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## Workplace Change Proposal

### Library

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*This Workplace Change Proposal has been prepared in accordance with Clause 44.5 of the Macquarie University Professional Staff Enterprise Agreement 2018 (**Enterprise Agreement**). The proposal is being issued to all directly impacted staff (and their unions).*

*Staff are encouraged to provide feedback, including any alternative proposals. All responses will be considered prior to the University deciding whether to proceed with the proposed changes (or a modified version).*

*While it is recognised that staff should be able to discuss the proposal with their unions, advisors and colleagues, this proposal does contain confidential information about the University, as well as sensitive and confidential information about staff of the University. Accordingly, it should not be disclosed outside of the University and should be treated with sensitivity internally within the University.*

### 1. INTRODUCTION

The Macquarie University Library (**the Library**) supports a wide range of learning, teaching, research and engagement activities for current Macquarie University staff and students, alumni, University partners and other community groups. Its services focus on the provision of high-quality scholarly content to clients; enquiry and consultation services and training programs which support student success and research excellence; and specialised knowledge management services focused on copyright, cultural collections, research metrics, and the scholarly communication lifecycle. These services are governed by a mature tiered service model and are increasingly focused on digital delivery in response to changing modes of study and work. This focus on digital is balanced by a recognition of the ongoing value of the Library's physical spaces, facilities and collections to the University community.

There are strong indicators Library services are meeting the needs of clients and there has already been significant progress towards the Professional Services Transformation (**PST**) Program objectives. The PST Program and the COVID-19 pandemic have, nonetheless, required the Library to consider its future-readiness and have presented further opportunity for change to ensure the continued sustainability and success of the Library.

A discussion paper on options for achieving financial savings targets was presented to Executive Group on 8 December 2021. The paper presented several options for consideration to realise the required

savings, with Executive Group endorsing the recommendation that the required savings of \$1.1M for 2022 be balanced across the operational and collection budgets, with approximately 75% of savings from collection budgets (across OPEX and CAPEX) and 25% of savings from other operating costs. A further paper (**Library Collection Plan 2022**) detailing specifically how savings to the collection budget would be managed and sustained was presented to, and endorsed by, the Executive Group in May 2022.

This Workplace Change Proposal details the proposed model for Library services that has been developed in line with the PST objectives. The proposed model seeks to minimise impact on current FTE staffing levels as much as possible while realigning the mix and level of resourcing to meet contemporary needs.

## **2. BACKGROUND AND CONTEXT**

### The Professional Services Transformation (PST) Program

The University has been engaging consistently and comprehensively with staff about the PST Program since the Briefing and Consultation Paper in November 2020. The PST Program aims to achieve a more financially sustainable and effective model for professional services support and facilitate a better staff and student experience and a reinvestment in our academic mission. The four key objectives of PST are:

- A more service-oriented model and service focused culture, which are measurable
- Standardise processes and structures to enabled better use of technology
- Better career pathways, standardize roles and structures
- A sustainable, financial model to allow investment in the academic mission.

During 2020 and 2021 the University provided several opportunities for staff to engage in and provide feedback on the PST program.

### The Sector Context

Internationally the Higher Education sector has experienced significant change in recent years, driven largely, although not solely, by the COVID-19 crisis.

These changes, including new and emerging pedagogical approaches, evolving student expectations, technological advances, and acceleration of research activity, have impacted on the ways in which libraries offer information services to their communities and the ways in which students and staff prefer to access library services, spaces, facilities and collections. These shifts in higher education have been coupled with changes in scholarly communication practices and the academic publishing sector which have altered how libraries fulfil some of their traditional core mission of acquiring, describing, and providing discovery and access to, scholarly collections and resources.

The Library responded to this rapidly evolving landscape over 2020 and 2021 by developing a new four year [strategic plan](#) and operating plan, and a refreshed service model framework. Together, these provide a roadmap for how the library will support the University's goal to distinguish itself through the excellence of its student experience and research performance. These plans and framework were developed by library staff through a series of workshops and consultations over 2020 and 2021. They

outline a direction and model for the Library which focusses on client-centric and evidence-based approaches to developing services, leveraging library staff expertise to provide targeted support for learning, teaching and research, and refining digital service delivery to meet client expectations for ‘anytime, anywhere’ support. The aim of the plans and framework were to achieve efficiency and sustainability by enabling scalable, self-service delivery options, freeing staff resources to deliver value-add, flexible, expert advisory, consultancy, research and collection services.

#### Specific Engagement with Professional Services Transformation for Library Services

In addition to the University-wide PST engagement and communication activities, and the Library’s staff consultation on strategic planning, there has been more specific engagement and informal consultation with Library staff on planning and delivering library services within the context of the Professional Services Transformation project and goals.

Across 2021 and early 2022 several ‘town hall’ style all staff meetings were held for Library staff which provided updates on a wide range of matters, including PST and related issues and activities such as the operating and financial environment.

From July to September 2021 the Library engaged with the PST team to conduct a series of workshops with Library staff to develop Library specific objectives and measures aligned to the broader PST objectives and measures. These PST specific objectives also aligned to the Library’s longer-term strategic plans and incorporated delivery of the refreshed service model.

In May 2022 the University Librarian provided an update to Library staff which outlined the Library’s current state including the strategic and PST-specific objectives, service model and financial targets. Staff were also provided an overview of the PST and Workplace Change process and anticipated timeframes. The Library leadership team also held discussions with PST and HR partners to ensure shared understanding of the proposed approach to meeting 2022 savings targets and the rationale for changes to the Library structure at a high level.

A functional design that would assist in aligning PST objectives to the Library's strategic priorities was presented to staff in late June. Following this presentation staff were invited to provide feedback and responses to some key questions to ensure that the functional design was robust and would enable progression to the organisational design stage of the change process. Staff were able to provide feedback anonymously via both an online whiteboard and a physical suggestion box. Over 100 pieces of feedback were received.

In early July key themes from the feedback received were replayed to staff via email and a recorded video from the University Librarian. Staff were also provided with an update on the themes of the organisational design and timeframes for release of the change proposal on 27 July. An online whiteboard was again made available to enable any additional feedback on the organisational design to inform the change proposal.

### **3. RATIONALE AND PROPOSED CHANGES**

*This section sets out the recommended changes and the rationale for the change, including objectives and aims of the change as per clause 44.5(a) of the Enterprise Agreement.*

## Current State and Issues

The Library, within the portfolio of the Deputy Vice Chancellor, Academic, is responsible for delivering a range of key services supporting the University's academic mission. These include:

- Acquiring high-quality scholarly resources within budgets and in compliance with relevant policies and regulations
- Developing and managing physical and digital collections which meet the evolving needs of students, researchers and academic staff
- Overseeing systems, processes and policies which enable the discovery of, and access to, scholarly resources, including targeted services to specific cohorts including distance students, researchers, and accessibility services
- Planning and implementing programs that assist students and researchers to build skills in finding, analysing, managing and ethically using information within a rapidly shifting digital environment
- Supporting research excellence with specialist services around research publication and repository management, metadata and bibliometrics
- Copyright, open access and open scholarship policy and advisory services
- Providing spaces supporting study, learning and research.

Until 2021, these functions were spread across five library units:

- Information Access and Advisory Services
- Collections and Discovery Services
- Library Building Services
- Library Planning and Administrative Services
- Office of the University Librarian, incorporating Copyright

Performance indicators demonstrate the Library meets client expectations and has been delivering services effectively, suggesting there were no significant issues with this model. However, the current model has been disrupted and faced some challenges in the present operating environment and there are now some opportunities for improved efficacy.

In November 2020, the University conducted a voluntary redundancy program to assist in reducing operating costs in response to a constrained sector-wide financial environment. As a result, the Library reduced a number of positions, and amalgamated the Building Services and Planning and Administrative Services Units. In anticipation of considering more systematic change as part of the Professional Services Transformation Program, the Library has operated with a number of interim arrangements to ensure continuity of services. A key focus of this Workplace Change Proposal is to update and stabilise the organisational model and position the Library to deliver on its Strategic Plan and PST objectives.

## Rationale for Change

The proposed changes and the rationale for change have been informed by the Library specific PST objectives developed in consultation with staff from July to September 2021 and extracted below:

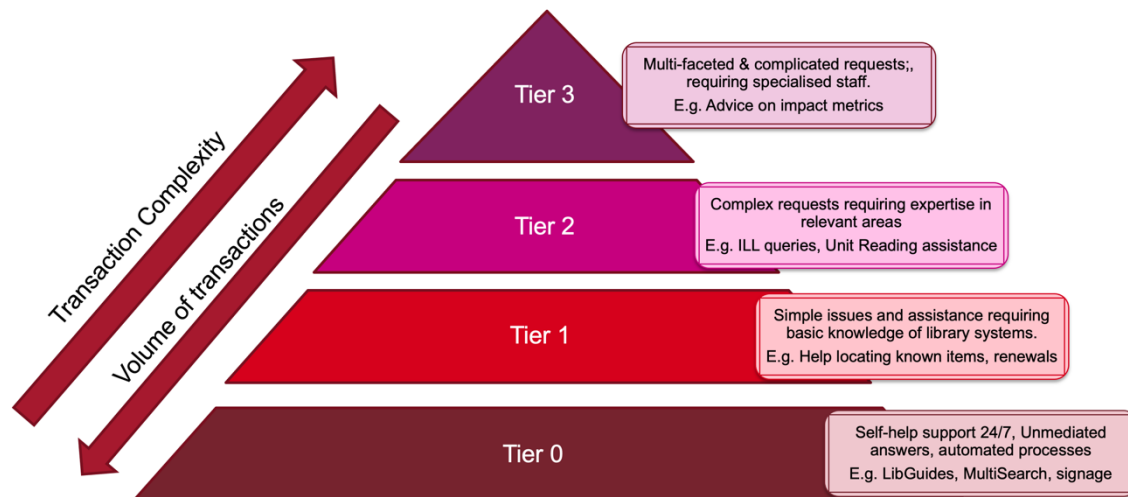
University PST Objectives	Library Aligned Objectives
A more service-oriented model and service-focused culture, measured	<ul style="list-style-type: none"> <li>• Implement the Library Service Model; focused on self-service at scale, freeing resources for high value interactions</li> <li>• Invest in staff skills and resources to deliver quality digital services</li> </ul>
Standardised processes and structure to enable better use of technology	<ul style="list-style-type: none"> <li>• Improve system integration and processes between relevant enterprise systems</li> <li>• Reviewed and updated Library digital presence focused on self-service and “always-on’ availability</li> </ul>
Better career pathways, more standardised roles and structures	<ul style="list-style-type: none"> <li>• Develop position descriptions that provide role clarity and clear accountabilities</li> <li>• Align positions and structure to delivery of the Library Service Model</li> <li>• Improve opportunities for ongoing staff development and training, and cross-team communication</li> <li>• Increase leadership capability</li> </ul>
A sustainable financial model to allow investment in the academic mission	<ul style="list-style-type: none"> <li>• Sustain savings achieved since 2019 baseline</li> <li>• Develop a long-term collection plan addressing transformation of academic publishing models &amp; financial sustainability</li> </ul>

Consistent with the objectives set out above, this Workplace Change Proposal focusses on realigning the structure and positions to support a sustainable service delivery model in line with contemporary practices across the academic library sector.

The proposed Library service model aims to deliver self-service at scale, utilising digital channels to reach clients and connect them with expert services and collections at their point of need. Effective and efficient delivery of high volume tier 0 support, frees Library staff resources from some transactional activities to invest in quality, value-add services for students and staff. This includes discipline-specific advisory and consultancy information services; curriculum-embedded information and digital literacy programs supporting students and researchers to develop transferrable skills that support student success and employability; and investment in strategic approaches to enhance discoverability of, and access to, quality digital information resources. A key focus of the proposed structure is to support and enable this service model, with clarity on responsibilities and accountabilities around service design and delivery.

## SERVICE MODEL

A CLIENT-FOCUSED DIGITAL APPROACH TO SERVICE DELIVERY



Other than some department specific changes, the current operational structure of the Library has remained largely unchanged since 2012, when the organisation was redesigned to accommodate the relocation of library services to the current building and the introduction of the automated storage and retrieval system. Modern library services have undergone significant changes in the last decade, including new technologies, increased availability of digital resources and shifts in the academic publishing sector, and growing demand for new services such as bibliometrics, metadata and research data management. Current positions and structures are therefore not necessarily aligned with contemporary practice and needs. This situation has been intensified in the past two years by COVID-19 which has accelerated the pace of change in some areas of activity, such as an increased focus on electronic resources and requirements for e-textbooks, which has changed the nature of work in some positions. Therefore, developing position descriptions that better describe the functions of modern library services and practices and provide role clarity and accountability is another key opportunity and aspect of this Workplace Change Proposal.

### Proposed Model

The proposed model recognises there are no significant structural issues with the current state and seeks to consolidate and stabilise the structure, while taking opportunities to refine and clarify the focus of some areas and to shift some responsibilities to increase efficiencies.

The current and proposed organisational charts are included at **Appendix 1** and **Appendix 2**. Under the proposed model Library functions are organised into three key areas: Academic Library Services,

Resources and Discovery, and Operations and Governance. These areas align to the core functions of the Library in delivering expert information services, managing and enabling discovery of scholarly and research resources, and supporting complex operations to enable effective service delivery. This tripartite model also aligns with practices across the academic library sector.

In developing the proposed model consideration has been given to the growing complexity of library functions as systems, technologies, publishing and licencing models, legislative and regulatory frameworks and financial and budget environments become more challenging. Opportunity has been taken to shift the organisation profile slightly to increase classifications in some functions and positions, which provides scope for positions to take on necessary strategic and complex work and to better align to the academic library sector in Australia. This presents opportunities for current staff to find career pathways at the Library and improve retention.

### **Proposed Focus Areas**

Under the proposed model, the responsibilities and key focus of each directorate would be:

#### **Academic Library Services**

The Academic Library Services directorate will employ an instructional and customer focused approach to deliver relevant services to the Macquarie University community of students, staff, researchers, alumni, partners and the wider community. The focus of this areas is on connecting clients with advice, training, spaces and resources which assist them to reach their educational, academic and employability goals through the development of information and digital literacies and capabilities.

Academic Library Services is divided into four departments, which together deliver the refreshed Library Service Model. The proposed structure of the Academic Library Services Directorate mirrors the Service Model, providing clear responsibilities and accountabilities in developing and delivering services across tiers.

#### Academic Services (HASS) and Academic Services (STEM):

These two discipline specific departments will deliver specialist advisory, consultancy, and instructional services within a disciplinary context and embed information and digital literacy capability development into coursework. To achieve this, it will work collaboratively with faculties and research centres to develop library services, and resources aligned to discipline requirements and University research and education priorities. A key role will include informing library leadership of disciplinary needs to drive relevant, innovative library services. The departments have a clear focus on expert Tier 3 services, which will provide clarity and accountability in service model delivery.

#### *Example Activities:*

- Develop and deliver undergraduate and post-graduate information and digital literacy programs in partnership with academic staff
- Provide expert advisory and consultancy support to researchers and research students in areas such as expert searching, bibliometrics, citation and referencing

- Develop subject specialist online guides and tools
- Represent the Library on faculty, department and school committees.

#### Client Experience:

The Client Experience department ensures clients have a consistent experience across the Library's digital and physical spaces and is responsible for the coordination and delivery of Tier 1 and 2 services via physical and digital channels. Tier 3 services are also delivered in areas of expertise including patron management. The structure of this department responds to shifts in learning and teaching to more blended approaches which require the Library to respond with a hybrid service model capable of delivering service excellence, and modern learning spaces. As this is a large department with a wide remit, it is intended to divide into two teams. The Information Services Team is focussed on the ongoing transformation from enquiry services which are transactional and rules-based to value-add, flexible client focussed services aligned to the Library values and service model. The Learning Spaces Team monitors and plans for changes in how learning spaces and physical collections are used.

#### *Example Activities:*

- Respond to Tier 1 and 2 services via digital and physical service points within agreed service levels
- Refer to Tier 3 enquiries appropriately, and respond to Tier 3 enquires in areas of expertise
- Coordinate, monitor and plan infrastructure to support the delivery of efficient enquiry services
- Assist in the efficient circulation of, and access to physical items, including the Automated Retrieval System, and closed access collections
- Liaise with other Student Support units on campus to plan and deliver coordinated programs and activities, especially around key academic milestones such as Orientation and Exams.

#### Digital Literacies Programs:

A new department is proposed to provide dedicated expertise and resources in programs developing lifelong information skills, a core mission of the Library. This department will enable delivery of the Library Service Model, which is predicated on efficient and effective delivery of Tier 0, self-help options at scale, through the development of tools, resources and learning objects by staff with the requisite skills in eLearning. The Library underpins all its services with an instructional focus, aimed at not only resolving queries, but developing lifelong learning skills and digital capabilities. The Digital Literacies Programs department enables the necessary resources and expertise to embed this approach across the Library through support to all other service units.

#### *Example Activities:*

- Develop, monitor and continuously improve research and study guides
- Build and manage reusable, digital learning objects to support information and digital literacy programs
- Work with colleagues to embed digital literacy and eLearning approaches in all Library services
- Delivery frontline Library services at physical and digital service points.



## Resources and Discovery Services

The Resources and Discovery Services directorate acts as a point of expertise on all aspects of scholarly communication, resource management, metadata and open scholarship. It will ensure the availability of digital and physical resources with a focus on equitable and open access to information resources. The directorate provides a digital experience that supports blended, digital learning and effective research by developing, managing and evaluating the discovery services, systems and processes.

The Directorate is divided into four departments which focus expertise and resources on core areas supporting the academic mission of the University and the Library's Strategic Plan and Service Model.

### Research and Digital Scholarship:

Supporting the University's goals of research excellence through expert services in research metrics, management of research publications outputs, and collection and preservation of thesis continue to be core to the Library mission. This department provides skilled resources to support this critical work. The nature of activities in this area have become more complex due to shifting government and researcher funder policies, new technologies, and the emerging importance of research data management, description, preservation and dissemination. This is reflected in the proposed new structure of this team, which proposes that one existing HEW Level 8 position and one HEW Level 6 position are replaced with positions at a higher classification level.

#### *Example Activities:*

- Respond to researcher enquiries in areas of expertise, including open publishing, copyright, resource description, acting as a point of referral for Tier 3 enquiries in areas of expertise
- Verify research publications for University research collections
- Process thesis records into the University Research Repository.

### Discovery Services:

The Discovery Services department develops, implements and evaluates the Library's discovery services, systems and related processes to ensure the acquisition, management and discovery of Library resources and University research output meet the learning, teaching and research objectives of the University. This continues to be a complex activity and there are no proposed changes to existing positions within this team.

Since 2018 the Library has been responsible for the management of the University's cultural collections database, EMu. This work aligns with the existing skillset of staff, however, the volume of work has grown due to the increasing complexity of work required to ensure the EMu system meets the University's auditing and financial requirements and the ongoing management of these valuable collections to expected standards. There are also opportunities to make these collections accessible for learning and research purposes, supporting more digital and engaging approaches to teaching and learning. A new 0.6FTE HEW Level 7 position is proposed to undertake this work.

#### *Example Activities:*

- Coordinate, configure and monitor library systems to ensure efficient collection management processes for Library staff
- Design and run specialist reports in Library systems to support collection and financial activities
- Plan, evaluate and continuously improve discovery interfaces to improve the client experience and maximise access to information resources.

#### Collection Strategies:

The Collection Strategies department manages and develops the Library's collections, in particular the electronic resources. As licencing models change, client expectations shift towards more streamlined, online options and the financial and compliance environment becomes increasingly complex, this department enables the necessary resources and expertise to focus on strategic approaches. The department is divided into eResources and Collection Planning which allows for focus on emerging and growing areas such as resources description, cataloguing, metadata and classification standards, and long-term collection planning, assessment and evaluation and ongoing operational activities managing acquisitions and continuation of collections. It is proposed that one existing HEW Level 8 position be replaced with a higher classified position, two new HEW Level 7 positions will be introduced and a current vacant HEW Level 6 position will be made available for expressions of interest.

#### *Example Activities:*

- Renewal of electronic subscriptions, including licence review, qualitative and quantitative evaluation and purchasing
- Activation, management and troubleshooting of eResources, acting as a referral point for Tier 2 and 3 enquiries in areas of expertise
- Assessment of new electronic subscriptions, including trail set up
- Thematic or subject reviews of collection areas including multiple assessment methodologies

#### Collection Services:

This department focusses on ensuring equitable, streamlined access to collections, including critical required readings, through services related to resource sharing, digitisation, unit readings and targeted services for cohorts including distance students and accessible formats. In response to feedback from staff and analysis of data and workflows, this work is being consolidated into one area, after previously being dispersed across several teams. To accommodate this work, it is proposed to establish a Team Leader position at HEW Level 7 and include an additional HEW Level 6 Librarian position.

### **Operations and Governance**

This directorate supports and enables the smooth functioning of the Library to ensure excellence in service delivery across physical and digital services. It enables the continuous improvement of services and practices through a focus on evidence-based and user-focussed business intelligence and quality assurance methodologies and program facilitation. It maximises the impact of Library services through professional communication and engagement delivered by a small, dedicated communications team

that coordinates and assures consistency, quality and effectiveness of client engagement. It supports library staff to increase efficiency and ensure cost effectiveness through standardised administrative support. It also provides dedicated coordination of site services due to the complexity of managing and maintaining the quality of a large, complex, multi-use client space with extended operating hours.

The model does not propose major changes to the current team structure, but it formalises the consolidation of two small departments (Library Business Services and Library Planning and Administration) into one, and introduces a team leader position for Library Communications, recognising both the volume and complexity of communicating library services, processes and rules to clients in a way that enhances the library experience.

*Example Activities:*

- Plan, implement and monitor a communication strategy to maximise impact and facility of Library services for clients
- Collect and analyse Library specific data and report to Library management to inform evidence-based decision making
- Gather, analyse and report on client feedback using a range of UX approaches
- Liaise with stakeholders to ensure a safe environment for all staff, clients and visitors in accordance with WHS policy and regulation
- Coordinate library staff development activities.

#### **4. IMPACT ON STAFF**

*This section sets out the likely effects of the change on staff, including changes to roles, structures, proposed redundancies and/or redeployments, and/or closure of a University work unit or part of a University work unit, as per clause 44.5(b) of the Enterprise Agreements.*

The below documents, attached to this proposal, provide context and clarity on the impact of the proposed changes on staff and should be read in conjunction with this section:

- **Appendix [3]: THIS INFORMATION IS NOT AVAILABLE FOR BROADER DISTRIBUTION**
- **Appendix [4]:** Position Description Matrix

The proposed changes will have a significant impact on staff who occupy positions that are proposed to be disestablished. There will be less significant impacts for staff in positions where there is a proposed change in reporting line and/or position title and staff who are translating to the same or a substantially similar position. The summary of the staff impact of the proposed changes is set out in the tables in **Appendix [3] (not available for broader distribution)** for transparency and ease of reference.

#### **Process for Filling New and Vacant Positions**

All staff members whose positions are proposed to be disestablished or impacted will have the opportunity to express an interest in proposed new and vacant positions through an Expression of Interest (EOI) process.

The proposed HEW Level 6, Research Librarian positions in the Academic Services HASS and STEM teams and the HEW Level 4, Library Services Officer positions in the Client Experience team will, in the

first instance, only be available to staff currently employed in the equivalent positions in the current structure. As the HEW Level 3 positions (Library Services Assistant and Conversion Assistant) are proposed to be reduced from 2.69 FTE to 1 FTE, the proposed new position will also be subject to a closed process in the first instance.

Staff members who have been undertaking work on a temporary basis in a higher classified position and who have been translated in their substantive position will also have an opportunity to participate in the Expression of Interest process for vacant or new positions. This opportunity will only apply where the staff member has been undertaking work in a higher classified position for a period of 12 months or more at the date of the release of this paper.

Staff engaged on fixed term contracts will continue in those positions until the end of the term. These staff will not be eligible to apply for new or vacant positions in the EOI process.

The University seeks to minimise forced job losses arising from these proposed changes. A key element of this is maximising opportunities for those whose positions are affected and who seek redeployment. It is anticipated that many of the staff whose positions have been disestablished will find suitable alternate positions in the proposed structure. Opportunities for appointment or translation will be enhanced by the appointment of staff to higher classified positions through the EOI process.

### **Redundancy, Redeployment and Retrenchment**

The provisions in the Enterprise Agreement regarding redundancy, redeployment and retrenchment will apply to any continuing University staff members who are not successfully appointed to a position in the new structure. As indicated above, however, the intention is that the number of people in this situation will be minimised. If there are a small number of cases where redundancy cannot be avoided, the University is committed to working closely with those affected staff to identify potential redeployment opportunities elsewhere within the University. It should be noted that there is special treatment under the Recruitment Exceptions Board (**REB**) process to prioritise jobs that provide an opportunity for a staff member on redeployment.

## **5. FINANCIAL IMPLICATIONS**

*This section outlines the financial implications of the proposed change as per clause 44.5(d) of the Enterprise Agreements.*

This Workplace Change Proposal represents a small reduction in annualised staffing costs for the Library of approximately \$320,000 on 2022 staff costs, in line with savings targets established as part of the University Professional Services Transformation Program. The bulk of savings (~\$780,000) have been identified from efficiencies in the Collection Budgets.

The focus of the change proposal is on rebalancing and realigning the organisational structure to provide a high-quality, sustainable Library service consistent with the Library Strategic Plan and Service Mode and PST Objectives.

## 6. FEEDBACK PROCESS

The formal consultation period is as follows:

- **Release of Workplace Change Proposal:** Week beginning 15 August
- **Q&A sessions on Workplace Change Proposal:** Week beginning 22 August
- **Feedback on change proposal:** Closes 4 September
- **Decision made and communicated:** Week of 12 September

Feedback on the change proposal should be emailed to [pst.libraryfeedback@mq.edu.au](mailto:pst.libraryfeedback@mq.edu.au) by close of business on **4 September 2022**.

## 7. IMPLEMENTATION TIMELINES

*This section outlines the proposed timelines for implementation as per clause 44.5(c) of the enterprise agreements.*

If this change proceeds, it is anticipated that the following implementation timelines would apply:

- **Release of Proposed Implementation Plan:** Week of 12 September 2022
- **Feedback on Proposed Implementation Plan:** 25 September 2022

These timeframes are indicative only and staff will be advised of any changes in anticipated implementation timeframes.

## 8. INFORMATION AND SUPPORT FOR AFFECTED STAFF

Staff may seek information and support on the proposed change and/or on issues arising from the proposal from a number of sources:

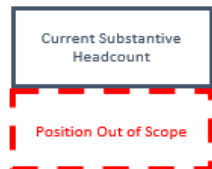
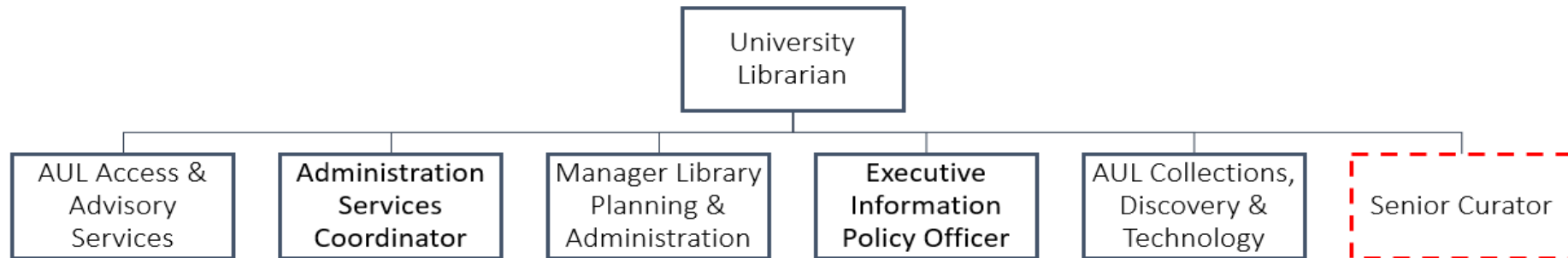
<p><b>Key contacts</b> <i>For feedback on the proposed changes and/or further information about the rationale for change or proposed structure.</i></p>	<p>Dr Belinda Tiffen University Librarian Email: <a href="mailto:Belinda.tiffen@mq.edu.au">Belinda.tiffen@mq.edu.au</a></p>
<p><b>Human Resources</b> <i>For general HR information, clarification around the change proposal, further information about position descriptions or new positions, recruitment processes, etc.</i></p>	<p>Sarah Bate HR Manager Email: <a href="mailto:sarah.bate@mq.edu.au">sarah.bate@mq.edu.au</a></p>
<p><b>Employee Relations</b> <i>For information about the change process in the Enterprise Agreement.</i></p>	<p>Pam Nilon Senior Employee Relations Consultant Email: <a href="mailto:pam.nilon@mq.edu.au">pam.nilon@mq.edu.au</a></p>



<p><b>Superannuation</b> <i>For information about superannuation and financial advice</i></p>	<ul style="list-style-type: none"><li>• For UniSuper members, <a href="http://www.unisuper.com.au">www.unisuper.com.au</a> or, phone 1800 331 685</li><li>• For SSS members, <a href="http://www.statesuper.nsw.gov.au">www.statesuper.nsw.gov.au</a> or, phone 1300 130 096</li><li>• For SASS members, <a href="http://www.statesuper.nsw.gov.au">www.statesuper.nsw.gov.au</a> or, phone 1300 130 095</li><li>• For other funds, please contact your fund's advice line or customer service centre</li></ul>
<p><b>Employee Assistance Program</b> <i>For free counselling or support about any work or personal matter</i></p>	<p>The Employee Assistance Program (<b>EAP</b>) is a confidential counselling, coaching and wellbeing which is available for staff affected by this change. The Macquarie University EAP service is provided by Benestar and is available 24/7 on <b>1300 360 364</b> or log in for <a href="#">online support</a>.</p>
<p><b>Employee representative</b> <i>For personal advice about your rights and entitlements</i></p>	<p>Staff are entitled to be represented by the Union or other Representative at any stage of discussion of the workplace change.</p> <p>Although this change proposal is confidential to Macquarie University staff, an affected staff member can provide a copy of this change proposal to their employee representative for the purposes of advice on the basis that its contents remain confidential.</p>

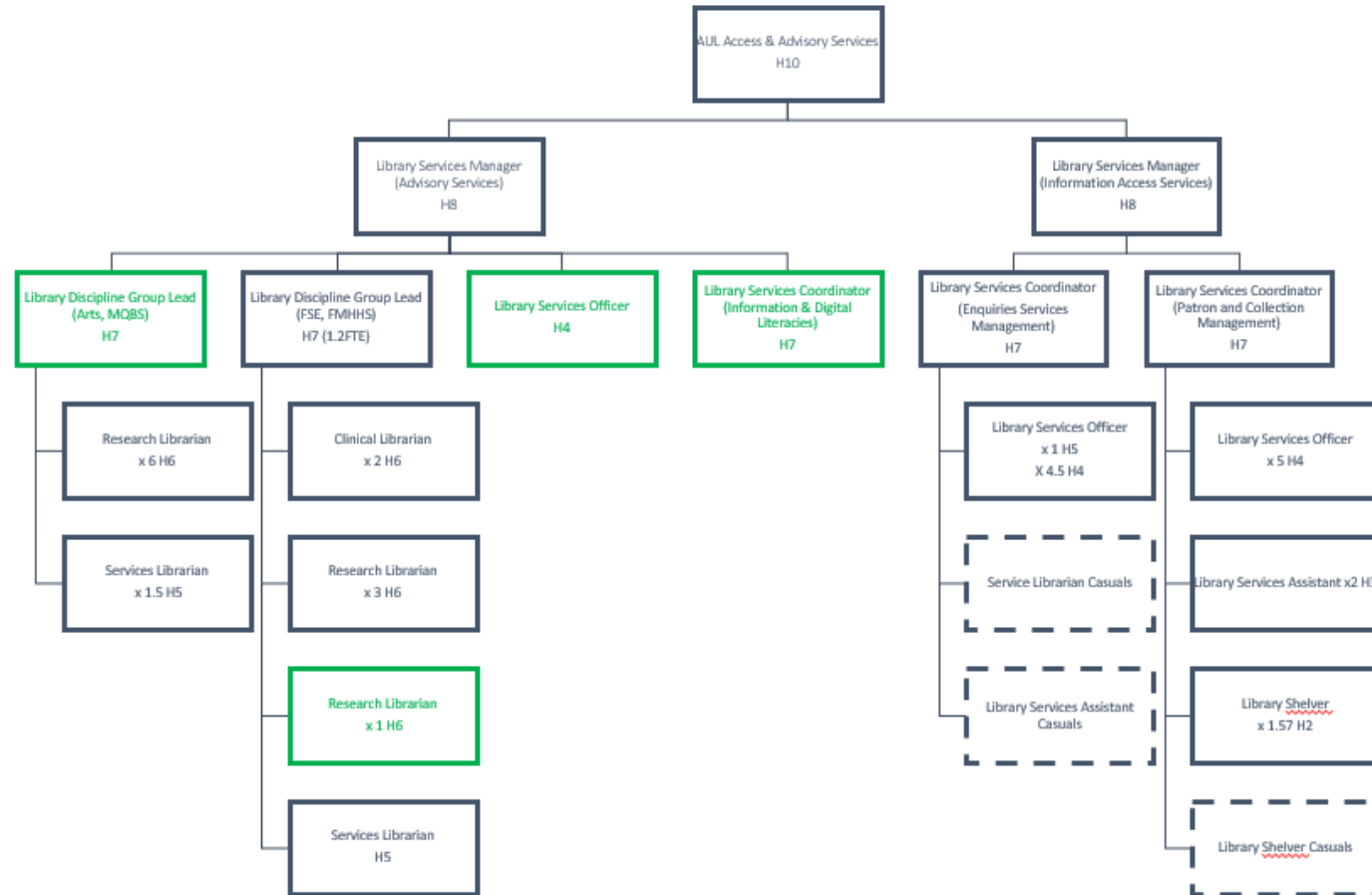
## APPENDIX 1 – Current Organisational Charts

### Office of the University Librarian





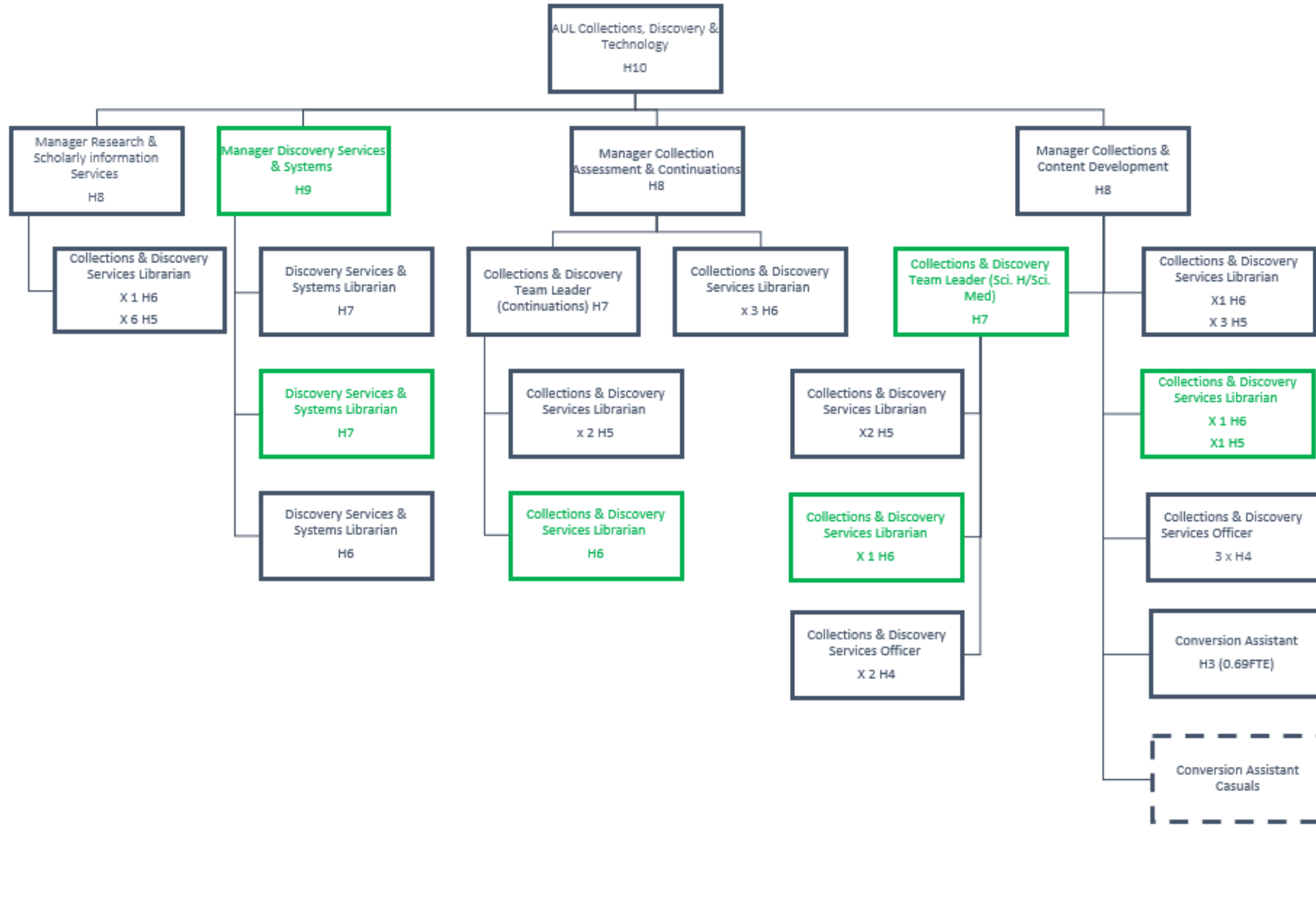
### Access & Advisory Services





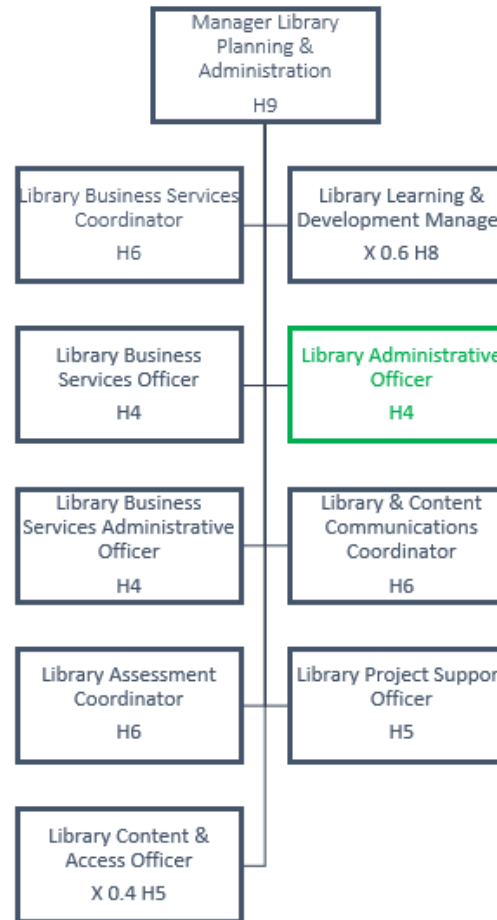


### Collections and Discovery Services



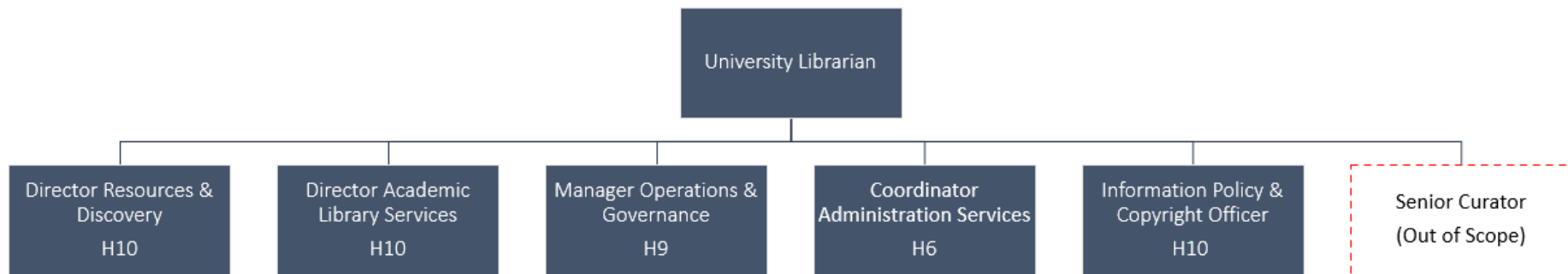


## Library Planning & Administration



## APPENDIX 2 – Proposed Organisational Charts

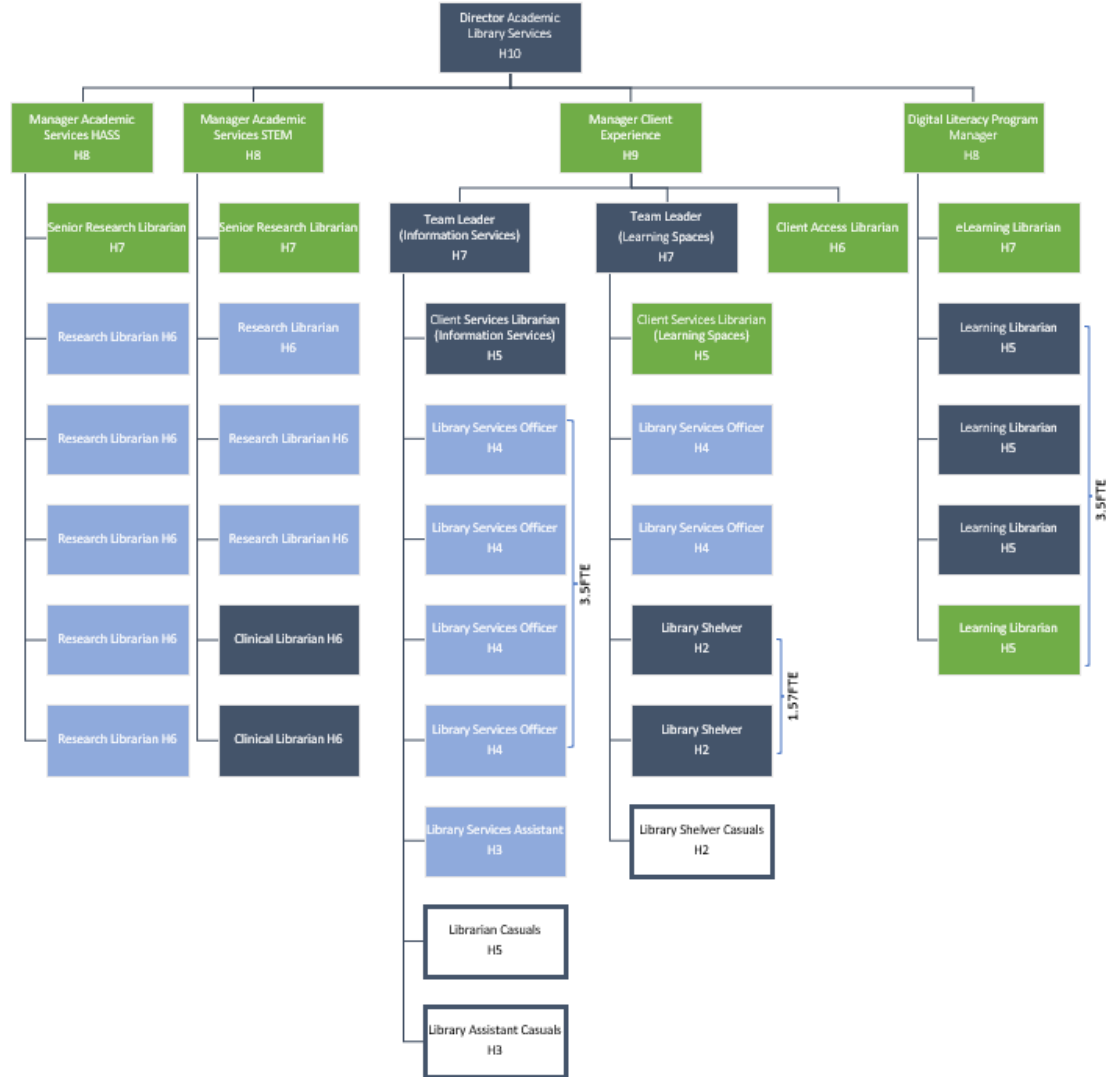
### Office of the University Librarian



Substantially Similar  
Position

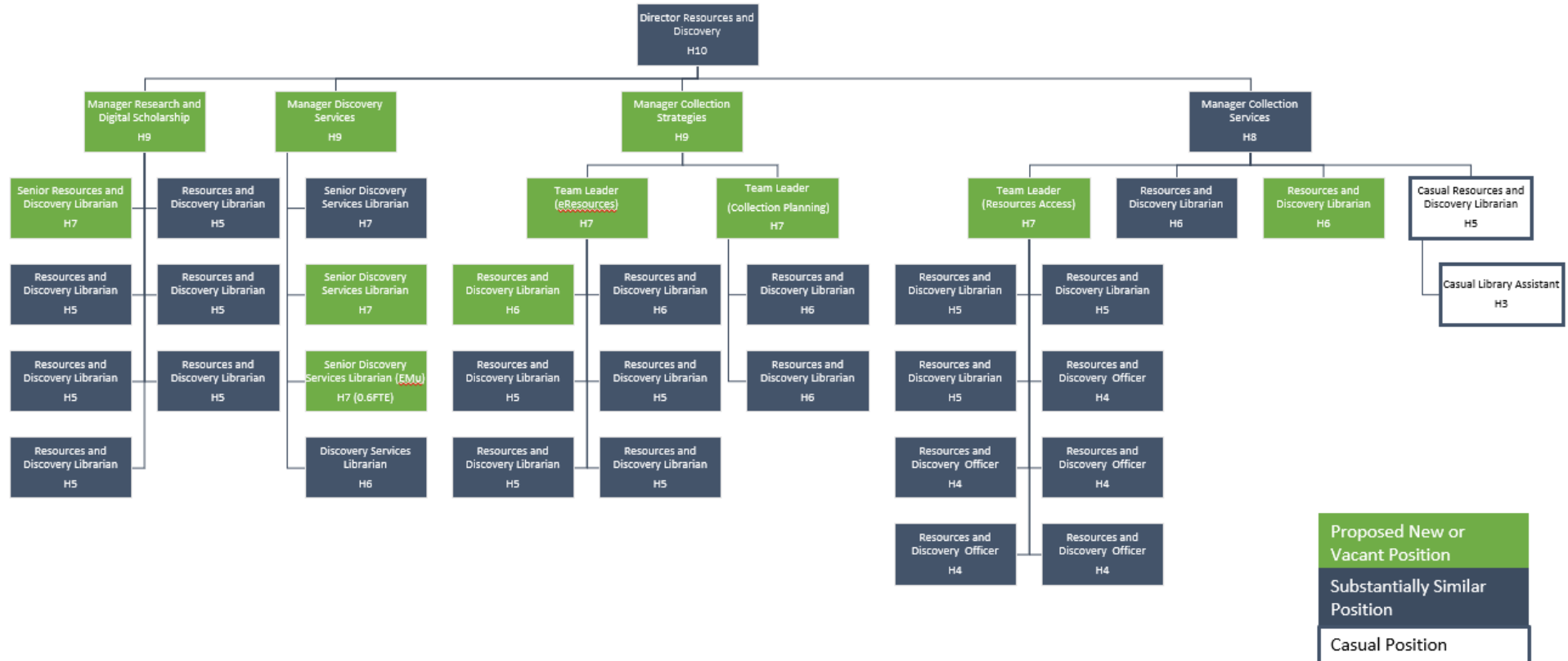


### Academic Library Services



- Proposed New or Vacant Position
- Substantially Similar Position
- Impacted Positions – Closed EOI due to reduced number of positions
- Casual Position

## Resources and Discovery Services



## Operations and Governance Services

