THE UNIVERSITY OF NEWCASTLE

ORGANISATIONAL CHANGE CONSULTATION PAPER

IT SERVICES

RESOURCES DIVISION

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1.0   BACKGROUND AND STRATEGIC CONTEXT

In late 2016, IT Services (ITS) conducted a strategic scan of emerging technologies and the digitisation of the global higher education industry and recognised that the University's business and/or operating models for teaching, learning, research and innovation are likely to be significantly affected by current trends and developments. In order to be equipped to respond to present day and future needs and opportunities, ITS undertook a broad assessment of several internal and external organisational factors. This included:

- A 'listening tour' with internal University academic and professional staff,
- A Gartner maturity assessment of IT Services' operating model,
- Site visits and meetings with several Universities that have commenced/considered new paths,
- A market assessment of emerging technologies,
- A collation of views from vendors and peers in other industries, and
- Advice from external experts.

The findings from the 'listening tour' exercise alone highlighted the following about IT Services' products and services delivery:

- Process to get something done is cumbersome, inconsistent and not tailored,
- Presence and engagement are sporadic, distant and therefore too shallow,
- Core technologies (e.g. video communication) are inconsistent and unreliable,
- Training and adoption support are insufficient, and
- IT Services is not seen as a unit that adds true value to the Faculty functions.

At the end of 2016, Gartner was commissioned to conduct an organisational maturity assessment where IT Services obtained a maturity score of 1.8 out of a scale of 5 which means that ITS is an *'Enabling'* organisation that is predominantly technically focused and provides primarily commodity services. In response to this, ITS is working towards a future capability of *Level 4-Differentiating* as shown on **Figure 1**.

Figure 1. Gartner Maturity Assessment

These findings fed into the recrafting of the NEW IT Strategy 2017-2025 that:

- Sets out a renewed vision and mission to be a pivotal strategic partner, a trusted adviser and enabler of organisational, education and research strategies,
- Puts the customer at the heart of IT Services business operations,
- Shifts product and service delivery to be 'front office' oriented and outcomes focused,
- Broadens and deepens engagement across the business to facilitate better adoption and increased experience,
- Defines the plan and roadmap of initiatives to achieve the strategy, and
- Ensures a fit for purpose governance framework.

The refreshed IT Strategy is envisioned to improve the offering of client focused ITS services aimed at achieving the following key benefits:

- Increased client satisfaction,
- Improved value proposition to the business partners and stakeholders,
- Increased operational efficiency,
- Improved organisational maturity and capability levels, and
- Increased agility to respond to changing conditions.

Since its approval in July 2017, ITS established six key foundational components, illustrated in **Figure 2,** that underpin its execution. The interplay of these six components ensures the repositioning of IT Services from being a service provider to a strategic asset delivering innovative and value-adding solutions to the University.

Figure 2. Six key enablers of the NEW IT Strategy 2017-2025

OPAR
Operation Plan & Roadmap - Outlines the key initiatives, budget, benefits and timing for all Foundation, Differentiation and Innovation classification for the next 2-3 years

THE RIGHT IT INVESTMENT
Outline the investment needs, type and mix to support the digital agenda and future of UON in line with the LTFP framework and schedule

OPERATING MODEL
Outline the changes in the Operating model and organisational structure to rebalance capability and maturity to support value-add IT services

GOVERNANCE
Outline governance structures, processes, accountabilities and reporting across the different types of demand relative to the strategic goals

ENGAGEMENT
Outline a broader and deeper IT engagement model across UON to support increased adoption of IT services and transparency of processes

SP&A
Outline the Strategic Partnerships & Alliances' approach with Technology and Implementation providers to increase capability, value and agility

In particular, the **Capability and Operating Model** outlines the required changes in the operating framework, organisational structure, functions and interfaces of staff within ITS to rebalance capability and maturity in order to support value adding IT services. This element also emphasises people as the organisation's most important asset that plays a big part in attaining its purpose and sustaining its continued relevance. This component also includes a People and Culture Strategy, which encompasses talent and leadership development, and promotes productivity, customer centricity and general wellness so that the transformation will be a holistic approach to bringing about a competent and high performing workforce characterised by professionalism and a great work ethic. As the organisation adopts a new operating model, team configurations, processes and ways of working will also undergo reengineering and continuous improvement to sustain an agile, effective and efficient business operation to bring ITS operations closer to industry best practice.

2.0 RATIONALE AND REQUIREMENT FOR CHANGE

Over the last 18 months, IT Services has been evolving the organisation, building up and expanding its capabilities to improve IT Services' operations, products and service delivery. Key initiatives concurrently being undertaken include:

- Active consolidation of IT accountabilities and responsibilities dispersed across the business to address the risks associated with the provision of information technology services outside of central management,
- Establishment of the adoption function and reinforcement of business engagement in order to respond more widely and proactively to business needs and demands,

- A pivot away from the on premise IT infrastructure to the Cloud to optimise capability, improve efficiency, and to reduce time to market for new services in order to create a more agile, scalable service model for IT solutions, minimise technical debt and allow for the adoption of best of breed provisioning of IT commodity services,
- Enhancement of product and service delivery approach through DevOps and Agile methodologies to support our client centric vision, promote closer customer collaboration, achieve sustainable value and bridge several cross functional teams by simplifying processes, and
- Establishment of managed services and partnerships to replace commodity focused resources to drive future value in standardising core technologies, help the business utilise previous technology investments and improve its cost and risk profile with solution providers.

All of these factors necessitate an organisational transformation so that ITS can achieve a more contemporary, future-proof operating model and structure that are aligned to best practice.

In May 2018, IT Services obtained endorsement to shift its mode of operations to one based on a Product Line Management Framework. The goal of this shift is to better align technology funding, people, processes, data, and technology to the delivery of distinct sets of IT services with industry best practices. The new operating model and organisation structure will refocus ITS from being a technology/function based silo into a capability based organisation that is underpinned by autonomy and continuous/agile approach in meeting business demands. Alignment to these capability areas will shift the focus to a benefits based fulfillment model where work performed in a capability area meets the needs of the University.

Through rigorous work over the last four months, the concept of a *'product line'* was refined and slightly modified into *'capability areas'* to ensure that the maximum benefit can be derived for the end customer. The development of a capability based operating model has highlighted four Capability Areas that represent the key portfolios that will drive ITS' continuous end to end delivery of IT services and solutions. To reinforce current and newly established functions from previous organisational change initiatives, the changes in this phase focus on seven key priority areas:
- Establish a **Benefits Realisation Framework** for business outcomes attainment
- Focus on **Service Management** that emphasises continuous improvement
- Develop a Client Centric Framework for **Knowledge Capture and Retention**
- Align **Enterprise Architecture** standards and practices with proposed operating model
- Establish flexible role boundaries for **Resource Management** across the department
- Implement the University's **Governance Framework** through the development of a fit-for-purpose **Service Quality Framework**
- Establish a streamlined and harmonised approach to **Sourcing and Vendor Management**

It is anticipated that the proposed changes outlined in this Paper will bring about the following benefits to the University, IT Services and ITS staff:

Benefits to the University
- Bringing ITS closer to the needs of students, researchers and academic/professional staff
- More proactive engagement with the University by placing a net sum increase in the business engagement function to ensure more ITS staff are embedded in the business and are driving customer success
- Optimisation of self-service capabilities and reducing the number of inquiries that can be resolved at the first point of contact
- Better fulfillment of demand (currently sitting at approximately 29% since 2018)
- Clearer and more definitive service catalogue and delivery expectations

- A more responsive and communicative ITS at all customer touch points
- End to end service delivery for IT products from inception to implementation to embedment
- Faster response to investigate the feasibility of emerging technology

Benefits to IT Services
- Obtain a clear view of the demand flow through the value chain to deliver outcomes that respond to business needs
- Bring those responsible to deliver products and services closer to the customer
- Greater flexibility in responding to business strategy and the opportunities presented by emerging technologies
- Provide a scope to innovate and scale products that are continuously improved, managed and delivered by strategic partnerships and managed solutions that realise desired business benefits and outcomes
- Optimise the use of skills and resources across multiple products and customers
- Introduce new team configurations, functions and business processes that will ensure high-quality outputs, performance excellence and a customer centric approach to working
- Flatter decision-making structures enabling timely decisions that impact delivery
- Opportunity to lead in the higher education sector by adopting best practice currently employed by leading corporations
- Reduce the technology debt and disparate, often poorly supported, IT platforms

Benefits to ITS Staff
- Enhanced accountability and ability to make decisions at delivery
- Working across teams and products that provide access to development and career pathways
- Staff will experience the full life cycle of products and contribution to their continuous improvement and development
- Enhanced leadership at a task level and professional development level fostering collaboration, empowerment and an environment of trust
- Empowering staff through greater autonomy, flexibility and responsibility for client outcomes
- Provide opportunity to develop staff knowledge and capabilities within or outside their Capability Line, which in-turn increases the individual value of staff members internally and in the marketplace
- Cultivate a workplace environment and culture that is safe, healthy and professional and reflects the core values of the University

3.0 CONSULTATION PROCESS

The forthcoming organisational change within IT Services has undergone a series of collaborative design exercises undertaken in the last 12 months with about 45 people managers and staff members being involved. In particular, three Working Groups have been utilised at various stages of the Define and Design Phases, and have actively participated in workshops, scenario testing exercises and information sessions. Regular progress updates have been provided to staff at various points and in various formats.

Noting that the principles of the change have been largely discussed with the broader stakeholders across UON as part of regular meetings and consultations, **Table 1** below provides a summary timeline of key staff engagement activities to date:

Table 1. Summary of Key Staff Engagement Activities

Date	Activity
23 May 2018	The ITS Working Group participating in the Define Phase of the Capability and Operating Model was announced
4 June 2018	All ITS Staff Forum presenting the six key enablers of the NEW IT Strategy including the Capability and Operating model
12 Dec 2018	All ITS Staff Forum providing an update on the progress of the Capability and Operating Model
13 Feb 2019	All ITS Staff Forum outlining the work that has been done in 2018 and how this will continue in 2019
03 Apr 2019	Meeting with 2018 ITS Working Group providing: • Information on recommencing the Design Phase this year • Soliciting EOIs to participate in the 2019 Working Group
16 Apr 2019	Meeting with ITS Working Group
14 May 2019	The formal announcement was issued to all staff regarding: • The formation of the IT Capability and Operating Model Team who will manage all the activities related to the organisational change • The Working Group of 26 staff who will be involved in the Design Phase activities
16 May 2019	Design Phase kick off with the Design Principles Workshop participated by ITS Working Group and Management Team
30 May 2019	All ITS Staff Forum providing an update on the status of the change initiative and the aim to commence transition this year
06 & 07 Jun 2019	Workshop debrief with Working Group Members
25 Jun 2019	First Information Session for all ITS staff to provide an update on the design phase activities, workshops and scenario testing
02 Jul 2019	Second Information Session for all ITS staff to provide an update on the design phase activities, workshops and scenario testing
10 Jul 2019	Third Information Session for ITS Staff in Ourimbah Campus to provide an update on the design phase activities, workshops and scenario testing
19 Jul 2019	Design Phase Closeout session with ITS Working Group
19 Jul 2019	Confirmation of the members of the Third Working Group members to be involved in the design activities for the future state organisational structure
25 Jul 2019	Team focused info session with Service Enhancement group
29 Jul 2019	Team focused info session with Interactive Technologies team
30 Jul 2019	Team focused info session on the Enterprise Architecture function with Service Enhancement staff
05 & 06 Aug 2019	Team focused info session with Product Delivery staff
22 Aug 2019	All ITS Staff Forum providing an update on the progress of the Capability and Operating Model design activities and a sneak peek of some key roles in the organisation structure design
26 Sep 2019	All Staff Forum presenting the recommended organisational future state
Weekly Basis	ITS Weekly Leadership Stand Up meetings and progress updates were provided to all ITS Staff
Monthly Basis	Monthly articles were also published on ITSpace (the ITS Sharepoint intranet site) providing progress updates on the design activities

4.0   MEANS AND TIMEFRAME FOR CHANGE

Table 2 below shows the *indicative* schedule of activities for the implementation of the proposed changes as follows:

Table 2. Indicative Schedule of Change Process Activities

Date	Activity
27 Sep - 17 Oct 2019	Staff affected by the change are notified.
15 Oct 2019	Consultation Paper discussion with Union Representatives
18 Oct 2019	Forum for all IT Services Staff and Union Representatives Consultation Paper distributed to Staff and Unions via a SharePoint link and made available to all other staff/stakeholders on the University's intranet
18 Oct 2019	Period for open discussion with staff, the University and Unions begins
1 Nov 2019	Last day of final written submissions to be received
14 Nov 2019	Staff Consultative Committee meets for consideration of the responses to the formal submissions on the Consultation Paper and opportunity to comment/make recommendations. Management meet to consider comments and recommendations.
14 Nov 2019	Forum for all IT Services Staff and Union Representatives to discuss final Proposal Paper. Proposal Paper distributed to Staff and Unions via a SharePoint link and made available to other staff/stakeholders on the University's intranet
15 Nov 2019	Proposal paper and any final recommendation forwarded to the Vice-Chancellor for consideration and determination
TBC Nov 2019	Implementation Plan commences (subject to VC determination)
Within 6-12 months	Post implementation review to be conducted from implementation of the Proposal Paper and the review findings will be discussed at a Staff Consultative Committee meeting as well as with the affected area

Following the All Staff Forum, all IT Services staff will receive a link to an electronic copy of the Consultation Paper and supporting documents including copies of the Position Descriptions for the new positions. An electronic copy of the Consultation Paper will also be uploaded to the University intranet site.

Staff members or groups of staff members are encouraged to provide a submission responding to any detail of the proposed change. Submissions should be forwarded to Employee Relations (Ruth Hartmann, 4921 7288, Ruth.Hartmann@newcastle.edu.au).

Each (*de-identified)* submission will be considered at a meeting of the Staff Consultative Committee (PSCC) and management representatives prior to the release of the Proposal Paper.

Further consultation will be undertaken as part of the regular staff updates and the formal period of consultation required by the University of Newcastle Professional Staff Enterprise Agreement.

Other means of communication and engagement to be utilised are listed as follows:

- One-on-one or group meetings with the CIO, Associate Directors, Product Delivery Manager and/or HR Business Partner via scheduled drop in times, by appointment or face to face meetings at various locations (i.e. Callaghan and Ourimbah campuses),
- Regular email updates, and
- Weekly virtual stand up meetings and other regular staff/team meetings.

5.0 IDENTIFICATION OF IMPACT

Key Changes

The organisational change that IT Services underwent as part of the University-wide Organisational Design Program carried out between November 2016 and September 2018 shifted operations from 'back office' to 'front office' in order to establish capabilities that facilitate organisational agility, effectiveness and efficiency. This change brought about the current organisational structure illustrated in **Figure 3** which reflects the four core operational competencies aligned with the four key goals of the NEW IT Strategy, namely: Engage, Enable, Execute and Enhance.

Key foundational capabilities have also been put in place since then including the groundwork for strategic partnerships and managed services that will drive future value in standardising core technologies, help the business utilise invested technology and improve its cost and risk profile with solution providers.

Figure 3. Current Organisational Structure
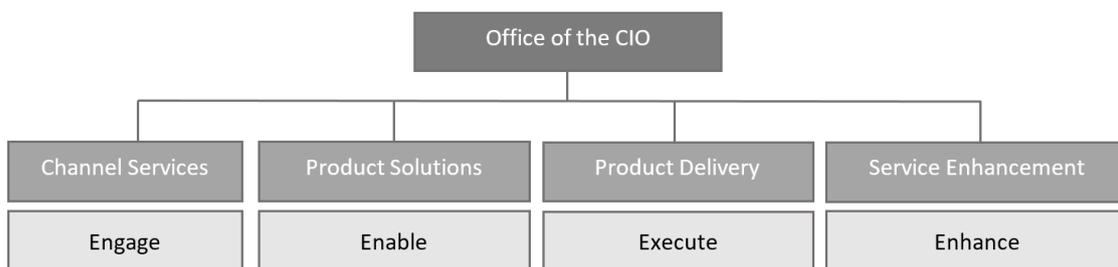
The proposed shift to a new operating model and organisation in this phase of IT Services' digital transformation will see an improved servicing model, shifting from reactive servicing to a more proactive engagement as represented in **Figure 4**.

Figure 4. Shift from Reactive to Proactive Servicing
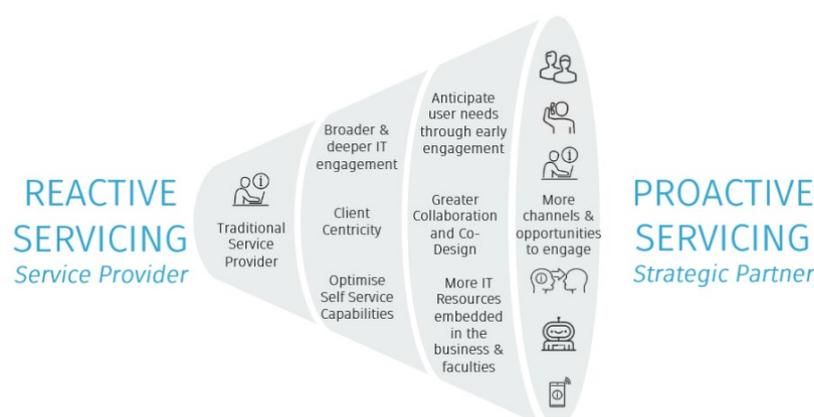
As the driving force behind this organisational change is to better serve the University's students, academics, researchers and staff, IT Services will leverage the solid foundations that have been created and will move forward in pursuing its strategic objectives.

In practice, Channel Services will be the conduit between the business and IT Services and will be oriented on deeper and broader engagement in order to effectively link demand goals to University-level strategic outcomes. Primarily, the IT Business Partners will be allocated portfolios as indicatively shown on **Figure 5** in order to effectively carry out this mandate and serve the business. They will be reinforcing the new self service options and integrated services that will be established and facilitated by the new operating model. IT Services will be refining and honing multiple ways of interacting with students and staff including online, multichannel options and personal interactions to build a consistent approach and servicing model in providing IT support and in ensuring successful adoption of digital technologies.

**Figure 5. Indicative IT Business Partner Portfolios**
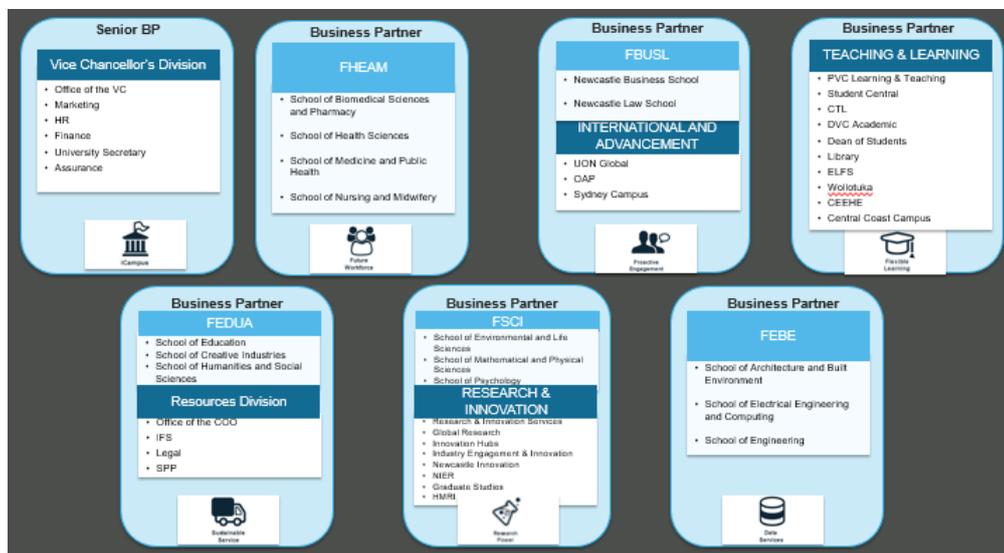
The proposed organisation of IT Services is envisaged to bring it closer to becoming an industry differentiator. The move towards a more contemporary capability based operating model (based on the concept of *'product line management'*) will allow IT Services to assign and dynamically reposition resources to continuously deliver end to end technology products and services. The establishment of four Capability Areas based on the key portfolios that support the IT Strategy's goals and lead strategies will facilitate delivery and demand fulfilment through an outcomes based benefits realisation approach that is anchored on a set of success criteria. The proposed organisation is intended to result in a more streamlined demand fulfilment, with better alignment between project delivery and the University's governance and investment prioritisation structures, such as the Portfolio Resources Allocation Committee (PRAC). Projects will continue to be delivered with the oversight of their corresponding business owners and sponsors; however, project delivery will be targeted to be carried out more efficiently and faster with a greater focus on benefits realisation and with the utilisation of more flexible project management methodologies. Projects in train during the change implementation phase will be transitioned as seamlessly as possible and with minimal risks to the business. IT Business Partners will also work closely with various business areas and key contacts to ensure continued service delivery and that business needs are being met.

The need for establishing projects will go through a more systematic demand assessment and prioritisation process that will be closely tied with the University's strategic plan and underpinned by the IT Strategy. Business needs will be evaluated in terms of their compatibility with enterprise and

operational roadmaps and their assignment to Capability Areas will be tested against the principle of *'primacy'* with an acknowledgment that some business demand items will require delivery input, expertise and work from multiple Capability Areas.

A functional view of IT Services operations is illustrated in **Figure 6** below.

Figure 6. Proposed Organisational Structure
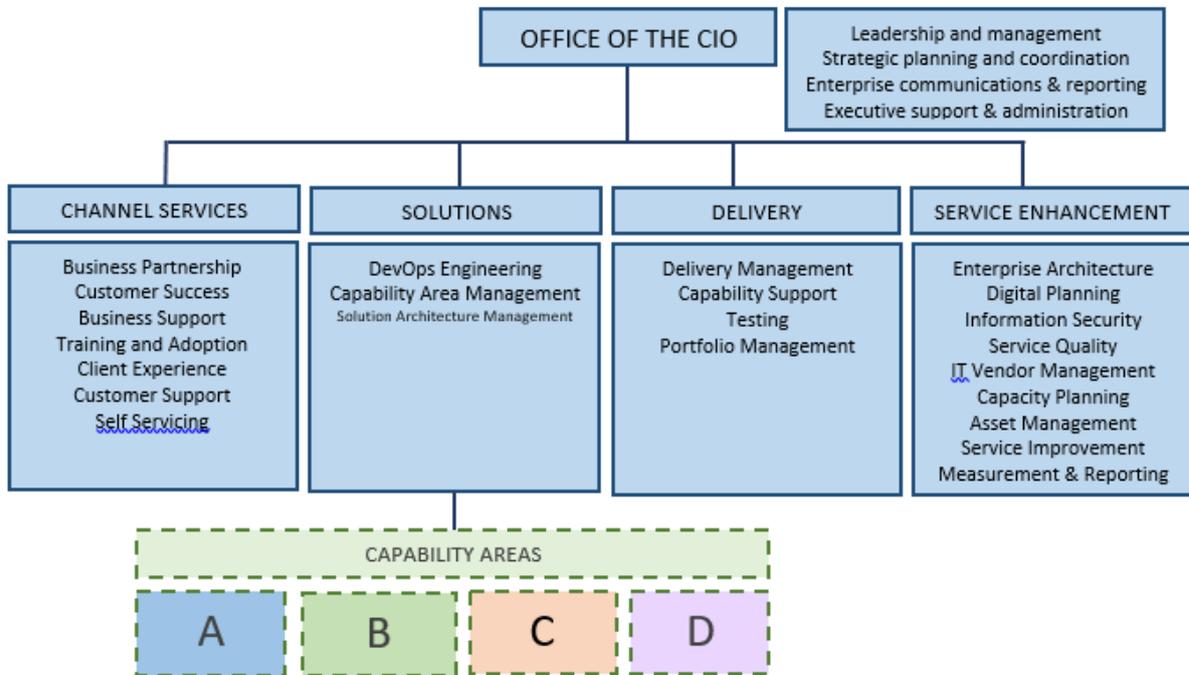
The proposed changes to each of the business groups are detailed in the succeeding sections.

5.1   Office of the Chief Information Officer (CIO)

The Office of the CIO will continue to provide leadership and strategic direction to the whole IT Services Unit. This office will have the following proposed changes:

- A new IT Strategy and Communications Manager (HEW 9) role will be created to assist the Chief Information Officer in developing, coordinating and updating the IT strategy and its implementation.

- The existing Executive Officer (HEW 8) role will no longer be required and will be disestablished.

5.2   Channel Services

The Channel Services portfolio remains the primary engagement interface between IT Services and its clients with responsibility for channel management, client experience, business partnerships, adoption services, and customer support. The proposed structure introduces new functions including customer success, user experience and training; and significantly enhances business engagement and self-service activities. There is a deliberate bias towards proactive service and support away from the more traditional reactive support (which will leverage managed services where appropriate). Multi-skilled, cross functional support teams will be formed with a customer focus rather than technology focus. The

desktop, AV design, solutioning and engineering functions will be transferred to the Solutions business group.

Business Partner

The existing Business Partner Team is expanded to engage more deeply and frequently within their respective portfolios and to align with each of ITS' Seven Lead Strategies. They will also be involved in qualifying and aligning requests according to capability roadmaps, identifying the requirements of demand and assisting the business develop high level business or innovation cases. The existing team of 4 x Business Partners (HEW 8) will be augmented by the following new roles:

- 1 x Senior Business Partner (HEW 9) role will be created to lead the team and manage a dedicated portfolio.

- 2 additional x IT Business Partner (HEW 8) roles will be created to augment the existing team.

Customer Success

The Customer Success Team will be expanded to build on the existing IT adoption capability. It will be increased by the creation of additional Customer Success Leads, a dedicated Training and Adoption Officer, and a larger team of Business Support Officers who will be made available as a pool of resources designed to support multiple functions. The proposed changes will be as follows:

- The existing IT Adoption Manager (HEW 9) role will be renamed Customer Success Manager.

- 4 x new Customer Success Lead (HEW 8) roles will be created and will be embedded within the Capability Areas to ensure successful change and adoption of IT products and services. These resources will be involved in all project delivery phases and will liaise with students and staff to ensure the solution meets the business need.

- A new Training and Adoption Officer (HEW 6) role will be created to identify, plan and deliver a standardised approach to IT training and adoption.

- The existing Digital Communications Officer (HEW 6) role will be renamed Digital Design Officer (HEW 6).

- The existing 3 x Business Support Officers (HEW 6) roles will be renamed Senior Business Support Officer and transferred under the leadership of the Customer Success Manager. They will be augmented by the creation of 3 x additional Senior Business Support Officer (HEW 6) roles.

- The team of 6 x Senior Business Support Officer (HEW 6) roles mentioned above will be further augmented by the creation of 5 x new Business Support Officers (HEW 5) roles.

- 1 x new Business Support Coordinator (HEW 7) role will be created to lead the Business Support Team mentioned above in providing proactive support and servicing. This role will report directly to the Customer Success Manager.

- The Senior Business Support Officers and the Business Support Officers mentioned above will also serve as a pool of resources to be shared by the Customer Success, User Experience and Business Partnership teams.

- The existing Knowledge Base Assistant (HEW 3) role will no longer be required and will be disestablished.

User Experience

A new user experience function will be created to develop and lead the customer research practice, investigating current challenges and identifying new opportunities to enhance the experience for customers. This function will also leverage strategic partners. In line with this:
- One (1) x User Experience Lead (HEW 8) will be created.

Customer Support

The Customer Support Team will be reconfigured to increase self-service and to become a multi-skilled team who will bring support closer to customers wherever they are.

- The existing Team Leader, Service Desk (HEW 8) role will be renamed Service Desk Lead (HEW 8) and will be responsible for the client support and self-servicing functions.

- The existing Knowledge Base Analyst (HEW 7) role will be renamed Self Service Analyst and will be transferred from the existing IT Adoption Manager to report directly to the Service Desk Lead.

- An additional Self Service Analyst (HEW 7) role will also be created to strengthen and embed the self-servicing function.

- A new Service Desk Coordinator (HEW 7) role reporting to the Service Desk Lead will be created to be responsible for quality assurance and channel management.

- The existing Client Support Officer roles will be reduced to 5 x Client Support Officer (HEW 5) roles. This group will also serve as a shared resource pool for the Service Desk, Self Service, and Client Support Zone Teams.

- The End User Computing and Interactive Technologies Teams will be replaced by Client Support Zone Teams that will provide support to students and staff. The Client Zone Teams will consist of two main teams supporting two zones, namely Zone North and Zone South. Zone North will cover Callaghan, NewSpace, Newcastle City, Tamworth, Taree and Port Macquarie; and Zone South will cover Ourimbah, Gosford, Sydney and Orange.

    - The Client Support Zone (North) will be composed of the following:
        o A new Client Support Zone Lead (HEW 8) role will be created to lead the team.

        o The existing 1 x Senior Client Computing Officer - Research (HEW 7) is renamed Client Support Specialist - Research (HEW 7) and will report directly to the new Client Support Zone (North) Lead.

        o 1 x additional Client Support Specialist - Research (HEW 7) role will be created.

        o The existing Interactive Technologies Technician (HEW 6) will be renamed Senior Client Support Officer (Interactive Technology) (HEW 6) and will report directly to the Client Support Zone Lead.

        o The existing fixed term role of Interactive Technologies Technician (HEW 6) will be converted to an ongoing Senior Client Support Officer (Interactive Technology) (HEW 6).

        o The existing Client Computing Officer - Mac (HEW 6) will be renamed Senior Client Support Officer- Mac (HEW 6) and will report directly to the Client Support Zone (North) Lead.

    - The Client Support Zone (South) is proposed to be composed of the following:
        o A new Client Support Zone Lead (HEW 8) role will be created to lead the team.

        o 2 x new Client Support Specialist - Research (HEW 7) roles will be created.

        o The existing Interactive Technologies Technician (HEW 6) will be renamed Senior Client Support Officer (Interactive Technology) (HEW 6) and will report directly to the Client Support Zone Lead.

        o An additional 1 x new Senior Client Support Officer (Interactive Technology) (HEW 6) will be created.

      o 1 x new Senior Client Support Officer - Mac (HEW 6) will be created.

- The existing 3 x Interactive Technologies Specialist (HEW 7) roles will be transferred to the Solutions business group.

- The following roles will no longer be required and will be disestablished:
    - o 2 x Senior Client Service Officer (HEW 6)
    - o 12 x Client Support Officer (HEW 5)
    - o Team Leader, End User Computing (HEW 8)
    - o Team Leader, Interactive Technologies (HEW 8)
    - o 5 x Senior Client Computing Officer (HEW 7)
    - o 7 x Client Computing Officer (HEW 6)

Innovation

In the 2015 organisational change of IT Services, the Innovation Team was established to demonstrate value and capability to the business. As the capability has now been fully embedded, it has become imperative for innovation to be imbued as a cross cutting characteristic and function of teams and roles within the Capability Areas. Hence, the existing Innovation Team will no longer be required and will be disestablished:

- 1 x Innovation Manager (HEW 9)
- 2 x Innovation Specialist (HEW 8)
- 1 x Digital Solutions Architect (HEW 8)

CTech Support

The existing 1 x CTech Support Officer (HEW 6) role proposed to be transferred to IT Services based on the Academics Division Consultation Paper will not be required and will be disestablished.

5.3   Product Solutions

The Product Solutions portfolio will be renamed Solutions and will refocus from being a technology and functional team structure into a capability based portfolio model that is underpinned by autonomy and continuous/agile approaches to meet customer and business demands. In line with the shift to the new capability based operating model, the organisation of the Solutions group will reflect the creation of four Capability Areas that will be aligned to the university's most critical business capabilities. Each of these Capability Areas will have contemporary DevOps Engineering teams that will enable the Solutions group to:

    (1) Allow for mobility and skills development
    (2) Embed continuous improvement
    (3) Streamline solution and operational delivery and
    (4) Provide agility and flexibility to deliver on user needs.

The Solutions group will continue to build on its existing strong partnerships in the areas of managed services and solutioning in achieving the customer focused outcomes. The proposed changes will be as follows:

Capability Area Management

Capability Areas will represent the four key portfolios for product and service delivery. These portfolios will be responsible for continuous delivery, operation and enhancement of IT solutions including:

- Supporting needs identification and assessment
- Delivery prioritisation and scheduling
- Demand forecasting and resource allocation
- Supplier partnering and relationship management

- Supplier performance management
- DevOps Engineering management and oversight
- Adoption and migration management
- Change Management
- Continuous improvement and innovation
- Incident coordination

The Capability Areas will also have delivery accountability for the following:

- Capability strategy and coordination
- Capability funding allocation and budget management
- Capability roadmap delivery including backlog, release and quality management, solution architecture and delivery standards.

In line with this:
- 4 x new Capability Leads (HEW 10) will be created to be responsible for delivering business or technology capabilities for each area, for achieving project goals, and for ensuring the maximisation and realisation of benefits. These roles will report directly to the Associate Director and will own the relationship with the vendor and the resource management arrangement to deliver the desired business outcome. These roles will also hold the accountability for demand acceptance and resourcing, as well as end to end management of the underlying services, including incident management.

Solution Architecture
The Solution Architecture function will be expanded in order to successfully design solutions that will support enterprise solutions and support the delivery activities within the Capability Areas. The proposed changes are as follows:

- 1 x new Solution Architecture Manager (HEW 9) will be created to lead the team.

- The existing Solution Architect (HEW 8) will report directly to the new Solution Architecture Manager and will work across the Capability Areas.

- 3 x additional Solution Architect (HEW 8) roles will be created to augment the solution architecture function.

DevOps Engineering

DevOps Engineering will be a new function composed of multi-skilled cross functional teams that will be embedded in the Capability Areas. The proposed changes will be as follows:

- 1 x new DevOps Engineering Manager (HEW 10) role will be created to manage a large cross-functional team dispersed across the Capability Areas and carry out a lead role in software, application, and platform architectural evolution.

- 4 x new DevOps Engineering Lead (HEW 9) roles will be created to lead cross functional teams within the Capability Areas and will oversee the day-to-day activities of their respective Capability Area's software, application, platform development, design, and integration.

- 6 x Senior DevOps Engineer (HEW 8) roles will be created to support the DevOps Engineering Leads in diagnosing, designing, updating, and in performing integration activities associated with enterprise, core and research systems.

- The existing 3 x Interactive Technologies Specialist (HEW 7) roles from Channel Services will be renamed DevOps Engineering Specialist (HEW 7) and will report directly to the DevOps Engineering Lead within their respective assigned Capability Area.

- 11 x additional DevOps Engineering Specialist (HEW 7) roles will be created to provide specialist technical assistance and support in the day to day solution development, design, and integration activities within their respective assigned Capability Areas.

- 5 x new DevOps Engineer (HEW 6) roles will be created to diagnose complex issues on various platforms and contribute to software, application, platform and architectural evolution.

- 4 x new DevOps Engineering Officer (HEW 5) roles will be created to assist in deploying product updates, identify production issues and implement integration that meet customer needs.

As a result, the following technical and functional roles will no longer be required and will be disestablished:

- Senior Manager, Infrastructure (HEW 10)
- Data Services Manager (HEW 9)
- Manager, Application Support & Maintenance (HEW 9)
- Team Leader, Core Systems and Operations (HEW 8)
- Team Leader, Systems Administration (HEW 8)
- Team Leader, Communications Services (HEW 8)
- Data Warehouse Specialist (HEW 8)
- Data Services Lead (HEW 8)
- Technical Lead, Middleware (HEW 8)
- Peoplesoft Administrator (HEW 8)
- Data Warehouse Officer (HEW 6)
- Technical Lead, Peoplesoft (HEW 8)
- Technical Officer, Peoplesoft (HEW 7)
- Technical Lead, Web & Apps (HEW 8)
- Senior Functional Analyst (HEW 8)
- Application Support Officer (HEW 7)
- System Accountant (HEW 9)
- HRIS Manager (HEW 9)
- Financial Systems Specialist (HEW 8)
- Financial Systems Configuration Officer (HEW 6)
- 3 x Systems Officer (HEW 7)
- 4 x Systems Officer (HEW 6)
- 2 x Systems Administrator (HEW 7)
- 2 x Research Solutions Consultant (HEW 7)
- 2 x Senior Communications Officer (HEW 8)
- 4 x Communications Officer (HEW 7)

5.4 Product Delivery

The Product Delivery portfolio will be renamed Delivery and will be responsible for formulating the operational roadmap, provision of IT solutions, delivery management support, coordination of usual business operations, and continuous service delivery. This business group will have more focus on

benefits realisation, measurement and will undertake functions such as Capability Area support, delivery management, and portfolio management. It will also define the standards for technical testing and will engage with managed services where appropriate to scale up or down product and service delivery. As discretionary budget becomes available, it will maintain flexibility and operational sustainability through the utilisation of agency contractors as required.

Group Leadership and Management

- The existing Product Delivery Manager (HEW 10+) role will no longer be required and will be disestablished.

- 1 x new Associate Director, Delivery (Exec) role will be created and will be responsible for delivery management, Capability Area support, technical testing, and portfolio coordination.

Delivery Management

- 4 x new Delivery Managers (HEW 9) roles will be created and will be responsible for delivery teams within a Capability Area ensuring their success across day to day operations, production support, upgrades, enhancements, projects and transformation initiatives by leveraging appropriate Agile/DevOps techniques to enable predictable, quality delivery while maintaining focus on continuous improvement of the team. They will have adequate autonomy to manage projects and resources in an Agile way.

- The existing 3 x Senior Project Manager (HEW 9) roles will no longer be required and will be disestablished.

Capability Area Support

Capability area support will be a new function that will provide assistance to the management and day to day operations of the Capability Areas related to developing and maintaining capability roadmaps, prioritising and managing demand, translating customer feedback into service and/or product enhancements, updates and upgrades. The proposed changes will be as follows:

- The existing 3 x Senior Business Analyst (HEW 9) roles will no longer be required and will be disestablished. Business analysis will be a function that will be undertaken by multiple roles involved in demand assessment and project delivery within the Capability Areas.

- The existing 1 x Technical Delivery Lead (HEW 8) role will no longer be required and will be disestablished.

- 1 x new Senior Capability Specialist (HEW 9) role will be created to lead the Capability Specialist team and will report directly to the new Associate Director. This role will work across all Capability Areas to ensure alignment of capability roadmaps, prioritisation and demand management, and the translating of customer feedback into service and/or product enhancements. This role will provide oversight to ensure best practice is applied, and a streamlined approach is taken, which avoids duplication of effort between the Capability Areas.

- 2 x new Capability Specialist (HEW 7) roles will be created to support the new Senior Capability Specialist in developing and maintaining capability roadmaps, prioritising and managing demand, translating customer feedback into service and/or product enhancements. They will also translate user needs into usable functional requirements within a Capability Area.

- 2 x new Capability Support Officer (HEW 5) roles will be created to work across Capability Areas and provide delivery coordination, scheduling, reporting, financial management, risk reviews, event management and administration support. These roles will report directly to the newly created Portfolio Coordinator.

Technical Testing
Technical testing will be a new function that will ensure standardisation and execution of the testing function is carried out across the Capability Areas.

- 1 x new Testing Lead (HEW 8) role will be created to carry out the responsibilities of this function and will report directly to the new Associate Director.

Portfolio Coordination
The portfolio coordination function will be reinforced and embedded within the Delivery group. This function will ensure that financial management, reporting, coordination and benefits realisation associated with product and service delivery are executed according to operational and industry standards.

- The existing Program Coordinator (HEW 7, fixed term) role will no longer be required and will be disestablished.

- 1 x new Portfolio Coordinator (HEW 7) role will be created and will be responsible for coordinating the consolidation of IT delivery progress across all Capability Areas, IT roadmap development, funding allocation, demand forecasting and resource allocation, the monitoring of the quality of delivery and facilitating skills development and knowledge sharing across the Delivery Community of Practice. The Portfolio Coordinator will directly report to the new Associate Director.

5.6   Service Enhancement

The proposed changes to the Service Enhancement portfolio will strengthen its organisational mandate as the area accountable for a range of planning, quality and business management functions that enable operations and delivery across the four Capability Areas. These functions include information security, digital and capacity planning, enterprise architecture, service quality management, service improvement, measurement and insight, IT asset management and IT vendor management.

Information Security
The existing Information Security team will be reinforced in response to the growing threat landscape confronting the University. The scope of the Information Security team will expand to become a provider of enterprise level cyber and information security services. The organisation structure will be invigorated to ensure the Information Security team is able to lead a security aware culture for the organisation by delivering advisory, design, coordination, implementation and assurance services for product delivery within the Capability Areas, the other areas within IT Services as well as the broader UON.

- 1 x new Manager, Information Security (HEW 9) role will be created to lead the development of the cybersecurity vision and strategy through broad engagement across IT Services and the broader University. The role will also lead and manage the Information Security team and will be accountable for the development and implementation of a solid program for information and cybersecurity.

- The Senior Information Security Specialist (HEW 8) role will be renamed Information Security Lead.

- 1 x new IT Security Delivery Specialist (HEW 7) role will be created to work across the various Capability Areas and provide support on the delivery of a range of IT security services.

Digital Planning
Building upon the successful establishment of the Enterprise Architecture function in 2017, the Digital Planning team's remit will be a consolidation of a range of planning functions that ensure IT Services delivers on its commitment of driving UON' digital transformation. In addition to the existing enterprise

architecture capabilities, the Digital Planning functions are being streamlined and will encompass capacity planning as well as measurement and insight.

By developing and implementing a set of digital planning frameworks, this team will engage with and provide advice to leaders in IT Services and the broader UON on how business and technical demand fits in within existing strategic plans, agreed standards and available / planned capacity. The team is proposed to have the following staffing:

- The existing Manager, Enterprise Architecture (HEW 10+) role is already accountable for the aforementioned range of planning and insight capabilities, and will be renamed Manager, Digital Planning (HEW 10+) to lead the Digital Planning team.

- 1 x new Enterprise Architecture Specialist (HEW 8) role will be created. This new role will be responsible for providing a range of EA services that will support the development and implementation of capability roadmaps that lead toward a coherent IT environment that links business and IT strategies and operational plans through the standardisation of assets and services.

- In response to the UON's move to the Cloud, 1 x new Capacity Planning Coordinator (HEW 8) role will be created. This role will provide a range of financial, commercial and technical planning services that help IT Services to better manage the consumption and delivery of IT services. The role will achieve these goals by closely managing availability, performance and capacity to ensure these attributes are 'right-sized' and delivered cost-effectively.

- 1 x new Measurement and Insight Coordinator (HEW 8) role will be created. This new role will engage with ITS and the broader UON leadership to understand and design the required insights and metrics that represent critical business indicators. It will achieve these goals by analysing a range of measurement information, interpreting results and communicating critical insights to support management decision making.

- The existing Planning and Performance Officer (HEW 6) role will be renamed Measurement and Reporting Officer (HEW 6) and will report directly to the Manager, Digital Planning.

- The existing Service Designer (HEW 7) role will no longer be required, with most of its current functions being absorbed by the Service Quality team and the Capability Areas, and will be disestablished.

Service Quality

The new Service Quality (SQ) team will be established to deliver on Service Enhancement's commitment to engage broadly across the University and ensure that the services provided by the new Capability Areas and other teams meet or exceed client expectations for quality, effectiveness and compliance in the context of a new, Agile operating model. The SQ team will be responsible for developing and implementing a broad range of service quality functions, including IT risk management, organisational knowledge management, problem management, release management, configuration management, catalogue management and compliance assurance. The SQ team is also responsible for ensuring the correct application and enforcement of the outcomes and decisions of the University's top-level governance bodies. The structure of the SQ team has been designed to eliminate single points of failure that existed in the previous organisational structure and to create career development opportunities for team members.

To drive greater alignment between quality and improvement, the SQ team will also absorb some of the service design responsibilities previously under the Enterprise Architecture team, and will be the team accountable for continuous improvement, including process mapping, re-engineering and optimisation.

The following changes are being proposed in this area:

- 1 x new Manager, Service Quality (HEW 9) role will be created. The role will engage broadly across the University to develop a vision for the SQ framework and ensuring service quality and continual improvement requirements, actions and outcomes are communicated and understood by all stakeholders. The role will also manage the SQ team and be accountable for the outcomes and outputs of the continuous improvement and service quality management services they provide.

- The existing IT Governance Manager (HEW 9) role will no longer be required and will be disestablished. Its current responsibilities and functions will be absorbed by the Manager, Service Quality, the Manager, Digital Planning and the Manager, IT Vendor Manager, some of them (such as incident management and localized governance functions) will be assumed by the new positions in the corresponding Capability Areas, while other functions (such as DR planning) will no longer be required as they are built into the Cloud platform services.

- 1 x new Service Improvement Coordinator (HEW 8) role will be created. The role partners with leaders in schools, business units and IT Services, as well as technology partners, and is responsible for shaping, developing, implementing, and maintaining a strategically-aligned service improvement program. The role is also responsible for business process modelling, reengineering and optimisation, including actively seeking opportunities to drive greater levels of enable digitisation through automation.

- The existing Service Transition Coordinator (HEW 8) role which is vacant will no longer be required and will be disestablished.

- 1 x new Service Quality Coordinator (HEW 8) role will be created. This is a middle level role that works with leaders across IT Services and the broader University to plan and deliver quality management services tailored to the University's needs that support an agile, cloud-based delivery model.

- As a consequence of the change to how UON will plan and respond to incidents and disasters in an agile, cloud-based environment, the existing Service Continuity Coordinator (HEW 8) role will no longer be required and will be disestablished. Additionally, the incident coordination responsibilities of that role will be absorbed by the Capability Leads.

- The existing Change and Release Coordinator (HEW 7) role currently implements a wide range of responsibilities in the SQ remit and will be renamed Service Quality Officer (HEW 7) and will report directly to the Manager, Service Quality.

- The existing Planning and Performance Coordinator (HEW 7) role will no longer be required and will be disestablished. Some of the responsibilities of the existing role will be absorbed by the Capability Areas and Digital Planning teams, while others (such as self-serve internal reporting) will no longer be required as it will move to the new solutions being delivered by the Information Core project.

- As risk management practices will be embedded in the responsibilities of all SQ team members and internal governance support will be carried out by Capability Support Officers, the existing Governance, Risk and Compliance Officer (HEW 7) will no longer be required and will be disestablished.

IT Vendor Management

As a reflection to our drive towards stronger, strategic partnerships and alliances that started last year with the establishment of the Data Services panel and is continuing this year with two more panels, the IT Vendor Management team will be expanded to ensure it delivers on its responsibility for managing strategic vendor relationships, centralised contract management, service-level definition and

monitoring, and assessing the commercial implications of any decisions. The proposed changes will be as follows:

- 1 x new IT Asset Management Coordinator (HEW 8) role will be created to develop asset management plans, procedures, methods and processes that will ensure the maximisation of value for money for the organisation related to sourcing of Cloud-based applications and compliance with contractual and licensing obligations.

- 1 x new Vendor Management Specialist (HEW 7) role will be created to provide dedicated IT sourcing and vendor management assistance to the Capability Areas and to support strategic vendor relationship management.

- The existing Administrative Officer (HEW 5) role will no longer be required and will be disestablished as the role's functions will be absorbed by various roles in the IT Vendor Management Team, the Capability Areas, the Delivery group and the CIO Office.

Research Solutions

Research Solutions will cease to exist as an independent team. Its operational responsibilities will be absorbed by the DevOps Engineering teams in the Capability Areas; its research computing capacity planning activities will be taken over by the Digital Planning team; and its solution architecture responsibilities will be absorbed by the new Solution Architecture team.

- As a result, the existing 2 x Research Solutions Architect (HEW 8) roles will no longer be required and will be disestablished.

Table 3 provides a comparative summary of position distribution according to HEW Levels in the existing and proposed organisation of IT Services.

Table 3. Summary of Impact: Comparison of existing and proposed resources

HEW Level	Existing (Total FTE)	Existing Fixed Terms	Proposed (Total FTE)	Proposed Fixed Terms	Change
3	1	0	0	0	-1.0
5	18	0	16	0	-2.0
6	26*	1	22	0	-4.0
7	28	1	29	0	0
8	31	0	32	0	0
9	14	0	16	0	2.0
10	1	0	5	0	4.0
10+	2	0	1	0	-1.0
Exec	0	3	0	4	1.0
Sr Exec	0	1	0	1	0
Sub-total	**121**	**6**	**121**	**5**	**-1.0**
TOTAL	**127**		**126**		**-1.0**

*Includes 1 x HEW 6 proposed to move to IT Services based on the Academics Division Consultation Paper.

The organisational change will result in a net change of **-1.0** FTE. Affected positions are highlighted in **Attachment D**.

New position descriptions for newly created professional staff roles in the structure have been developed and evaluated by HR Services. Please refer to **Attachment E** for a list of the position descriptions for new roles.

6.0 FINANCIAL IMPLICATIONS

The financial implications expected as a consequence of the changes described in this consultation paper have been considered in relation to the existing budget and forward budget projections. The proposed structure also incorporates the opportunities realised as part of the Organisational Design Project.

The University recognises that a significant organisational change such as the one described in this paper requires resources and support, and provision has been made for outplacement services and redundancies as required throughout the process.

7.0 STAFFING AND TRAINING IMPLICATIONS

7.1 HR/ER Issues

The organisational change process will be carried out in accordance with the University of Newcastle Professional Staff Enterprise Agreement 2014 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 F** – Managing Organisational Change Guideline. During the change process staff development resources will be available.

7.2 Training and Development

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 Staffing the Structure

In general terms, the new structure will be staffed with reference to the following general principles:

General principles

i. Roles that are both affected and those that are not affected as well as any "new" roles are clearly identified in the attached organisational charts.

ii. Wherever possible, the placement of staff will be given priority. Where a high level of alignment exists between the role and responsibilities of a "new" position and an identified existing substantive position, the staff member will be placed or transferred to the "new" position. Consideration of required training and development will apply.

iii. Expressions of interest for Voluntary Separation will also be invited in the first instance.

iv. Where it is determined that a competitive selection process is required to fill a position/s the following top to bottom approach may apply:

   1. An internal Expression of Interest (EOI) process will be conducted for eligible IT Services staff members.

   2. Staff members considered *'eligible'* are those who are on a full time, ongoing employment with the University and who are on fixed term employment with a minimum of six (6) months of continuous service. Fixed term staff with less than six (6)

months of continuous service, agency, seconded and casual staff will be excluded from the internal EOI process.

3. When a "new" position advertised in the initial internal EOI process has not been filled, a second round of internal EOI process will be opened for fixed term staff with less than six (6) months of continuous service, agency, seconded and casual staff who are currently engaged by IT Services.

4. Staff members will be asked to provide a short description of their skills and experience 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 "new" position.

5. 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 being advertised simultaneously across the University and the external market. Applicants will be required to submit a statement addressing the selection criteria and, if shortlisted, attend a full panel interview.

The implementation plan will clearly identify which of these processes will apply to which positions. In each of the above cases, all affected staff members will be eligible to apply.

v. Where a "new" position remains unfilled using any of the above processes, the position will be advertised across the University and/or externally simultaneously.

vi. 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 Clause 23 of the 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 Agreement.

vii. Staff members who wish to express interest in voluntary separation may do so by making a formal written submission during the two week consultation period. This written submission must be emailed to Employee Relations at Ruth.Hartmann@newcastle.edu.au and must state your name, position and justification for the request. Requests for voluntary separation are not guaranteed but will be considered on an individual basis based on future work requirements and after an assessment against roles.

8.0   OTHER MEASURES AND CONSIDERATIONS

8.1   Workload

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

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 and 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 risks 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 identified/training scheduled and conducted, as required,
- Providing employees with clear communication paths to address any issues,
- Identifying needs and how they can best meet these needs with resources,
- Providing Human Resources support, and
- Internal grief, change and loss training available through Discover for staff members to register.

9.0   IMPLEMENTATION PLAN

Once the Vice-Chancellor considers and determines the Proposal can be implemented, the following actions will occur:

- All staff will be informed of the implementation timeframe;
- Staffing the structure 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 Agreement such as:
  a) Seeking a Voluntary Separation Package (VSP);
  b) Seeking redeployment assistance;
  c) Seeking outplacement/career transition assistance;

    d) Seeking to apply other provisions of the Enterprise Agreement such as, secondment, transfer, pre-retirement contracts, etc.

10.0   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 Professional Staff Consultative Committee meeting as well as with the affected area.

11.0   ATTACHMENTS

Attachment A: Current ITS Organisational Structure
Attachment B: Current ITS Organisational Structure Showing Affected Positions (shaded green)
Attachment C: Proposed IT Services Organisational Structure (new roles shaded in yellow)
Attachment D: Summary of Affected Positions
Attachment E: Summary of new position descriptions
Attachment F: Managing Organisational Change Guideline

ATTACHMENT A: Current IT Services Organisational Structure

Chief Information Officer (Sr Exec)

Executive Officer (HEW 8)

Executive Support Coordinator (HEW 6)

Sr Exec: 1
Exec: 3
H10+: 1
H8: 1
H6: 1

Sr Exec: 1
Exec: 3
Ongoing: 3

Associate Director Channel Services (Exec)

Associate Director Product Solutions (Exec)

Associate Director Service Enhancement (Exec)

Product Delivery Manager (HEW 10+)

ATTACHMENT A (CONTINUED): CHANNEL SERVICES

ATTACHMENT A (CONTINUED): PRODUCT SOLUTIONS

ATTACHMENT A (CONTINUED): PRODUCT DELIVERY

```
                    ┌──────────────────┐
                    │ Product Delivery │
                    │     Manager      │
                    │  (HEW 10+ x 1)   │
                    └──────────────────┘
          ┌──────────────┼──────────────┐
          │              │              │
   ┌─────────────┐ ┌─────────────┐ ┌─────────────┐
   │  Sr Business│ │  Sr Project │ │             │
   │   Analyst   │ │   Manager   │ │             │
   │ (HEW 9 x 3) │ │ (HEW 9 x 3) │ │             │
   └─────────────┘ └─────────────┘ └─────────────┘
 ┌──────────────┐                  ┌ ─ ─ ─ ─ ─ ─ ┐
 │  Technical   │                    Program      
 │Delivery Lead │                  │ Coordinator │
 │ (HEW 8 x 1)  │                   (Fixed Term,  
 └──────────────┘                  │  HEW 7 x 1) │
                                   └ ─ ─ ─ ─ ─ ─ ┘
```

Ongoing: 8 Fixed Term: 1	H10+: 1 H9: 6 H8: 1 H7: (1)
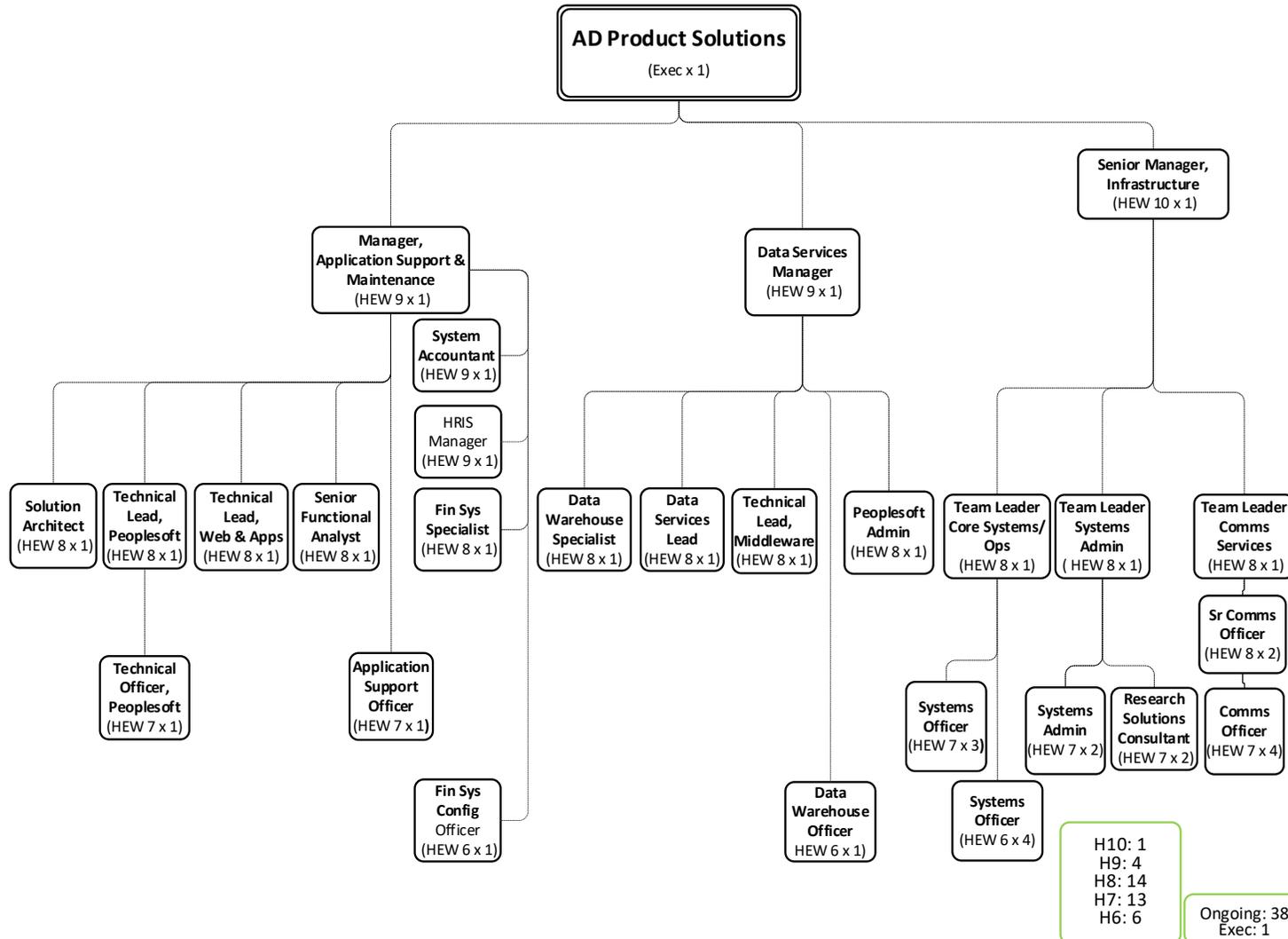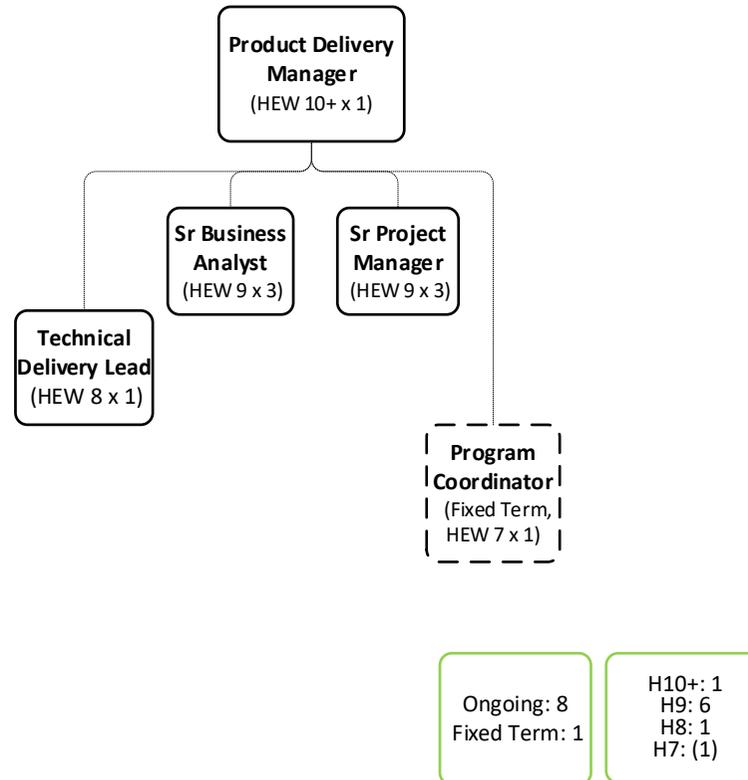
ATTACHMENT A (CONTINUED): SERVICE ENHANCEMENT
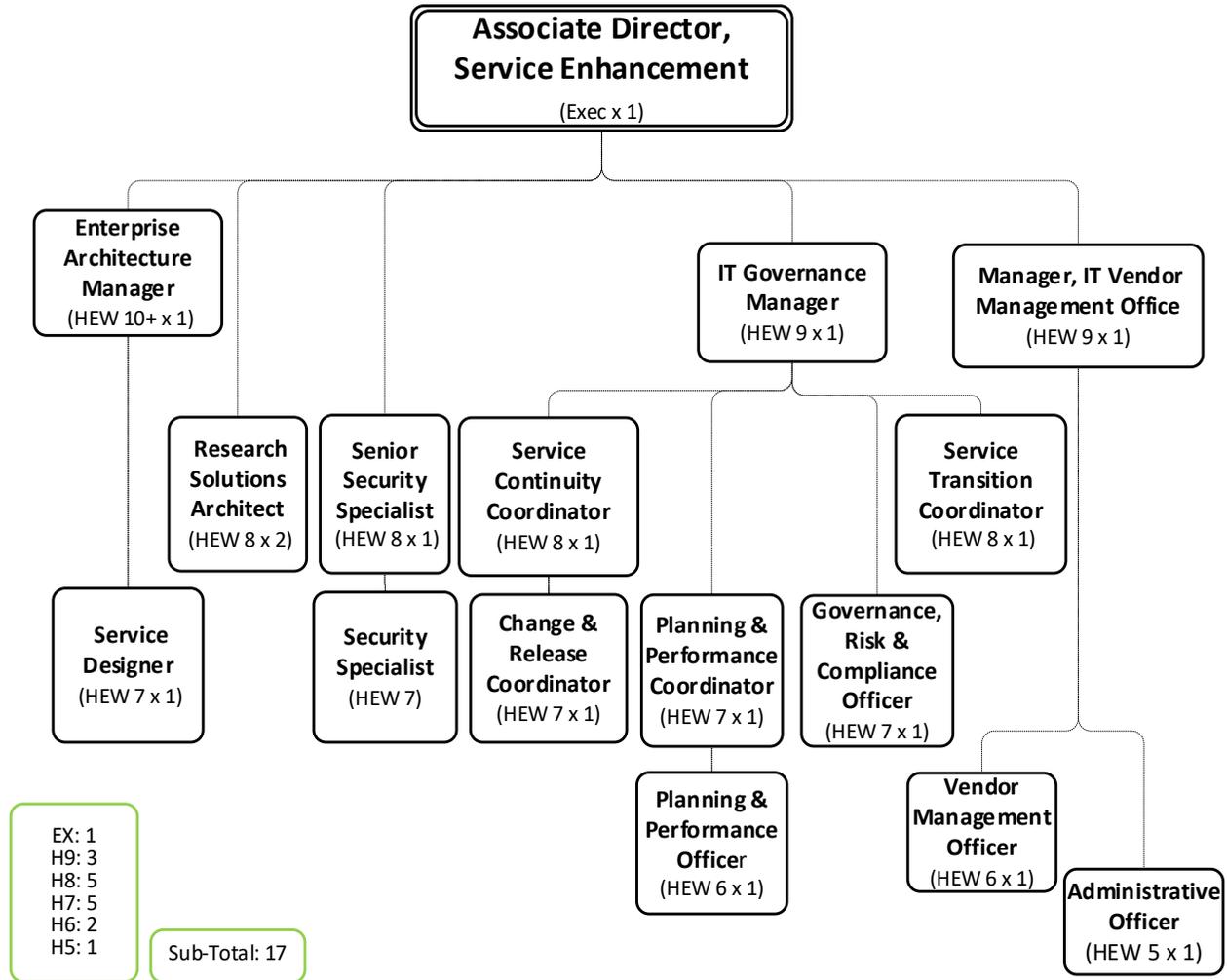
ATTACHMENT B: Current Organisational Structure showing affected positions (shaded green)

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                                    ┌─────────────────────┐
                                    │  Chief Information   │
                                    │      Officer         │
                                    │     (Sr Exec)        │
                                    └─────────────────────┘
        ┌───────────────┐   ┌─────────────────┐
        │   Executive   │   │    Executive    │
        │    Support    │   │     Officer     │
        │  Coordinator  │   │     (HEW 8)     │
        │    (HEW 6)    │   ├─────────────────┤
        └───────────────┘   │  Reduced 1.0 FTE│
                            └─────────────────┘

    ┌─────────────────┐  ┌─────────────────┐  ┌─────────────────┐  ┌─────────────────┐
    │ Associate Director│ │Associate Director│ │Associate Director│ │ Product Delivery │
    │ Channel Services │ │ Product Solutions│ │Service Enhancement│ │     Manager      │
    │     (Exec)       │ │     (Exec)       │ │     (Exec)       │ │    (HEW 10+)     │
    └─────────────────┘  └─────────────────┘  └─────────────────┘  ├─────────────────┤
                                                                    │ Reduced 1.0 FTE │
  ┌───────────┐                                                     └─────────────────┘
  │ Sr Exec: 1│
  │  Exec: 3  │  ┌───────────┐
  │  H10+: 1  │  │ Sr Exec: 1│
  │   H8: 1   │  │  Exec: 3  │
  │   H6: 1   │  │ Ongoing: 3│
  └───────────┘  └───────────┘
```
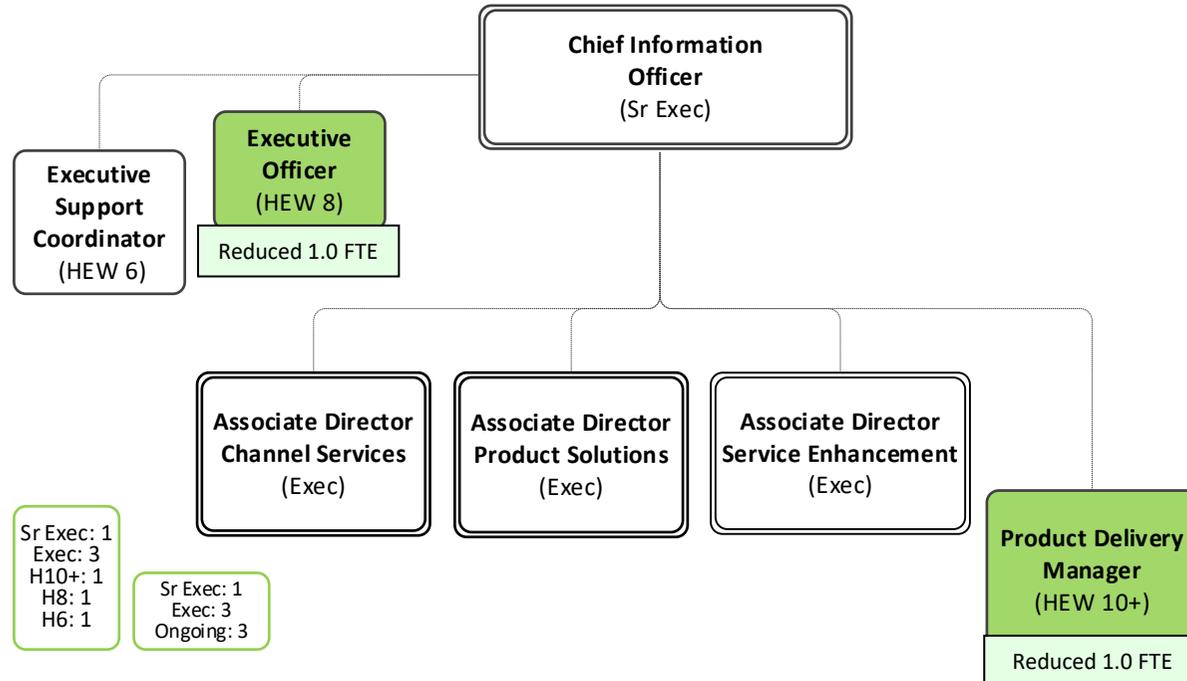
ATTACHMENT B (CONTINUED): Current IT Channel Services Organisational Structure showing affected positions (shaded green)

AD Channel Services
(HEW EX x 1)

IT Adoption Manager
(HEW9)

Business Partner
(HEW 8 x 4)

Team Leader IT Service Desk
(HEW 8)

Team Leader End User Computing
(HEW 8)
Reduced 1.0 FTE

Innovation Manager
(HEW 9)
Reduced 1.0 FTE

Team Leader Interactive Technologies
(HEW 8)
Reduced 1.0 FTE

Innovation Specialist
(HEW 8 x 2)

Digital Solutions Architect
(HEW 8)
Reduced 3.0 FTE

Knowledge Base Analyst
(HEW 7)

Senior Client Computing Officer
(Research)
(HEW 7)

Senior Client Computing Officer
(HEW 7 x 5)
Reduced 5.0 FTE

Interactive Technologies Specialist
(HEW 7 x 3)

CTech Support Officer
(HEW 6 x 1) Transfer per Acad Div Consultation Paper
Reduced 1.0 FTE

Digital Communications Officer
(HEW 6)

Business Support Officer
(HEW 6 x 3)

Senior Client Service Officer
(HEW 6 x 2)
Reduced 2.0 FTE

Client Computing Officer (Mac)
(HEW 6)

Client Computing Officer
(HEW 6 x 7)
4 x CCO - Callaghan
1 CCO Research
1 CCO - Ourimbah
1 CCO - Sydney
Reduced 7.0 FTE

Interactive Technologies Technician
(HEW 6 x 2)

Interactive Technologies Technician
(Fixed Term, HEW 6 x 1)

Knowledge Base Student Assistant
(HEW 3 x 1)
Reduced 1.0 FTE

Client Service Officer
(HEW 5 x 17)
15 CSO - Callaghan
2 CSO - Ourimbah
Reduced 12.0 FTE

Ongoing

Fixed term

Role recommended to move to ITS

Ongoing: 57
Fixed Term: 1
Exec: 1

EX: 1
H9: 2
H8: 10
H7: 10
H6: 17 + 1
H5: 17
H3: 1

ATTACHMENT B (CONTINUED): Current IT Product Solutions Organisational Structure showing affected positions (shaded green)

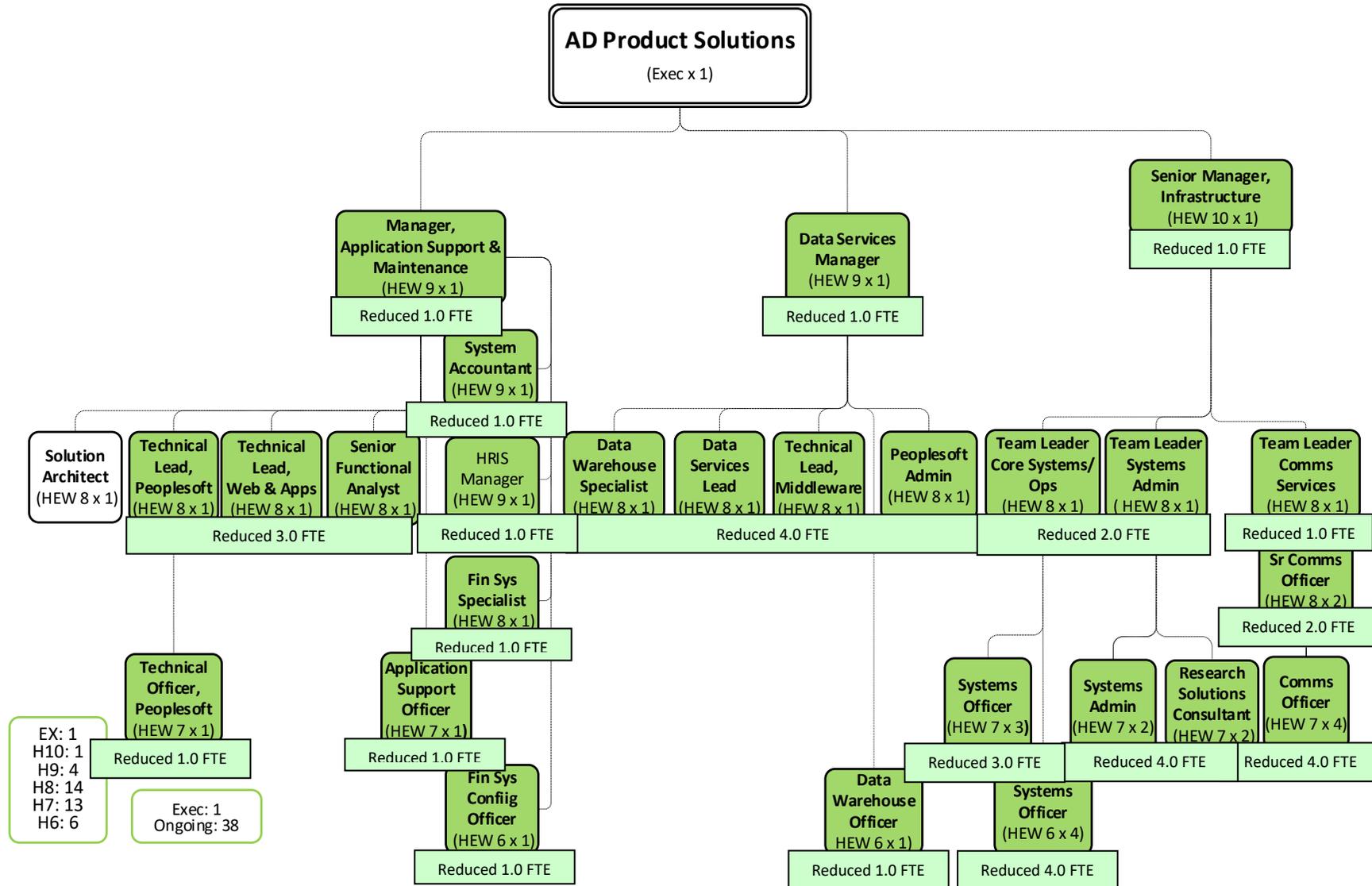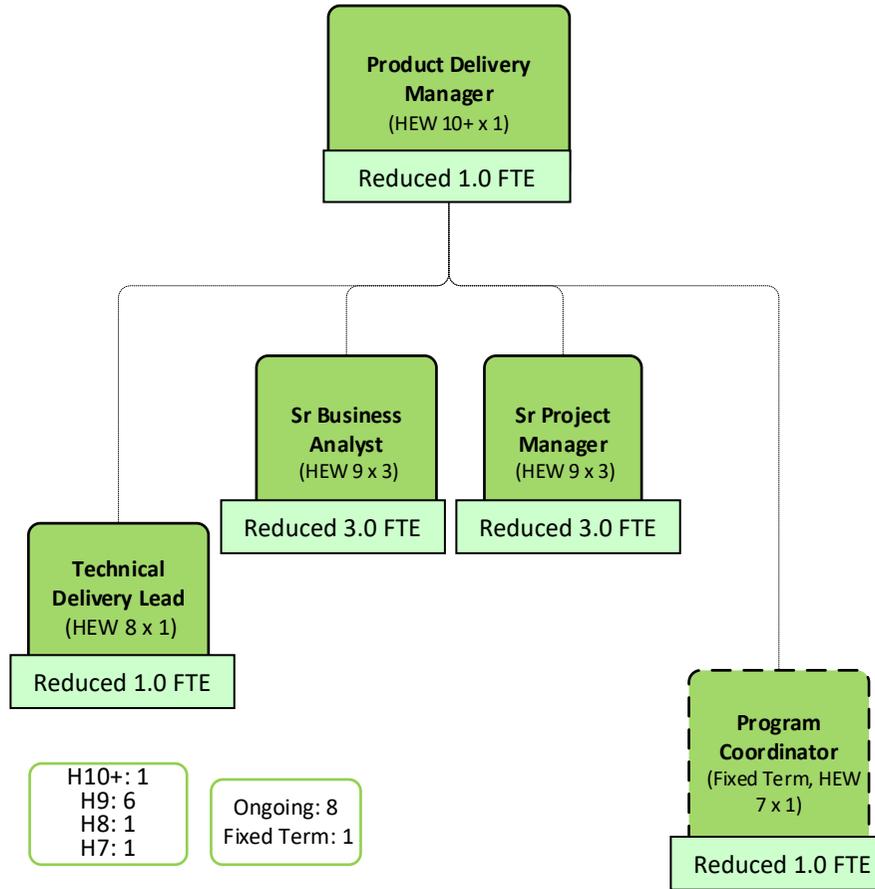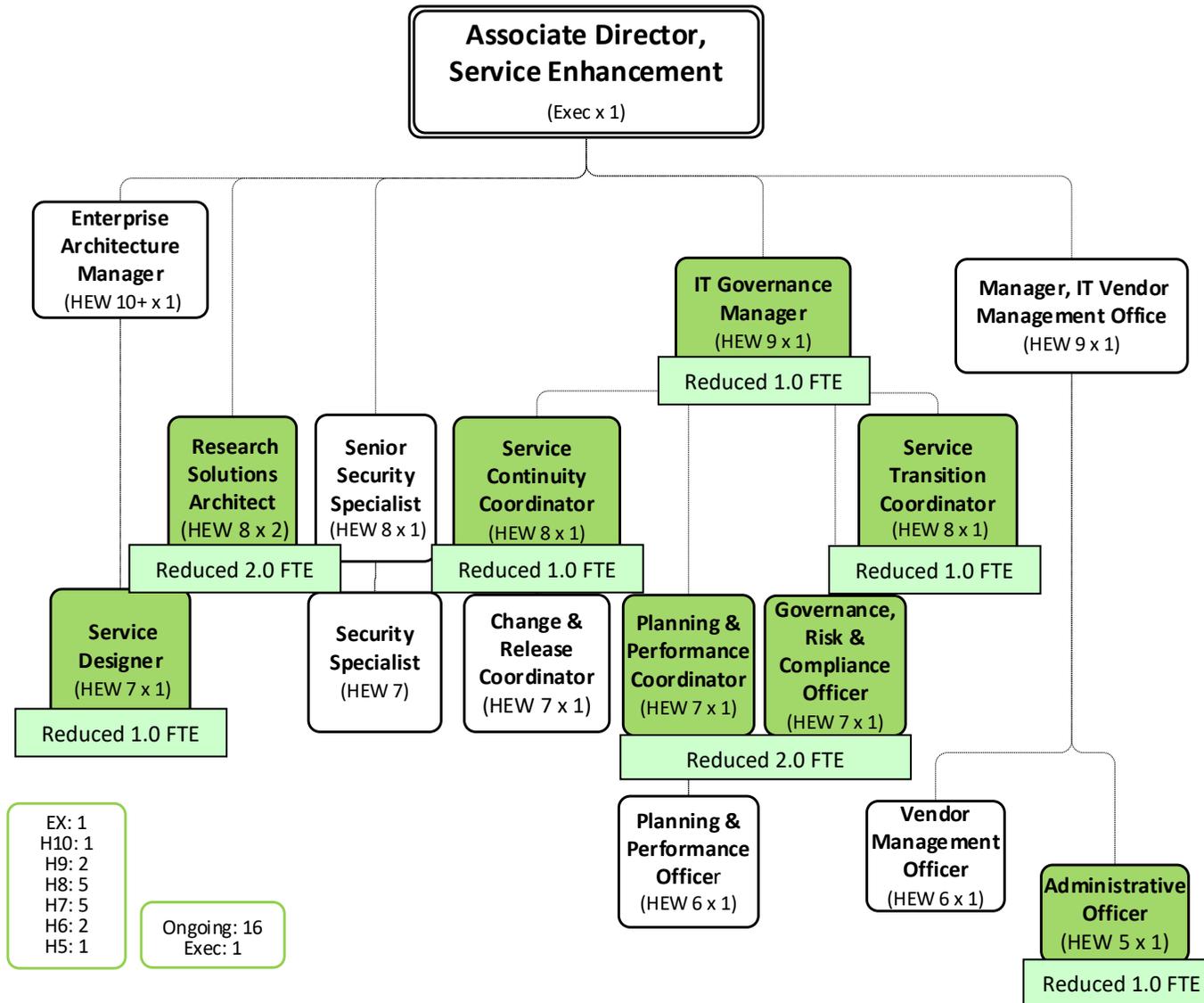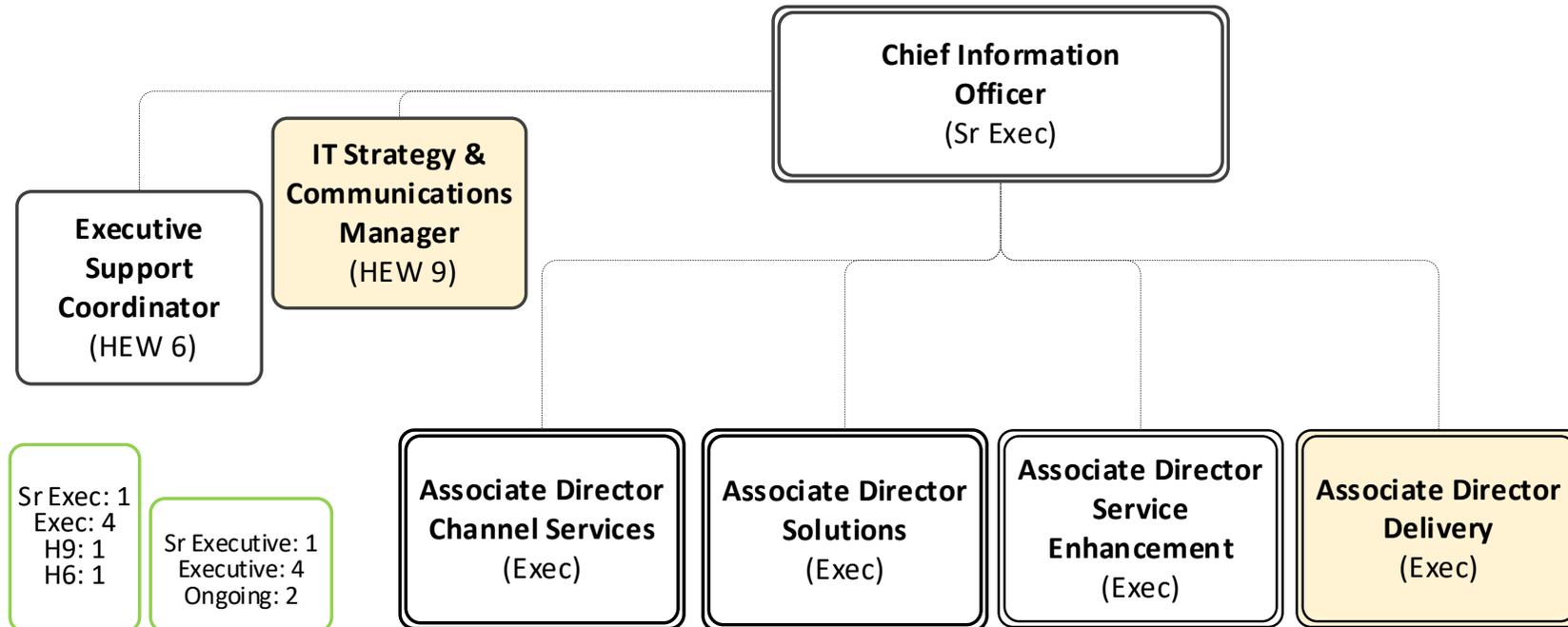**ATTACHMENT B (CONTINUED):** Current IT Product Delivery Organisational Structure showing affected positions (shaded green)

ATTACHMENT B (CONTINUED): Current IT Service Enhancement Organisational Structure showing affected positions (shaded green)
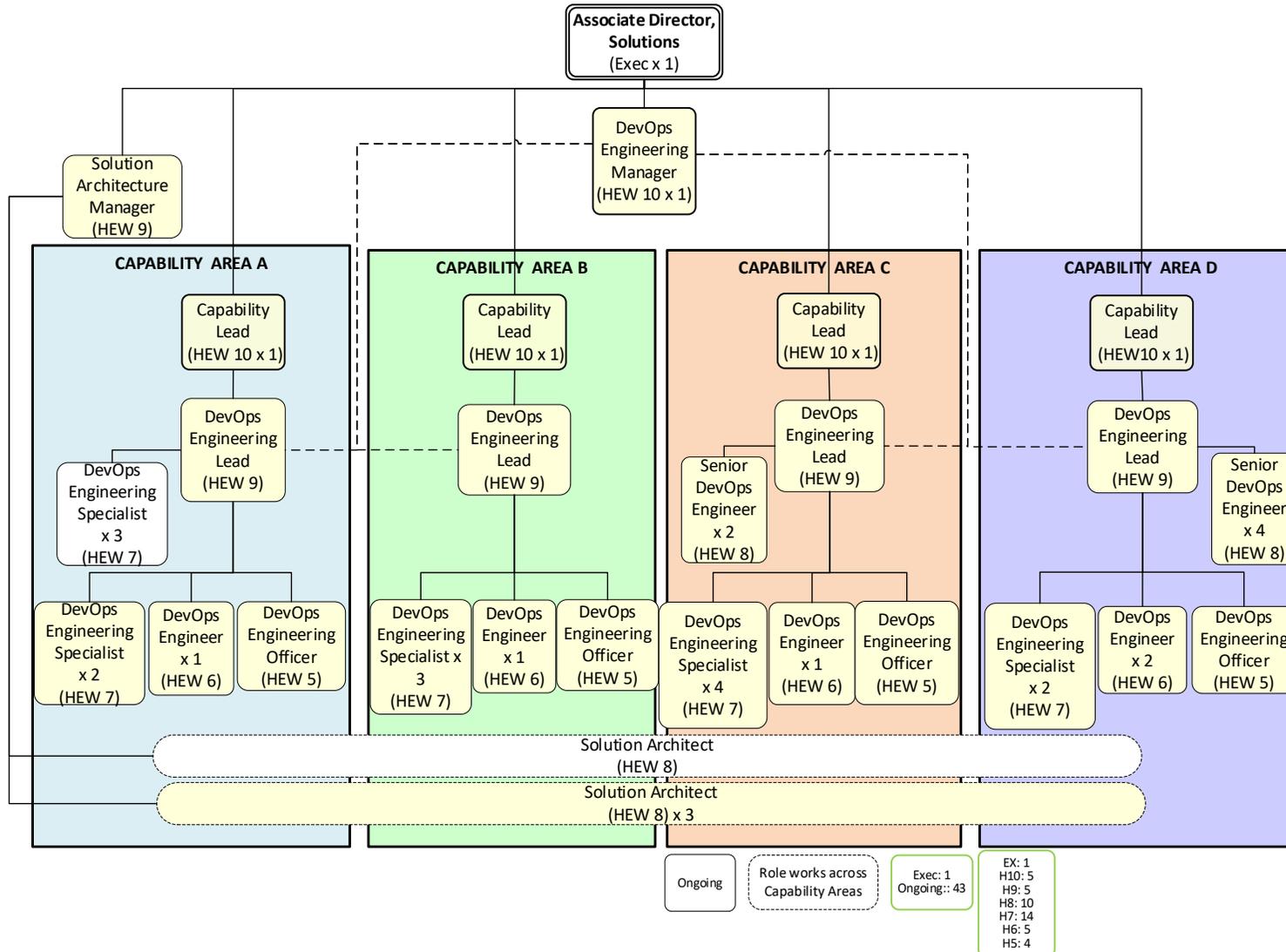
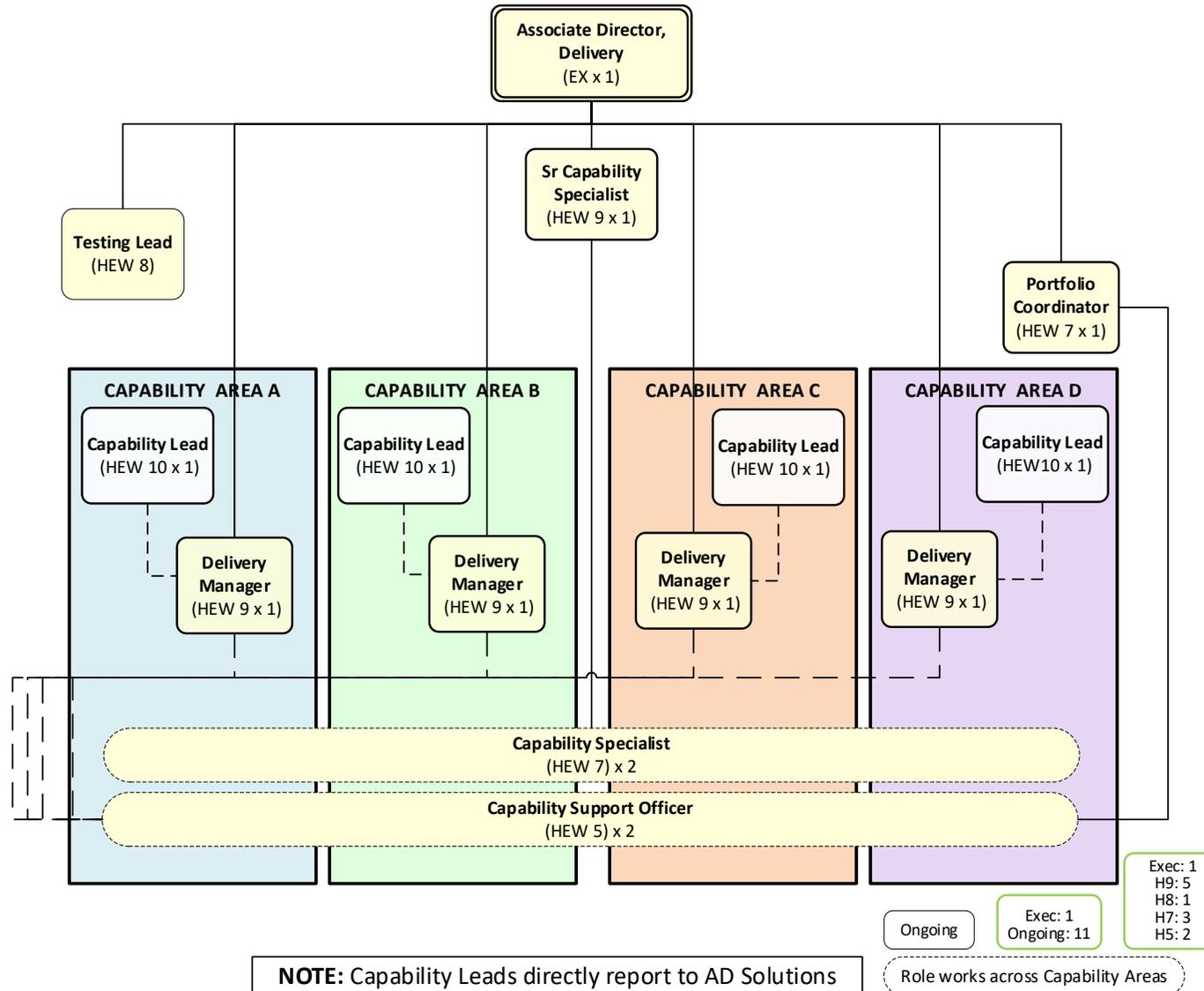**ATTACHMENT C: Proposed IT Services Organisational Structure (new roles shaded in yellow)**

ATTACHMENT C (CONTINUED): Proposed ITS Organisational Structure (new roles shaded in yellow)
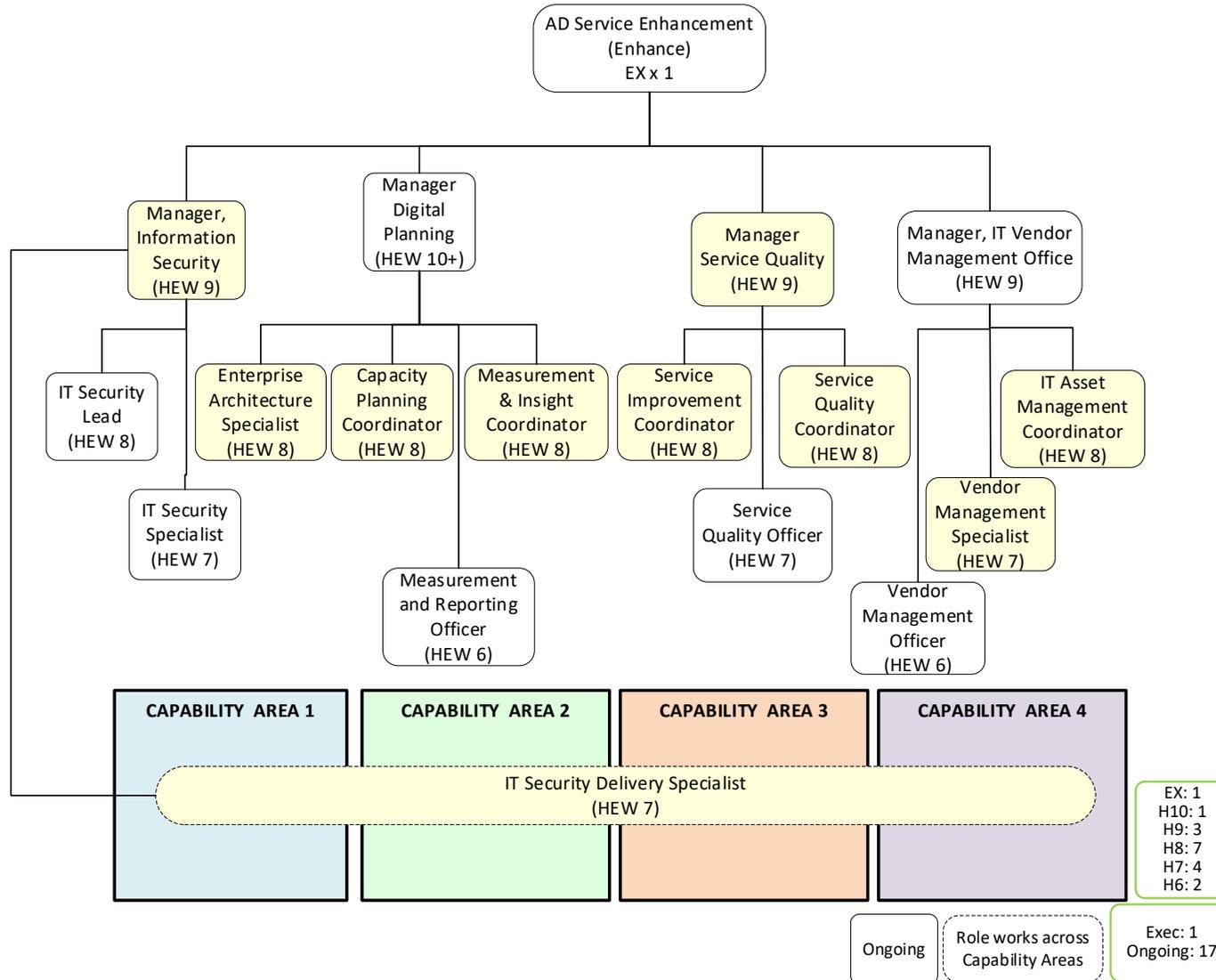
ATTACHMENT C (CONTINUED): Proposed ITS Organisational Structure (new roles shaded in yellow)

ATTACHMENT C (CONTINUED): Proposed ITS Organisational Structure (new roles shaded in yellow)

NOTE: Capability Leads directly report to AD Solutions
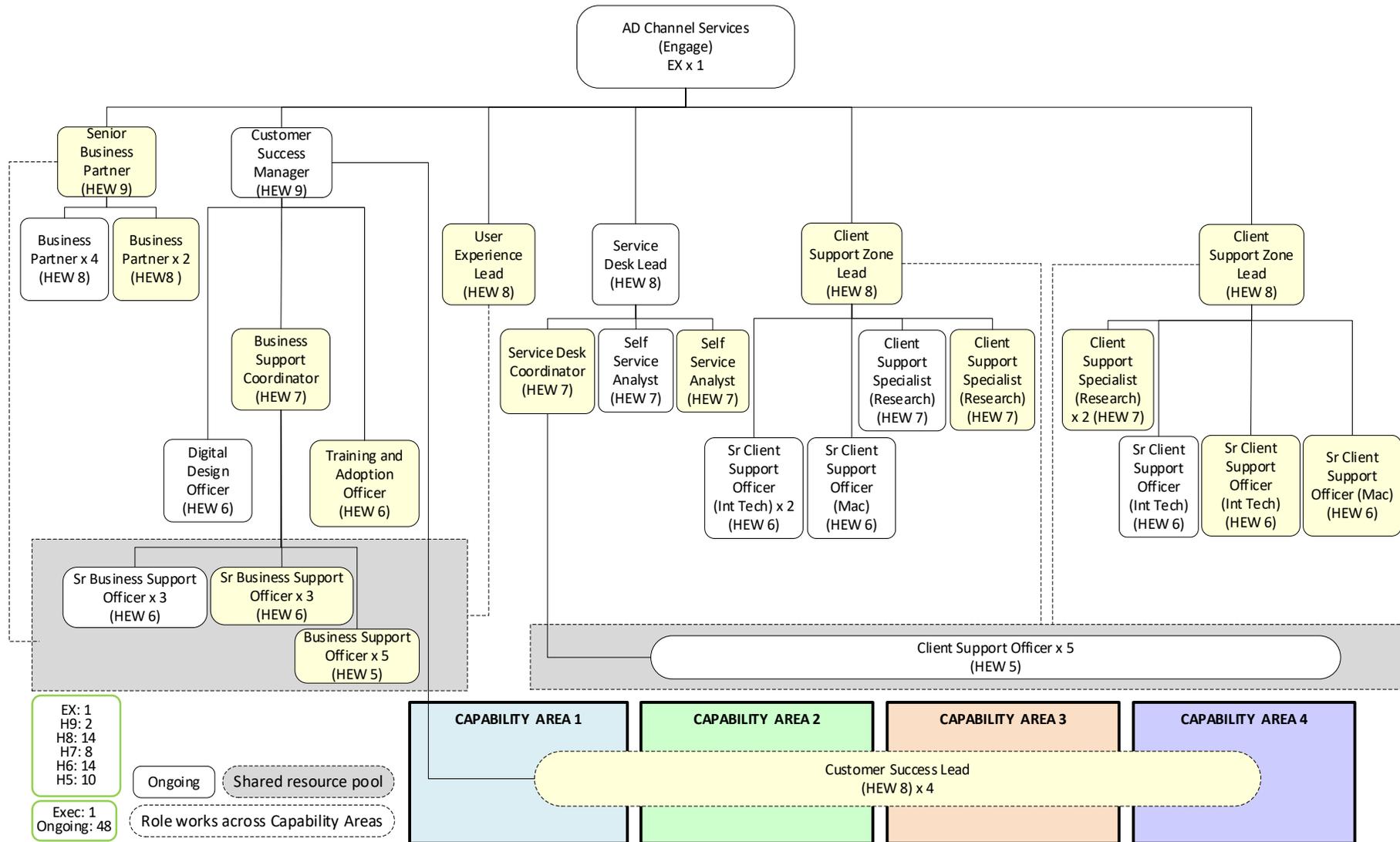
ATTACHMENT C (CONTINUED): Proposed ITS Organisational Structure (new roles shaded in yellow)

ATTACHMENT D: Summary of Affected Positions

IT Business Group	Position Title/ HEW Level	HEW Level
Office of the CIO	Executive Officer	8
Channel Services	Innovation Manager	9
	Innovation Specialist x 2	8
	Digital Solutions Architect	8
	Team Leader, End User Computing	8
	Senior Client Computing Officer x 5	7
	Client Computing Officer x 7	6
	Senior Client Service Officer x 2	6
	Client Service Officer x 12	5
	Team Leader, Interactive Technologies	8
	Knowledge Base Assistant	3
	CTech Support Officer (Academics Div proposed transfer)	6
Solutions	Senior Manager, Infrastructure	10
	Manager, Application Support & Maintenance	9
	System Accountant	9
	HRIS Manager	9
	Financial Systems Specialist	8
	Finance Systems Configuration Officer	6
	Technical Lead, Peoplesoft	8
	Technical Officer, Peoplesoft	7
	Technical Lead, Web & Apps	8
	Senior Functional Analyst	8
	Application Support Officer	7
	Data Services Manager	9
	Data Warehouse Specialist	8
	Data Services Lead	8
	Technical Lead, Middleware	8
	Peoplesoft Administrator	8
	Data Warehouse Officer	6
	Team Leader, Core Systems/Operations	8
	Systems Officer x 3	7
	Systems Officer x 4	6
	Team Leader, Systems Administration	8
	Systems Administrator x 2	7
	Research Solutions Consultant x 2	7
	Team Leader, Communications Services	8
	Senior Communications Officer x 2	8
	Communications Officer x 4	7
Delivery	Product Delivery Manager	10+
	Senior Project Manager x 3	9
	Senior Business Analyst x 3	9
	Technical Delivery Lead	8
	Project Coordinator (Fixed Term)	7

IT Business Group	Position Title/ HEW Level	HEW Level
Service Enhancement	Service Designer	7
	IT Governance Manager	9
	Service Continuity Coordinator	8
	Service Transition Coordinator	8
	Planning & Performance Coordinator	7
	Governance, Risk & Compliance Officer	7
	Administrative Officer	5
	Research Solution Architect x 2	8
	Total Affected Positions	**90**

ATTACHMENT E: Summary of new position descriptions

IT Business Group	Position Title/ HEW Level	HEW Level
Office of the CIO	IT Strategy and Communications Manager	9
	Associate Director, Delivery	Exec
Channel Services	Senior Business Partner	9
	IT Business Partner x 2	8
	Customer Success Lead x 4	8
	Business Support Coordinator	7
	Training and Adoption Officer	6
	Senior Business Support Officer x 3	6
	Business Support Officer x 5	5
	User Experience Lead	8
	Service Desk Coordinator	7
	Self Service Analyst	7
	Client Support Zone Lead x 2	8
	Client Support Specialist (Research) x 3	7
	Senior Client Support Officer (Interactive Technology)	6
	Senior Client Support Officer (Mac)	6
Solutions	Capability Lead x 4	10
	Solution Architecture Manager	9
	Solution Architect x 3	8
	DevOps Engineering Manager	10
	DevOps Engineering Lead x 4	9
	Senior DevOps Engineering Officer x 6	8
	DevOps Engineering Specialist x 11	7
	DevOps Engineer x 5	6
	DevOps Engineering Officer x 4	5
Delivery	Delivery Manager x 4	9
	Testing Lead	8
	Senior Capability Specialist	9
	Capability Specialist x 2	7
	Portfolio Coordinator	7
	Capability Support Officer x 2	5
Service Enhancement	Manager, Information Security	9
	IT Security Delivery Specialist	7
	Enterprise Architecture Specialist	8
	Capacity Planning Specialist	8
	Measurement & Insight Coordinator	8
	Manager, Service Quality	9
	Service Improvement Coordinator	8
	Service Quality Coordinator	8
	IT Asset Management Coordinator	8
	Vendor Management Specialist	7
	Total New Positions	**89**

ATTACHMENT F: Managing Organisational Change Guideline

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ATTACHMENT F: Managing Organisational Change Guideline

Managing Organisational Change Guideline

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 Professional Enterprise Agreement 2018, and in the principles of sound management of workplace change. Copies of the Enterprise Agreement is 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 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 21 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. These may be approved where alignment to business need exists.

(iii)   Redeployment

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.

(iv)   Seek employment outside the University and Career Transition Assistance

In accordance with Clauses 23.1.2 (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 career transition support in accordance with Clause 23.3 of the Professional Staff Enterprise Agreement 2018.

Staff members electing this option will be offered a comprehensive suite of career transition assistance including working with a specialist career transition provider to develop an individual career transition plan, which may include:

- Financial planning;

- Retraining;

- Relocation support;

- Resume preparation;

- Job search assistance;

- Small business planning; and

- Personal counselling.

The career transition plan 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

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:

Lesley Phillips - Human Resource Business Partner
Phone: 4921 5379
Email: Lesley.Phillips@newcastle.edu.au

Mark Wylie – Associate Director, Employee Relations and Work, Health and Safety
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. Please contact your HR Business Partner, Lesley Phillips to discuss details**.**

Superannuation Information
You are encouraged to seek assistance with superannuation matters from your superannuation fund. UniSuper member contacts are:

Andrew Syarief, our On-Campus Consultant for general advice.

Make a booking to meet with Andrew at:
https://www.gobookings.com/au/clients/directory/

or Matt Werakso our On–Campus Financial Adviser for tailored advice on your individual circumstances. To make an appointment to see Matt, 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 David Pleasance, Manager, Remuneration and Benefits Team on phone: 4921 5299 or via email at David.Pleasance@newcastle.edu.au.

Resume Writing and interview skills, or Exit Assistance
Career skills self-directed learning resources are available for staff through Discover.
For any additional support, please contact your HR Business Partner, Lesley Phillips on 4921 5379.

Wellness Support
Resilience Through Change workshop is available through Discover for staff to register.

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: 02 4926 5005
Email: reception@newpsych.com.au
Website: www.newpsych.com.au

Arrangements are available for staff to continue 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)
Jenny Whittard - Ph: 4921 6870
Lance Dale – Ph: 02 8066 6600
E-mail: newcastle@nteu.org.au
NTEU Newcastle Branch website: http://www.nteu.org.au/newcastle/

NTEU Newcastle Branch President:
Emma Joel – Ph: 4349 2848

CPSU contact details:
Community Public Sector Union (CPSU)
Ph: 1300 772 679
Lisa Nelson – Email: lnelson@psa.asn.au
Ian Braithwaite - Email: IBraithwaite@psa.asn.au

CPSU Professional Staff Representatives:
Sue Freeman – Ph: 4921 5929