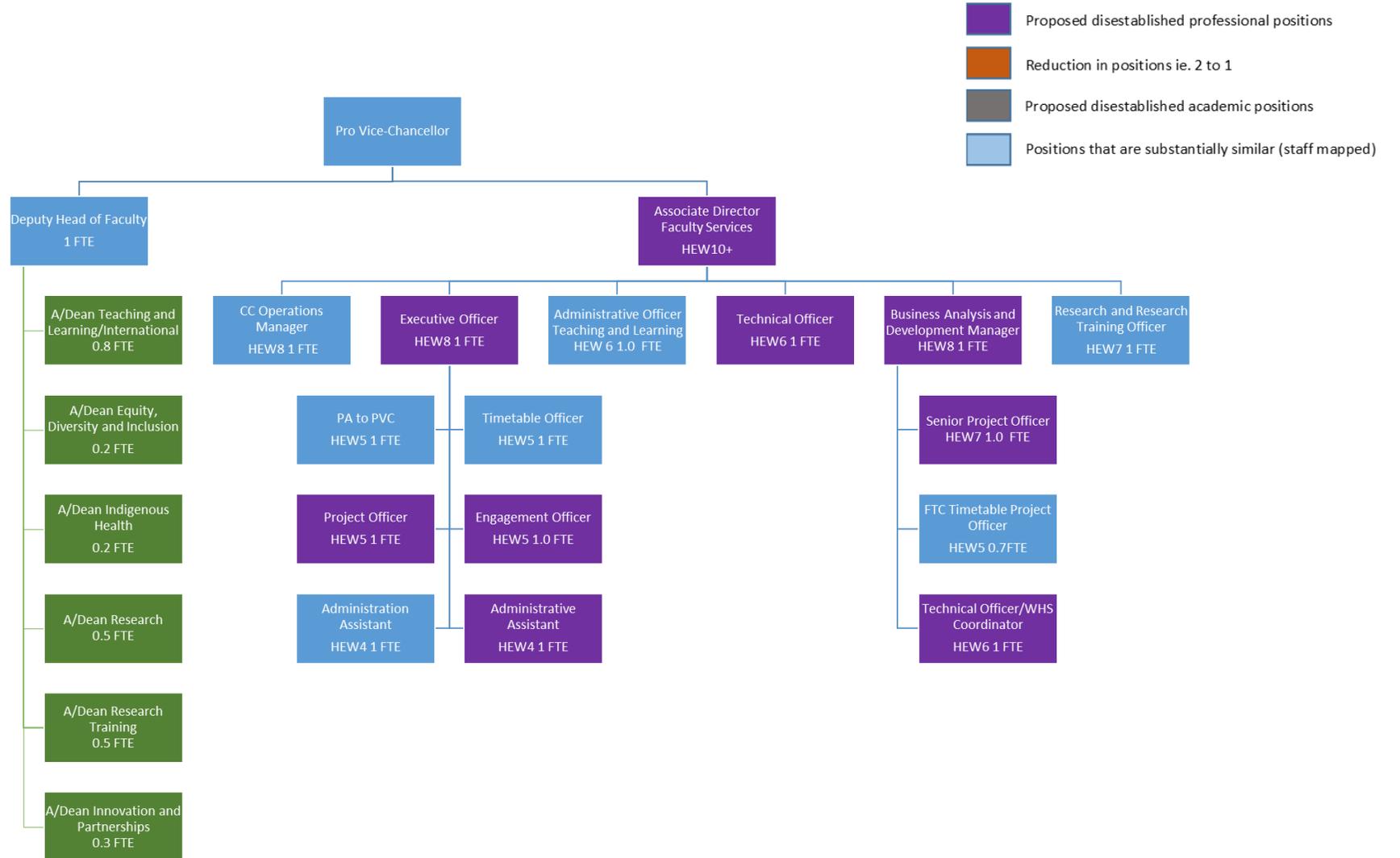


NB: Greater Bank Lab and HRFC Centre not included, these are soft money positions not operational

CURRENT STRUCTURE | FACULTY OF EDUCATION & ARTS



CURRENT STRUCTURE | FACULTY OF HEALTH & MEDICINE

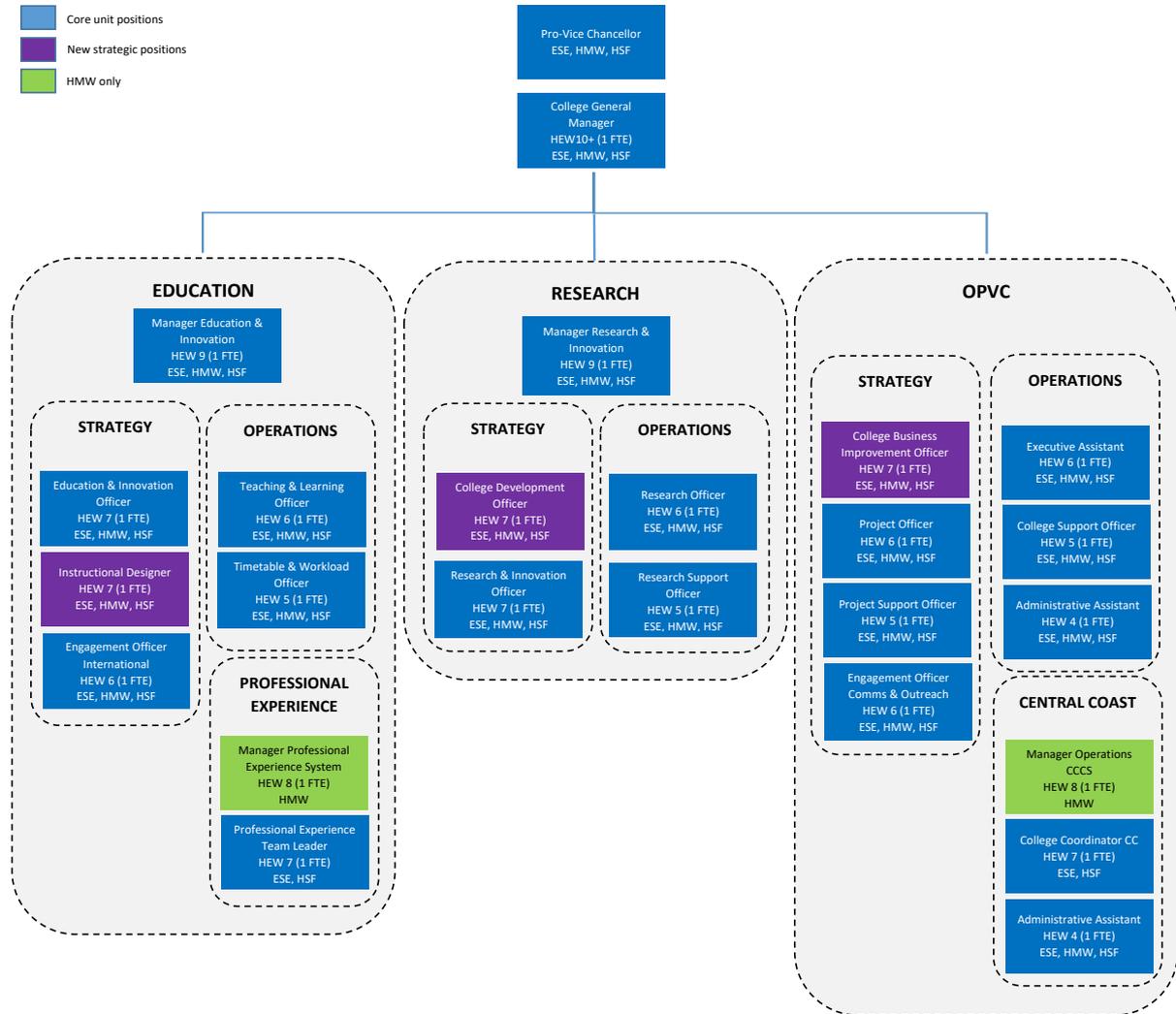


ATTACHMENT B – PROPOSED COLLEGE PVC UNIT STRUCTURE

COLLEGE LEGEND

ESE: Engineering, Science and Environment
HMW: Health, Medicine and Wellbeing
HSF: Human and Social Futures

- Core unit positions
- New strategic positions
- HMW only



EDUCATION TEAM | CORE RESPONSIBILITIES

- Student retention & engagement
- Teaching & learning quality
- Professional experience
- Course & program development, support & improvement
- International partnerships & agreements
- Internationalisation
- Professional accreditation
- Education governance
- Placements & WIL, contracts & payments
- Industry engagement & partnership
- Employability
- Innovation in teaching & pedagogy
- Timetable & workload

Some functions may also sit within schools

RESEARCH TEAM | CORE RESPONSIBILITIES

- Delivering on the colleges research agenda
- Supporting research governance
- HDR student support
- Industry engagement
- Ethics
- Supporting researchers at every level.
- Pre & post grant support
- Supporting ERA, Rankings, E&I
- Identifying grant opportunities
- Mentoring students and supervisors
- Academic outputs (publications, QA on data etc)

Some functions may also sit within schools

OPVC TEAM | CORE RESPONSIBILITIES

- OPVC support
- Operational interface with the Divisions
- Governance support (CE & advisory boards)
- Internal & external comms & engagement
- Major projects
- Business improvement lead (key division interface)
- College event support
- Multi-campus support
- College & contract reporting
- Onboarding senior college & school leaders
- Transactional support (Fraedom, TechOne, travel)

Some functions may also sit within schools

Existing WIL roles with new reporting line to PVC Unit

PROFESSIONAL EXPERIENCE

- Professional Experience Support Officer
HEW 5 (FTE varies)
ESE, HMW, HSF

ATTACHMENT C – 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; and
- Details of support staff and services.

2. Principles

The University will apply the principles and processes contained in the University of Newcastle Professional Staff Enterprise Agreement 2018 and the University of Newcastle Academic Staff and Teachers Enterprise Agreement 2018, and the principles of sound management of workplace change. Copies of the Enterprise Agreements are available at: <https://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 the Staff Consultative Committee to comment on the process of consultation that has occurred and make recommendations; and
- Provision of a copy of this Consultation Paper on the University intranet <https://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 <https://www.newcastle.edu.au/newsroom>

4. Staffing the Structure

General Staffing Principles: Refer to section 7.0 *Staffing the Structure* of this Consultation Paper.

5. Other Processes

Natural Attrition (Turnover)

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

Voluntary Separations

Staff may express interest in being considered for voluntary separation (redundancy) packages as a submission. These may be approved where alignment to business need exists.

Redeployment

Where a position is identified as disestablished and therefore 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.

Seek employment outside the University and Career Development Support

Professional Staff – In accordance with Clauses 23.1.3 (iii) by electing to remain as a detached staff member for a period of up to 8 weeks, commencing at the date of detachment. The staff member will be provided with support, including a career development program in accordance with Clause 23.3.8 of the Professional Staff Enterprise Agreement 2018.

Academic Staff – In accordance with Clause 52.1.3 (ii) by electing to remain as a detached staff member for a period of up to 52 weeks, commencing at the date of detachment. The staff member will be provided with support, including a career development program in accordance with Clause 52.3 of the Academic and Teachers Staff Enterprise Agreement 2018.

Staff members electing this option will be offered an externally sourced 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 Chief People and Culture Officer prior to implementation.

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.

Training and Development

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

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

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.

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.

Secondment

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

Transfer and Relocation

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

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:

- Lisa Fairlie – Human Resources Business Partner – College of Engineering, Science and Environment
Phone: 4921 8762
Email: lisa.fairlie@newcastle.edu.au

- Dan Cummins – Human Resources Business Partner – College of Medicine, Health and Wellbeing
Phone: 4985 4307
Email: dan.cummins@newcastle.edu.au

- Joanne Mouthier – Human Resources Business Partner – College of Human and Social Futures
Phone: 4921 8671
Email: joanne.mouthier@newcastle.edu.au

- Mark Wylie – Associate Director, Employee Relations
Phone: 4921 5399
Email: 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 contacts are:

- Andrew Syarief, UniSuper Consultant
Make a booking to meet with Andrew
<https://www.gobookings.com/au/clients/directory/>
- Adrian Fodera and Matt Werakso, Select Advisers for tailored advice on your individual circumstances.
To make an appointment please call **1800 UADVICE** (1800 823 842) or Email:
advice@unisuper.com.au

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 the University Remuneration and Benefits Team:

- Phone: 4033 9999, option 1
Email: payrollservices@newcastle.edu.au

Resume Writing and interview skills, or Exit Assistance

Resume Building and Interview Skills workshops as well as career skills self-directed learning resources are available for staff. For any additional support, please contact your HR Business Partner.

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.

- Newpsych
Phone: 02 4926 5005
Website: www.newpsych.com.au

Chaplaincy

Details of the University Chaplaincy Centre are available

<http://www.newcastle.edu.au/services/chaplaincy/chaplaincy.html>

National Tertiary Education Union (NTEU) Contact Details

- National Tertiary Education Union (NTEU)
Phone: 4921 6870
Website: <http://www.nteu.org.au>
- Samantha Ramsay – Industrial Officer
Phone: 02 8066 6600
Email: sramsay@nteu.org.au
- Jenny Whittard – Branch Organiser
Email: newcastle@nteu.org.au
- Terrence Summers – Academic Staff Representative
Phone: 4921 6106
- Emma Joel – Professional Staff Representative:
Phone: 4349 4828

Community Public Sector Union (CPSU) Contact Details

- Community Public Sector Union (CPSU)
Phone: 1300 772 679
Website: <https://www.cpsu.org.au>
- Lisa Nelson – Industrial Officer
Email: lnelson@psa.asn.au
- Ian Braithwaite – Organiser
Email: IBraithwaite@psa.asn.au