Workplace Change Proposal
Corporate Shared Services and Enabling Services

*This Workplace Change Proposal has been prepared in accordance with Clause 46 of the Macquarie University Professional Staff Agreement 2023 (**Enterprise Agreement**). The proposal is being issued to all affected staff and their unions.*

Staff are encouraged to provide feedback on the proposal including, but not limited to, any alternative proposals. All responses will be considered prior to the University deciding whether to proceed with the proposed changes (or a modified version). Where a decision is made to proceed with the change (or a modified version), the University will prepare an Implementation Plan, consistent with Clause 46 of the Enterprise Agreement.

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 and its workforce. Accordingly, the proposal should not be disclosed or distributed to parties outside of the University without prior written approval from the relevant Executive Group Member.

Key Dates	
Release of change proposal:	**2 September 2026**
Feedback on change proposal closes:	**14 September 2026**
Decision regarding change proposal communicated:	**From 1 October 2026**

	Date	Signature (as appropriate)
Approved by: Nigel McGarrick *Executive Director, Corporate Shared Services* David Ward *Chief People Officer, Human Resources*	02/09/2026	Nigel McGarrick David Ward
Final Endorsement by Executive Group		
Approved for release by: Eric Knight *Deputy Vice-Chancellor* *(People and Operations)*		Eric Knight

Pursuant to clause 4.39 of the Macquarie University Delegations of Authority Register (Version 2.30a – 25 July 2025), the authority to approve a change proposal sits with the Deputy Vice-Chancellor (People and Operations), after consultation with the Executive Group.

1. INTRODUCTION

Australian universities are operating in an increasingly complex environment, with growing expectations from students, staff, research partners, regulators and other stakeholders for services that are responsive, consistent and efficient. At the same time, universities are expected to deliver these services while improving productivity, making better use of technology and data, and responding quickly to changing regulatory and operational requirements.

Corporate Shared Services (CSS) exists to deliver high-quality, efficient and reliable corporate functions, specifically at Macquarie University in the areas of IT services, Finance Services, and HR services (including payroll and superannuation). By providing consistent support through these corporate services, CSS helps staff and students access what they need, when they need them, making it easier for them to focus on their own areas of specialisation.

Delivering excellent service requires a commitment to continuous improvement. Customer expectations are continually evolving, while advances in technology, automation, data analytics and contemporary service management provide new opportunities to improve both the customer experience and operational performance. Leading shared service organisations increasingly use integrated service models, data-driven decision-making, clear service ownership, and continuous improvement methodologies to deliver services that are simpler, faster, more efficient and more responsive to customer needs.

The University is committed to ensuring CSS continues to align with these contemporary practices. While the current shared services model provides a strong foundation, the next stage of its development is to strengthen the capabilities, operating model and leadership required to deliver consistently excellent services across the University.

This also includes strengthening service ownership, improving end-to-end process design, making greater use of technology and operational data to inform decision-making, and embedding contemporary approaches to continuous improvement. It also requires defining clear service standards, implementing measurable performance expectations and fostering greater collaboration across functional areas to improve the experience of customers while increasing operational efficiency.

The proposed changes are not driven by a need to reduce staffing levels or achieve financial savings. To realise the strategic intent and full value of the shared services model, it is proposed to realign the CSS workforce into an integrated, tiered service structure. This approach is designed to reduce functional silos, minimise duplication and handoffs, and organise work according to complexity and customer needs. This enables a more seamless, efficient, and customer-focused service delivery.

2. RATIONALE FOR CHANGE AND PROPOSED CHANGES

The proposed changes and rationale section set out the details of the recommended changes and the rationale for the change, including objectives and aims of the change, as per clause 46.8(a) of the Enterprise Agreement.

Shared Services Background

In 2022, the University implemented a functional shared services model as part of the Professional Services Transformation (PST). This model bought together transactional service activities across both student services and corporate services. At this time, the University transitioned transactional activities across Finance, Information Technology (IT), Student Services and some Human Resources (HR) services (including payroll and superannuation), largely within their existing processes and structures, with HR completing its transition to the HR Shared Services operating model in November 2024.

In November 2024 it was determined that Student Shared Services **(**SSS**)** and Corporate Shared Services would operate as separate functions, with both reporting to the Deputy Vice-Chancellor (People and Operations) **(**DVCPO**)**. The Enabling Services function currently supports both Corporate Shared Services and Student Shared Services.

Rationale for change

The proposed changes build on the progress already achieved in Shared Services. While the University has successfully established a shared services model, opportunities remain to improve consistency, simplify customer interactions, strengthen end-to-end process ownership and make greater use of technology and operational data to improve performance. As the University continues to evolve, so too must CSS. Our customers increasingly expect services that are simple, integrated, consistent and easy to access. To meet these expectations, CSS needs to respond more effectively to customer needs, continuously improve services, and make better use of our people, expertise and technology.

To support this, CSS will move towards a more integrated and customer-focused operating model, with teams and roles aligned to the services our customers use. The proposed changes will simplify and standardise processes, improve quality and consistency, strengthen accountability, reduce organisational silos, and enable resources and expertise to be shared more effectively across the function.

The proposed changes will strengthen Corporate Shared Services' capability to:

- continue to develop integrated services that manage customer requests holistically, recognising where services are interdependent and ensuring that related requests are coordinated across functions rather than managed in isolation;
- continue to enhance the positive experience for our customers;
- simplify the way work gets done through clearer and more consistent processes;
- make better use of technology and information to support service delivery;
- support staff by providing clarity on roles, responsibilities and accountability for the services delivered; and
- create more opportunities to continuously improve through data, insights and process management.

The proposed changes are designed to ensure CSS is well positioned to meet the University's current and future service delivery expectations.

Summary of proposed changes

This Change Proposal comprises two complementary streams of change that together strengthen the University's shared services capability and support the delivery of more integrated, customer-focused services.

The first stream focuses on **CSS** and proposes changes to its operating model and structure to create a more integrated, customer-focused service. The proposed changes introduce a tiered service model, strengthen service ownership and accountability, improve the use of technology and operational data, and embed governance and agile ways of working to drive continuous improvement. These changes are intended to improve the quality, consistency and efficiency of services delivered to staff and students.

The second stream focuses on **Enabling Services**, which provides specialist capability across service governance, service design, data and insights, continuous improvement, and knowledge and capability management for shared services. It is proposed that this function be repositioned within the Office of the Deputy Vice-Chancellor (People and Operations) to provide portfolio-wide, integrated leadership in delivering service excellence while continuing to support the local needs within Corporate Shared Services and Student Shared Services through dedicated embedded business partner roles. This approach is intended to strengthen governance, promote consistent service standards and enable the sharing of expertise and capability across shared services. The future role of this function in supporting shared services is included within the scope of this Change Proposal in **Part B**.

Together, these two streams of change are designed to support the continued maturity of the University's shared services model by strengthening both the operational delivery of services and the enabling capabilities that underpin service excellence and continuous improvement.

STREAM A: CORPORATE SHARED SERVICES

Proposed changes in Corporate Shared Services

To realise the strategic intent and full value of the shared services model, it is proposed to realign the CSS workforce into an integrated, tiered service structure. This approach is designed to strengthen collaboration across functions, streamline processes and create clearer pathways for customers, with work organised around complexity and customer needs. The proposed service tiers are:

- **Tier 0** (Self-Service): Increased use of self-service to support faster issue resolution, underpinned by a well-documented knowledge management system and service catalogue.
- **Tier 1** (Contact Centre): A single, integrated contact centre with standardised processes, a strong customer focus, unified telephony and systems, and consistent data and performance measures. This tier will drive customer satisfaction, first-contact resolution, and service quality.
- **Tier 2** (Specialist Services): Human Resources, Information Technology, and Finance Shared Services teams responsible for managing more complex escalated enquiries, day-to-day transactional work and providing end-to-end case management support within their functional remit.
- **Tier 3** (Leadership): CSS leaders will provide strategic oversight, drive service integration and continuous improvement, and support stakeholder engagement. This will be enabled by governance, performance and quality monitoring, productivity tracking, and data-informed decision-making, in collaboration with functional leaders and stakeholders.

The proposed changes for each team are set out below:

I. CSS Leadership team:

The Corporate Shared Services leadership team will continue to operate within its current scope, with a stronger emphasis on service integration, the use of data and insights, and fostering continuous improvement across the end-to-end service model. Apart from the proposed changes outlined below, it is proposed that the remainder of the CSS leadership structure will remain unchanged.

The proposed changes to the CSS Leadership team are intended to strengthen service integration and support the delivery of the new tiered shared services model. To enable this, the following changes are proposed:

- The Head of Enabling Services will report to the Executive Director, Strategy and Operations in the Office of the DVCPO, to strengthen synergy across service delivery functions and to support the sharing of capability and expertise.

- Establish a Head of Contact Centre (Staff Connect) role to oversee Tier 0 and Tier 1 enquiries, with accountability for customer engagement, self-service maturity and end-to-end enquiry management. This role will support process improvement, knowledge and service catalogue management and the effective use of service data to inform decision making across Corporate Shared Services.

II. Contact Centre:

It is proposed that a new integrated Contact Centre is established to support the tiered Corporate Shared Services model.

The Contact Centre will deliver Tier 0 and Tier 1 services, providing a single, customer focused entry point for enquiries across IT and HR. This will integrate the existing IT Service Desk and HR Contact Centre functions into one operating model, supporting a more consistent customer experience and timely resolution of enquiries. While the Contact Centre will oversee Finance related enquiries, Finance Shared Services staff will remain within Tier 3 and continue to report to the Head of Finance Shared Services.

This model includes a strong focus on improving the customer experience by developing and enhancing self-service capability through improved knowledge management, underpinned by the CSS service catalogue. The team will be responsible for identifying and implementing opportunities to increase automation across the service delivery of CSS.

To enable this, the following changes are proposed:

- Establish a Manager, Contact Centre role to lead enquiry and case management, coordinate workflow across the team, and, in partnership with Enabling Services, drive improvements in service quality, efficiency, and process design.
- Repoint three positions from the IT Service Desk and four positions from the HR Contact Centre to support the revised structure and service model.
- The Contact Centre will operate from 8am to 5pm, Monday to Friday, for Finance and HR enquiries. HR support will no longer be provided between 5pm and 6pm.
- IT enquiries will be supported from 8am to 6pm, Monday to Friday and from 10am to 2pm on weekends.
- A call answering service will provide support for enquiries from 6pm to 8am Monday to Friday, and 2pm to 10am on weekends for IT enquiries.

These changes have been made in response to call volume trends, to better align staffing with peak demand periods, and to reflect stakeholder expectations and feedback.

In addition, dedicated and embedded Enabling Services business partners will support process improvement, performance and customer experience, with a focus on process design, user experience, and service data and insights to improve service quality and outcomes (see Part B).

III. Information Technology Shared Services (ITSS):

The IT Shared Services team provides desktop and audio-visual support across most of the University, aligned with Group IT's service strategy. As the ITSS team were not included in the scope of the PST program, its current operating model has not been reviewed or realigned in the same way as other professional services areas within CSS.

As a result, the existing structure lacks clarity in roles, responsibilities and ownership. There is duplication of work across teams, and responsibilities are not well aligned to service demand and tiered support principles. In addition, there are inconsistencies between the work being performed and HEW classification expectations. This has resulted in inefficiencies, slower resolution of issues, inconsistent service experiences, and limited opportunities for effective capability development and career progression.

To address these issues, the proposed changes include the consolidation and redesign of roles, a reduction in the number of positions in some areas, and the establishment of new specialist roles aligned to service demand and the tiered support model. These changes are intended to improve role clarity, align roles to service requirements, and support a more consistent and scalable service model.

In support of these changes, CSS is moving away from a reliance on casual staff towards a more permanent workforce model to support clearer and more sustainable career pathways for staff. This approach is intended to help retain critical knowledge and capability within the team, thereby reducing the impacts associated with workforce turnover and the loss of expertise over time. This will be supported by improved workforce planning and scheduling, as well as broader operational support across the integrated contact centre to maintain consistent, reliable and resilient service delivery.

To enable this, the following changes are proposed:

- Transition the IT Service Desk to the Integrated Contact Centre (Tier 1) to support a more consistent customer experience and clearer escalation pathways.
- Disestablish the Team Leader, IT Service Desk position as the responsibilities of this role will be incorporated within the proposed integrated contact centre model.
- Transfer responsibility for the Student Tech-Bar to the Integrated Contact Centre to support faster resolution times and improve student experience. As Student requests are generally less complex, they are more suitably managed in the Integrated Contact Centre, whilst more complex staff-related requests will be managed in the Digital Support Hub and Digital Workplace Support.
- Organise Tier 3 services into three specialist teams:
    - **Audio Visual and Collaboration Support (currently AV Services)**: responsible for on-site incident response, teaching space support and solution design for technology refresh programs.
    - **Digital Workplace Support (currently Desktop Support):** responsible for ongoing technical support, resolution of complex issues and engagement with the University.
    - **Digital Support Hub (New team)**: responsible for device set up, staff onboarding, lab deployments and associated logistics across the University. The Digital Support Hub will operate separately from the Integrated Contact Centre, focusing on more complex staff-related requirements.
- Align roles to service requirements and appropriate classification levels, creating a clearer and more consistent structure. Roles will be differentiated based on the nature and complexity of work, with more complex enquiries and escalations managed by senior roles, and day-to-day operational support delivered by roles appropriately aligned to those tasks. The Manager roles will focus on stakeholder engagement and service improvement.
- Co-locate IT Shared Services staff who are currently distributed across the campus, to better support collaboration and service delivery.

IV. Human Resource Shared Services (HRSS):

The Human Resources Shared Services team will continue to provide support across payroll, compensation and benefits, position and appointments, and employee lifecycle services guidance for the University and its entities including the Macquarie University Hospital and clinics.

The proposed changes are intended to improve end-to-end service delivery by reorganising the team around redesigned, customer-focussed processes to minimise handoffs, manage work more holistically, and place tasks where they best align with customer expectations. This approach will support greater ownership, clearer responsibilities and teamwork, stronger accountability and more efficient delivery across the University and Entities.

There are 3 teams proposed for HR Shared Services:

- **Employee Lifecycle:** the team will continue to provide its current specialist services. Some employment verification processes and selected validation processes will move into the Integrated Contact Centre team.
- **Positions & Appointments:** the team will continue to provide its current specialist services, with targeted processes redesigned to reduce duplication and handoffs. The team will manage the offer phase for continuing, fixed term, direct appointments, and casual staff. Advertised recruitment for casual appointments will be transferred to the Talent Acquisition team in Human Resources to improve workforce coordination and planning.
- **Pay, Compensation & Benefits:** this team has been established through a separate workplace change proposal as an integrated Payroll Services team, bringing together the former Payroll and Compensation & Benefits functions. This change has strengthened alignment across related processes, improved coordination of payroll activities, and enhanced the end-to-end management of employee remuneration services across the University and its entities. The new Payroll team is outside the scope of this change proposal.

In addition to the HR Shared Services teams, the following changes are proposed:

- Transition the HR Contact Centre to the Integrated Contact Centre (Tier 1) to support more consistent customer experience and clearer escalation pathways.
- Disestablish the Manager, HR Service Desk position as the responsibilities of this role will be incorporated within the proposed Integrated Contact Centre.
- Establish a 2-year fixed term HR Shared Services Operations Lead role in recognition of the critical link between processes in HR Shared Services and Workday technology. This role aims to strengthen organisational capability, lead operational delivery and project management, and support technology and process integration across the function. A 2-year fixed-term appointment is proposed to provide dedicated management oversight during a period of significant operational and technology integration in Human Resources. This supports the stabilization and optimisation of Shared Services as it continues to evolve.
- Establish a 2-year fixed term Service Delivery Lead, MQ Health role to provide dedicated oversight for services related to Macquarie University Hospital and Clinics. The Service Delivery Lead, MU Hospital and Clinics will be responsible for embedding the HR Shared Services operating model within the Hospital and Clinics and driving continuous improvement. A key focus of the role will be to ensure that the unique operational requirements of the Hospital and Clinics workforce are understood and reflected within HR service delivery processes and case management. The fixed-term nature of this role reflects its focus on implementing, embedding and stabilising these improvements,

after which oversight is expected to transition into the team's existing management structure.

V. Finance Shared Services (FSS):

Finance Shared Services will continue to operate within its existing scope, delivering services across Accounts Payable, Accounts Receivable and Purchasing. The team will focus on building capability in the use of new technologies, including AI, data analytics and reporting tools such as Power BI, while strengthening its focus on financial controls, risk identification and fraud prevention.

No significant structural changes are proposed for Finance Shared Services. However, it is proposed that Sponsor Services be transferred from Accounts Receivable to Student Shared Services. This change will consolidate student-related financial services within a single service, strengthening end-to-end ownership, improving coordination, reducing hand-offs, and delivering a more seamless customer experience.

To support this proposed change, the following change is proposed:

- Transfer one HEW 5 Finance Shared Services Officer role to Student Shared Services.

Stream B: ENABLING SERVICES

Enabling Services was established during the formation of Shared Services in 2022. The intent was to provide horizontal capability across service governance, service design, data and insights, continuous improvement, and knowledge and capability management. At the time, this model was appropriate to support the establishment, stabilisation, and early transformation across both staff- and student-facing services.

Since 2022, several changes have occurred:

- In April 2024, Shared Services was separated into Corporate Shared Services and Student Shared Services on an interim basis. It was intended that the structure would be tested and finalised following PST post-implementation reviews.
- At that time, the Enabling Services reporting line was changed to the Executive Director, Student Shared Services on an interim basis. There was an expectation that Enabling Services would continue to support both Corporate and Student Shared Services, with a recommendation that the final reporting line be determined following formalisation of the structure. It was also noted that the Head of Enabling Services held a cross-institutional service governance remit, with potential for the Enabling Services remit to expand to support broader portfolio and/or University service uplift.
- In November 2024, following a post-implementation review, the split between Student and Corporate Shared Services was confirmed as a permanent structure.
- In March 2025, the Enabling Services team were reassigned into the transformation delivery team, with the intention of reviewing and finalising the design of Enabling Services in 2026.

As outlined in this proposal, Corporate Shared Services has been undergoing further transformation, including consideration of how continuous improvement capability is best structured and delivered. At the same time, Student Shared Services is progressing transformation activity across student experience, progression and student lifecycle management, with ongoing requirements for continuous improvement capability.

It is therefore timely to consider the Enabling Services structure as part of this change proposal. Organisational analysis has been undertaken to assess options for the future structure of enabling services that best supports the current and future resource and capability needs of Corporate Shared Services and Student Shared Services; and the DVCPO Portfolio.

Summary of proposed changes in Enabling Services

It is proposed that the Enabling Services model is moved to a centralised structure, with business partners reporting into the Head of Enabling Services and embedded within both Corporate Shared Services and Student Shared Services.

Under this model, Corporate Shared Services and Student Shared Services each will have a similar resourcing profile (including the number and seniority of roles) of knowledge, process, and data leads, with the ability to provide cross-support where capacity constraints demand it. These roles will be embedded and dedicated to the respective Shared Services functions and co-located as required.

This structure will provide central oversight and stewardship to ensure common standards, measures, end-user focus, and governance, while supporting consistent methods, knowledge sharing and professional standards. Embedded business partner roles will work closely with operational leaders to prioritise and deliver improvements aligned to service outcomes, whilst also supporting alignment with key stakeholders and functional owners such as the Chief People Officer (for HR Shared Services), Chief Finance Officer (for Finance Shared Services), and Chief Information and Digital Officer (for IT Shared Services).

To enable this, the following changes are proposed:

- The Enabling Services function will be repointed to the office of the DVCPO, with the Head of Enabling Services reporting to the Executive Director, Strategy and Operations.

  The Head of Enabling Services will provide leadership across the enabling function supporting both Corporate Shared Services (CSS) and Student Shared Services (SSS) as well as the wider focus within the DVCPO on the delivery of service excellence. This includes providing strategic leadership across the Enabling Services portfolio, setting portfolio-wide standards, measures and governance for enabling capability. It also includes partnering with the Executive Directors of CSS and SSS to shape strategy, priorities, sequencing, and outcomes in line with service needs and portfolio objectives.

- The following new positions will be established:
  - Service Management Lead
  - Process Design Lead
  - Data and Insights Lead
  - Program and Governance Lead
  - Service Excellence Program Lead
  - Capability and Adoption Lead

Service Management, Process Design and Data and Insights leads will report to the Head of Enabling Services but will be embedded within CSS and SSS as business partners.

It is proposed that new positions will be appointed on a two-year fixed-term basis to enable the centralised model to be implemented, evaluated and refined as Enabling Services matures. This reflects the evolving nature of the Enabling Services capability model, which will continue to be refined as service delivery frameworks, role design and operating structures are implemented and evaluated, including changes in scope and capability mix over time in response to changing service needs, operating maturity and advances in technology.

3. ASSESSMENT OF LIKELY IMPACT OF THE CHANGE ON STAFF

The Staff Impacts section outlines an assessment of the likely effects of the proposed change on staff, including impacts on positions and structures, equity considerations, work health and safety, redundancies or redeployments, collective training needs, and any proposed closure of a University work unit or part thereof, as per clause 46.8(b) of the Enterprise Agreement.

The proposed changes are expected to have varying levels of impact. The most significant impacts are anticipated for staff occupying roles proposed for disestablishment and where the number of roles is proposed to be reduced. Staff in positions subject to changes in title or reporting line are expected to experience less significant impact.

This proposal provides an opportunity to ensure that all roles are current, appropriately classified, and aligned with the strategic direction and operational requirements of the University and the integrated shared services model.

SUMMARY OF STAFF IMPACT

A summary of staff impacts is outlined below. A more detailed analysis of individual positions is provided in the subsequent sections of this document.

	ITSS	HRSS (excl Payroll)	Finance SS	Contact Centre	Enabling Services
Positions translated with no change		10	18		
Minor impact [1]	6	3	4		3
Positions proposed to be disestablished	21	1			8 (4 Vacant)
New positions proposed to be established	21	2		6	7
Positions repointed	3	4	1	7 (repointed from ITSS and HRSS)	

A) Positions translated with no change

HR Shared Services

Current position title	Current reporting line	HEW level	FTE
HR Shared Services Officer	Manager, Employee Lifecycle	5	4
HR Shared Services Officer	Manager, Positions and Appointments	5	3
HR Shared Services Assistant	Manager, Positions and Appointments	4	3

Finance Shared Services

Current position title	Current reporting line	HEW level	FTE
Manager, Accounts Payable	Director, Finance Shared Services	9	1
Manager, Accounts Receivable	Director, Finance Shared Services	9	1

[1] Change of title and/or reporting line or minor change to role accountabilities

Current position title	Current reporting line	HEW level	FTE
Purchasing Manager	Director, Finance Shared Services	9	1
Senior Accounts Payable Officer	Manager, Accounts Payable	6	1
Finance Shared Services Officer	Manager, Accounts Payable	5	6
Finance Shared Services Analyst	Manager, Accounts Receivable	7	1
Finance Shared Services Officer	Manager, Accounts Receivable	5	3
Revenue Assistant	Manager, Accounts Receivable	4	3
Finance Shared Services Officer, Purchasing	Purchasing Manager	5	1

B) Direct translation with minor impact

The positions outlined below are proposed to transition to the new structure with minor changes to position titles and/or reporting lines. It is intended that staff members occupying these positions will be directly translated into the new structure. Position descriptions have been reviewed and updated with minor amendments to accountabilities to ensure accuracy and align with the team's new focus. The review included an assessment of the HEW classification confirmed by the Remuneration Manager.

IT Shared Services:

Current position title	Current reporting line	HEW level	FTE	Proposed impact
Head of IT Shared Services	Executive Director, Corporate Shared Services	SNR	1	• Position description updated to reflect new focus and accountabilities.
Manager, Technology Services (FSE/Library)	Head of IT Shared Services	9	1	• Position title updated to Manager, Digital Workplace Support • Position description updated to reflect new focus and accountabilities.
Manager, Technology Services (FoA/MQBS)	Head of IT Shared Services	9	1	• Position title updated to Manager, AV and Collaboration Support. • Position description updated to reflect new focus and accountabilities.
Technology Officer	Manager, Technology Services (FSE/Library)	5	3	• Reporting line updated to Manager, Digital Workplace Support. • Position title updated to IT Customer Support Officer.

Current position title	Current reporting line	HEW level	FTE	Proposed impact
				• Position description updated to reflect new focus and accountabilities.
IT Service Desk Officer	Team Leader, IT Service Desk	5	2	• Reporting line updated to Manager, Contact Centre. • Position title updated to Customer Service Officer. • Position description updated to reflect new focus and accountabilities.
IT Service Desk Assistant	Team Leader, IT Service Desk	4	1	• Reporting line updated to Manager, Contact Centre. • Position title updated to Customer Service Assistant. • Position description updated to reflect new focus and accountabilities.

HR Shared Services:

Current position title	Current reporting line	HEW level	FTE	Proposed impact
Head of HR Shared Services	Executive Director, Corporate Shared Services	SNR	1	• Position description updated to reflect new focus and accountabilities.
Manager, Positions and Appointments	Head of HRSS	8	1	• Position description updated to reflect new focus and accountabilities.
Manager, Employee Lifecycle	Head of HRSS	8	1	• Position description updated to reflect new focus and accountabilities.
HR Shared Services Assistant	Manager, HR Service Desk	4	4	• Reporting line updated to Manager, Contact Centre. • Position title updated to Customer Service Assistant • Position description updated to reflect new focus and accountabilities.

Finance Shared Services:

Current position title	Current reporting line	HEW level	FTE	Proposed impact
Director, Finance Shared Services	Executive Director, Corporate Shared Services	10	1	• Position title updated to Head of Finance Shared Services. • Position description updated to reflect new focus and accountabilities.
Accounts Payable Officer	Manager, Accounts Payable	5	1	• Position title updated to Finance Shared Services Officer.
Revenue Officer	Manager, Accounts Receivable	5	1	• Position title updated to Finance Shared Services Officer.
Credit Card Administrator	Purchasing Manager	5	1	• Position title updated to Finance Shared Services Officer.
Finance Shared Services Officer, Sponsorship	Manager, Accounts Receivable	5	1	• Position title updated to Scholarships and Sponsorship Officer. • Reporting line updated to Manager, Admissions and Scholarships Operations in Student Shared Services.

Enabling Services:

Current position title	Current reporting line	HEW level	FTE	Proposed impact
Head of Enabling Services	Executive Director, Corporate Shared Services	SNR	1	• Reporting line updated to Executive Director, Strategy and Operations, Office of the DVCPO. • Position description updated to reflect new focus and accountabilities.
Service Lifecycle Management Lead	Head of Enabling Services	9	1	• Position description updated to reflect new focus and accountabilities. • Position title updated to Service Management Lead.

C) Disestablished positions

The following positions are proposed to be disestablished. This includes positions that are currently vacant, as well as positions filled through secondment arrangements or contractors.

IT Shared Services:

Position Title	Reporting Line	HEW Level	FTE
Technology Specialist	Manager, Technology Services (FOA/MQBS)	7	2
Technology Specialist	Manager, Technology Services (FSE/Library)	7	1
Team Leader, IT Service Desk	Head of IT Shared Services	7	1
Senior Technology Officer	Manager, Technology Services (FOA/MQBS)	6	7
Senior Technology Officer	Manager, Technology Services (FSE/Library)	6	6
Senior Service Desk Analyst	Team Leader, IT Service Desk	6	1
Technology Assistant	Manager, Technology Services (FoA/MQBS)	4	2
Technology Assistant	Manager, Technology Services (FSE/Library)	4	1

HR Shared Services:

Position Title	Reporting Line	HEW Level	FTE
Manager, HR Service Desk (filled by a Contractor)	Head of HR Shared Services	NA	1

Enabling Services:

Position Title	Reporting Line	HEW Level	FTE
Knowledge Manager	Head of Enabling Services	9	1
Service Designer	Head of Enabling Services	9	1
Service Performance and Analytics Manager	Head of Enabling Services	10	1
Data Analyst (Vacant)	Service Performance and Analytics Manager	7	1
Continuous Improvement and Change Manager	Executive Director, Student Shared Services	10	1

Position Title	Reporting Line	HEW Level	FTE
Service Governance and Risk Manager (Vacant)	Head of Enabling Services	10	1
Learning Consultant (Vacant)	Head of Enabling Services	9	1
Senior Project Coordinator (Vacant)	Continuous Improvement and Change Manager	8	1

D) New positions

The following new positions are proposed in the new structure. It is proposed that affected staff participate in a closed expression of interest (EOI) process for the available positions.

Contact Centre and CSS Leadership Team:

New position title	Reporting line	HEW level	FTE	Rationale summary
Head of Contact Centre (Staff Connect)	Executive Director, Corporate Shared Services	10	1	• New position designed to lead the Contact Centre as well as Tier 0 and Tier 1 service delivery, supporting service quality and customer experience.
Manager, Contact Centre	Head of Contact Centre (Staff Connect)	8	1	• New position designed to focus on workflow coordination, efficiency, customer service, productivity and identifying process improvement opportunities.
Customer Service Assistant	Manager, Contact Centre	4	4	• New positions designed to act as the initial point of contact between the Contact Centre and customers, focusing on delivering high-quality customer interactions with consistency, efficiency and opportunities for ongoing improvement of our services.

IT Shared Services:

Proposed Position Title	Reporting Line	HEW level	FTE	Rationale
Manager, Digital Support Hub	Head of ITSS	9	1	• New position designed to lead the delivery of customer-facing Tech Bar services and end-to-end EUC device build, deployment and logistics services across the organisation and drive service excellence, operational efficiency

Proposed Position Title	Reporting Line	HEW level	FTE	Rationale
				and customer experience outcomes.
AV Customer Support Specialist	Manager, Audio Visual and Collaboration Support	7	3	• New positions designed to provide specialist AV support and leadership in delivering exceptional customer experiences across complex and high-impact AV services. These roles will also take accountability for the day-to-day allocation of work across all AV staff members. They will also take accountability for interpreting complex and sometimes ambiguous customer needs and aligned these to standard solutions.
AV Customer Support Officer	Manager, Audio Visual and Collaboration Support	5	3	• New positions will provide audio-visual and technology support to MQ staff, students and visitors, including resolving issues, fulfilling service requests, installing technology, and undertaking routine administrative, maintenance and reporting tasks.
IT Customer Support Specialist	Manager, Digital Workplace Support	7	3	• New positions designed to provide specialist EUC support and leadership in delivering exceptional customer experiences across complex and high-impact technology services. These roles will be accountable for the day-to-day allocation of work across all support staff members. They will also take accountability for interpreting complex and sometimes ambiguous customer needs and aligning these to standardised solutions.
IT Customer Support Specialist	Manager, Digital Support Hub	7	3	
IT Customer Support Officer	Manager, Digital Workplace Support	5	2	• New positions designed to provide timely resolution of incidents and service requests, installation of EUC technologies, and contribute to consistent, high-quality customer experience for staff and students.
IT Customer Support Officer	Manager, Digital Support Hub	5	4	

Proposed Position Title	Reporting Line	HEW level	FTE	Rationale
IT Support Assistant	Manager, Digital Support Hub	3	2	• New positions designed to support the delivery of day-to-day logistics, device preparation, and customer service activities, contributing to consistent and positive customer experience for staff and students.

HR Shared Services:

Proposed Position Title	Reporting Line	HEW Level	FTE	Rationale
Service Delivery Lead, MQ Health (Fixed term)	Head of HR Shared Services	7	1	• New position designed to provide dedicated leadership and engagement for HR delivery service to the Hospital, recognising the distinct needs, required expertise and operational context of Hospital staff.
HR Shared Services Operations Lead (Fixed term)	Head of HR Shared Services	7	1	• New position designed to lead Workday-related activities and support associated technology and process changes across the HR Shared Services team.

Enabling Services:

New position title	Reporting line	HEW level	FTE	Rationale summary
Service Management Lead (Fixed term)	Head of Enabling Services	9	1	• New position designed to shape a user-centred service catalogue and knowledge ecosystem across CSS/SSS, including the development of knowledge and information frameworks. The role will focus on improving self-service and its uptake, ensuring consistency of content, and enabling automation and digital pathways in partnership with relevant functions.
Process Design Lead (Fixed term)	Head of Enabling Services	9	2	• New position designed to lead process design and UX uplift to drive operational and service excellence across Shared Services, in partnership with IT. The role will shape standardised

New position title	Reporting line	HEW level	FTE	Rationale summary
				approaches to process improvement and service experience.
Data and Insights Lead (Fixed term)	Head of Enabling Services	9	1	• New position designed to lead analytics, insights, and performance frameworks across Shared Services, enabling evidence-based decision-making and driving continuous improvement in service outcomes and customer experience, in partnership with Shared Services and Group Functions.
Program and Governance Lead (Fixed term)	Head of Enabling Services	9	1	• New position designed to lead service governance across the DVCPO portfolio, including oversight of forums, papers, actions and reporting. The role also provides governance leadership across priority programs and projects, including implementation of the Service Excellence Framework, to support effective decision-making, delivery discipline, compliance and controls, along with continuous improvement.
Service Excellence Program Lead (Fixed term)	Head of Enabling Services	9	1	• New position designed to lead delivery of priority service excellence initiatives and cross-functional projects, and support DVCPO-led initiatives including implementation of the Service Excellence Framework. The role drives structured project planning, stakeholder coordination, benefits tracking and delivery discipline to improve service quality, consistency and outcomes across the DVCPO portfolio.
Capability and Adoption Lead (Fixed term)	Head of Enabling Services	9	1	• New position designed to drive workforce capability, learning, and change adoption to ensure service improvements are successfully implemented,

New position title	Reporting line	HEW level	FTE	Rationale summary
				embedded, and sustained across Shared Services.

The following documents attached to this Workplace Change Proposal provide further context and clarity about the proposed changes:

- **Attachment 1:** Current and Proposed CSS organisational structure
- **Attachment 2:** Current and Proposed Enabling Services organisational structure
- **Attachment 3:** New and revised position descriptions

PROPOSED REDUNDANCIES, REDEPLOYMENTS AND RETRENCHMENTS

The provisions in the Enterprise Agreement regarding redundancy, redeployment and retrenchment will apply to any current University staff member who is not successfully appointed to a position in the new structure.

The University seeks to minimise forced job losses arising from these proposed changes. A key element of this is maximising redeployment opportunities for those whose positions are affected and who seek redeployment.

The University is committed to working closely with all affected staff to identify potential redeployment opportunities.

POTENTIAL DIVERSITY AND INCLUSION IMPACTS

The Enterprise Agreement provides that the University must assess any clearly identifiable and disproportionate potential impacts of the proposed changes on women, staff with disabilities, LGBTQI+ staff, culturally and linguistically diverse staff, and/ or indigenous employment.

No obvious and disproportionate impacts on these equity groups (relative to our workforce profile) have been identified at this stage. The University nonetheless proposes to take the following steps in order to mitigate any potential disproportionate impacts on these groups:

- Interviews for any new positions will be conducted by a panel, and the University will take all reasonable steps to ensure diverse membership in accordance with the University Recruitment Policy.
- The panel will be provided with information on sound recruitment practices and steps to mitigate against bias.
- A comparative analysis of the diversity profile within Corporate Shared Services will be undertaken following implementation to identify any disproportionate impacts and inform an action plan to address any disproportionate impacts which are identified.

POTENTIAL WORKPLACE HEALTH AND SAFETY IMPACTS

The University recognises that organisational change can give rise to work health and safety considerations. A risk assessment relating to the management of psychosocial hazards associated with workplace change has informed the identification of key risks and the development of appropriate control measures. The following table outlines work health and safety hazards that may arise throughout this change and sets out the controls that will be implemented to mitigate and manage potential impacts associated with this proposal. Staff are encouraged to raise any feedback or concerns with their manager, local Health and Safety Representative and the DVCPO Health and Safety Committee.

Potential risk area	Activities to mitigate and manage
Consultation	• The University will undertake a structured consultation process on the proposed changes, as set out in this Workplace Change Proposal. • Staff are encouraged to actively participate in the consultation and change management processes and provide feedback. • Where a decision is made to proceed with proposed changes, the University will seek feedback on the implementation of the changes.
Workload management	• The current priorities and team workload are accommodated within the existing staff profile, and no material increase in workload is anticipated as a result of this proposal. • The proposed increase in total FTE will provide additional resourcing to support revised areas of focus and work activity. • Workload management will be monitored throughout all stages of the managing change process, with appropriate support strategies put in place as required.
Resourcing	• The proposed structure has been designed to align Corporate Shared Services with updated strategic priorities and support the delivery of the tiered shared services model, ensuring critical service areas are appropriately resourced. • Changes to role design have been carefully considered to provide role clarity and align role responsibilities. • The creation of new roles is intended to address gaps in the capability and coordination required to support an integrated shared services model. • Overall staffing levels within Corporate Shared Services are expected to increase modestly, reflecting the roles required to enable the new operating model.
Communication	• Staff will be kept informed throughout each phase of the managing change process via timely and accessible communications. • Staff will be given an opportunity to engage with the change in various forums and formats, including by way of written feedback and meetings.
Support and Training	• UniSuper offer a range of free and confidential health support services to members including in relation to mental health. Further information is available here: https://www.unisuper.com.au/insurance/360health • The Employee Assistance Program (EAP) is a confidential counselling, coaching and wellbeing which is available for staff affected by this change. The Macquarie University EAP service is provided by Telus Health and is available 24/7 on 1300 360 364 or log in for online support.

Potential risk area	Activities to mitigate and manage
	• Training considerations are outlined below.

COLLECTIVE STAFF TRAINING

To support the successful implementation of the proposed integrated corporate shared services function, CSS team members will be offered targeted skills development. The training offered will be based on a needs assessment which will be undertaken as part of the implementation of the new structure, should the University proceed with the proposed changes. Training may be delivered through a combination of on-the-job training, workshops, peer learning opportunities, and/or external providers. Training is intended to build team capability in key focus areas aligned to the proposed operating model.

4. IDENTIFICATION AND REDISTRIBUTION OF WORK FROM REDUNDANT POSITIONS

This section outlines the proposal for the identification and distribution of any work that will remain from positions proposed to be made redundancy, within the workloads of remaining staff, as per clause 46.8(c) of the Enterprise Agreement.

The proposed changes outlined in this proposal include the disestablishment of a number of existing positions. In developing the new Corporate Shared Services structure, careful consideration has been given to the identification of work currently performed in roles proposed to be made redundant and the appropriate redistribution of that work across the future operating model.

IT Shared Services:

Work currently performed across existing HEW levels within the current ITSS structure will be absorbed into the redesigned roles in the proposed ITSS structure. Where appropriate, standard processes that are repeatable will transition to the Contact Centre to be managed as a Tier 1 enquiry. Larger scale project work and more strategic system and technology processes will move to Group IT in line with the agreed service model.

Contact Centre:

Activities currently undertaken by the respective Managers of the IT Service Centre and HR Service Centre will transfer to the Manager, Contact Centre role. This includes responsibility for workflow coordination, prioritisation, rostering, process improvement, productivity and performance measurement and escalation management.

Enabling Services:

Enabling activities will be redistributed to the newly established enabling roles, which will take responsibility of knowledge artefacts, service catalogue development, process design, customer service improvement and service data analysis. This will support stronger Tier 0 and a more consistent Tier 1 service delivery, reducing escalations, rework and routine enquiry volume for Tier 3 specialist teams.

5. FINANCIAL IMPLICATIONS

This section outlines the financial implications of the proposed change as per clause 46.8(e) of the Enterprise Agreement.

The proposed changes are designed to be cost-neutral at steady state, with no anticipated increase to the overall salary budget for the team. The focus of the changes is on improving service quality, consistency and customer experience, with services designed around customer needs and the nature and complexity of demand. As part of the proposed changes, resourcing arrangements have been considered in light of current and anticipated areas of activity and demand. While the overall budget position remains unchanged, the quantum and composition of resources may vary across different areas to reflect where support is most needed. This approach recognises that workload and service requirements are not uniform and enables resources to be allocated in a way that supports sustainable delivery within a flat budget context.

Any potential redundancy costs have not been factored into the financial assessment as this stage, as they are unknown at this time.

6. FEEDBACK PROCESS

The formal consultation period and indicative timeframes are as follows:

- **Release of change proposal**: 2 September 2026
- **Staff Q&A sessions:** 2 September 2026
- **Feedback closes:** 14 September 2026
- **Response to feedback:** From 29 September 2026
- **Decision made and communicated:** From 1 October 2026

These timeframes are subject to consultation and feedback and may be adjusted in response to feedback. Any written feedback on the change proposal should be emailed by close of business on Monday 14 September 2026 as follows:

Corporate Shared Services - Nigel McGarrick, Executive Director, Corporate Shared Services and Chief Transformation Officer at nigel.mcgarrick@mq.edu.au

Enabling Services – Svetlana Martynovich, Executive Director, Strategy and Operations at svetlana.martynovich@mq.edu.au

In addition to the above feedback channels, an anonymous and confidential feedback mechanism will be provided.

Feedback received will inform next steps and support effective implementation of the transition. A link will be distributed to staff.

7. PROPOSED IMPLEMENTATION TIMELINES

This section outlines the proposed timelines for implementation as per clause 46.8(d) of the Enterprise Agreement.

If this proposed change proceeds, it is anticipated that a proposed Implementation Plan will be released no earlier than the week commencing 5 October 2026. This timeframe may be adjusted depending on the nature and scope of feedback received through the consultation period. Staff will be updated on proposed implementation timeframes in due course.

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:

Key contacts *For feedback on the proposed changes and/or further information about the rationale for change or proposed structure.*	Nigel McGarrick Executive Director, Corporate Shared Services and Chief Transformation Officer Nigel.mcgarrick@mq.edu.au Svetlana Martynovich Executive Director, Strategy and Operations Svetlana.martynovich@mq.edu.au

Human Resources *For general HR information, clarification around the change proposal, further information about position descriptions or new positions, recruitment processes, etc.*	Min-Ha Choo Lead HR Business Partner Minha.choo@mq.edu.au
Employee Relations *For information about the change process in the Enterprise Agreement.*	Melissa Mesiti Senior Employee Relations Consultant melissa.mesiti@mq.edu.au
Superannuation *For information about superannuation and financial advice*	For UniSuper members, www.unisuper.com.au or, phone 1800 331 685 For SSS members, www.statesuper.nsw.gov.au or, phone 1300 130 096 For SASS members, www.statesuper.nsw.gov.au or, phone 1300 130 095 For other funds, please contact your fund's advice line or customer service centre
Employee Assistance Program *For free counselling or support about any work or personal matter*	• The Employee Assistance Program (**EAP**) is a confidential counselling, coaching and wellbeing which is available for staff affected by this change. The Macquarie University EAP service is provided by TELUS Health and is available 24/7 on **1300 360 364** or log in for online support.
Employee Representative *For personal advice about your rights and entitlements*	Staff are entitled to be represented by the Union or other Representative at any stage of discussion of the workplace change. 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.