



# Workplace Change Paper 2020

## UNSW IT



September 2020

# Table of Contents

1.	Portfolio Overview .....	4
2.	Reasons for Change .....	4
3.	Change Proposal .....	6
	A. Customer Service Delivery (CSD).....	6
	B. Business IT Services .....	10
	C. Student, Academic and Research (StARS) .....	11
	D. Corporate Services .....	12
	E. Strategy and Architecture, and Portfolio and Project Management Office (PPMO) .....	13
	F. Cyber Security .....	14
	G. Casuals .....	14
	H. Titles.....	14
4.	Proposed New Positions and Vacant Positions .....	16
	A. Current Vacant Positions .....	17
5.	Proposed Future Structures .....	20
	A. IT Leadership Team .....	20
	B. Strategy and Architecture .....	21
	C. StARS – Leadership Team.....	22
	D. StARS - Testing .....	23
	E. StARS - Faculty Solutions.....	24
	F. StARS - Enterprise, Education and Research .....	25
	G. StARS - Student Solutions.....	26
	H. Cyber Security .....	27
	I. Customer Service Delivery – Leadership .....	28
	J. Customer Service Delivery – Customer Service .....	29
	K. Customer Service Delivery – Workplace Services.....	30

L. Customer Service Delivery - Production Services.....	31
M. Customer Service Delivery – SMO .....	32
N. Customer Service Delivery – Infrastructure .....	33
O. Corporate Services – Leadership Team.....	34
P. Corporate Services – Corporate Solutions .....	35
Q. Corporate Services – Finance / Divisional Solutions.....	36
R. Corporate Services – HR Solutions.....	37
S. Corporate Solutions – Application Integration Solutions.....	38
T. Corporate Services – Digital.....	39
U. Corporate Services – Vendor and Commercial .....	40

## 1. Portfolio Overview

UNSW IT are responsible for leading UNSW's technology strategy and providing shared technology services. These services are provided to students, Academics (teaching and research), Faculties and professional staff in the Divisions. These services include our core IT service support centre, Service Management Office, desktop device management, application and infrastructure management and maintenance, network and audio-visual management and cybersecurity engagement. UNSW IT also collaborates with Faculties and Divisions to understand their technology needs and, to design and deliver technology enabled business solutions.

## 2. Reasons for Change

### 2.1 COVID-19 pandemic impact to people budgets for 2021 and beyond

The adverse financial impact of COVID-19 has resulted in UNSW IT being required to operate within a reduced budget in 2020 and now into the future. UNSW IT will have a 25% people cost budget reduction for 2021 and 2022. Accordingly, UNSW IT has had to review how it delivers IT services considering its workforce capability and structure to attempt to balance these requirements whilst minimising the impact on the services it provides. Consistent with the need to minimise retrenchments, in conducting this review, UNSW IT have tried where possible to target vacant, casual and contractor roles for reduction instead.

### 2.2 Duplication of Functions

There is some duplication in roles and responsibilities across IT functions. Given the adverse financial impact of COVID-19 across UNSW, UNSW IT will remove duplications of roles and responsibilities to improve service and drive efficiencies in the IT workforce.

### 2.3 Drive towards Self Service Model and Standard Operating Environment (SOE)

To minimise the impact on service levels associated with operating with a reduced budget, UNSW IT will need to move towards a greater self-service delivery model from the current reliance on deskside support. This will allow UNSW IT to maintain service levels with reduced frontline staff. In addition, there is a need to be a greater movement towards UNSW staff using standard operating environment (SOE) devices. SOE devices are configured with a defined set of UNSW applications and security measures, rather than unmanaged devices supported by specialist and desktop support teams. There will be exceptions for smaller specialist research device environment which would need to continue to receive more bespoke support. Through the introduction of greater device standardisation, remote management capability and self-service there would be a reduced need for high levels of intensive deskside and specialist support.

These are devices which are configured with a defined set of UNSW applications and security measures, rather than unmanaged devices supported by specialist and desktop support teams. There will be exceptions for smaller specialist research device environment which would need to continue to receive more bespoke support. Through the introduction of greater device standardisation, remote management capability and self-service there would be a reduced need for high levels of intensive deskside and specialist support.

### 2.4 Operating Hours

The UNSW IT Service Desk provides telephone support for the majority of services from 8am to 8pm Monday to Friday and walk-up services from 8am - 6pm Monday to Friday. Major systems support is currently provided outside of the service centre and service desk operating hours from 6am to 8am and 8pm- 11pm, 7 days per week via phone. Given the need to operate within a reduced people budget, UNSW IT proposes to reduce its operating hours to 8am - 6pm Monday to Friday for all forms of support. Outside of these hours staff and students who require assistance would need to call the afterhours support number and rely more heavily on self-service management functions to solve problems.

### 2.5 Management

A 25% reduction in people budget has required UNSW IT to review its organisation structure, team size, and span-of-control. Accordingly, there is a need to reduce the number of senior management positions. Inconsistencies have also been identified between management and team leadership position descriptions.

## **2.6 Transformation and Innovation**

UniForum data indicates that, in comparison to other G05 universities UNSW has a significantly large number of employees working on IT operational activities, rather than more important project delivery and service delivery. As such, the focus for this change has been to minimise the impact on the project delivery and service delivery teams while reducing the cost of the operational teams.

## **2.7 Consolidation of Domain Model**

The Domain Model was built to establish a more customer centric organisation with end-to-end alignment within domains, Faculty or Division focused teams, and has provided clearer asset and technology ownership, direction, and accountability. This change was completed in December 2019. To maintain the momentum realised from the change, UNSW plans on minimising where possible the reduction in headcount within the domains and instead focus on other areas within UNSW IT. UNSW IT recognises that the domain model is working more effectively in the Academic (STARS) area however further alignment and effort is required within the Operations (Corporate) area to embed consistent customer engagement and delivery.

## **2.8 Cyber Security**

To date, this team has been under-resourced. As the team currently stands, it is not able to provide the levels of assurance or service required and has become increasingly focused on response rather than prevention. Cyber security is a major risk for the university. This risk has been amplified over the last 12 months by an increased focus by the Federal and State governments and the COVID-19, digitisation of the Higher Education sector. With the majority of staff still working remotely and many of our students continuing to learn remotely it is anticipated that even when the pandemic ends that working and/or studying remotely will be more of a common occurrence. Accordingly, the number of positions in the cyber team needs to be increased (the only IT team to do so).

### 3. Change Proposal

As noted above, UNSW has a people cost savings target of 25%. A majority of these savings can be achieved by through reducing UNSW IT's usage of contractors, creating continuing or fixed term employee positions to perform the work currently performed by contractors and removing existing vacant positions. Some retrenchments will still be required though. It is estimated that once redeployment occurs, UNSW IT's headcount will reduce by approximately 45 full time equivalent positions from now (inclusive of 16 voluntary redundancies). It is envisaged that many of the incumbents holding proposed to be disestablished positions will be able to be redeployed to proposed new positions and/or current vacant positions in UNSW IT.

The following section outlines the proposed changes to each team because of the above reasons:

#### A. Customer Service Delivery (CSD)

##### Specialist Technology Support

The Specialist Technology Support (STS) team currently provides specialist School and Faculty support. The team members are based in Faculties most of the time and work across niche technology solutions including specialised digital infrastructure, servers, desktop, audio-visual and emerging technology support. It is proposed that:

- Given the need to operate within a smaller people cost budget and the need to eliminate duplication of work between the STS team and some non-Faculty based IT teams, it is proposed that the service currently performed by the STS team transfer to centralised IT teams. To facilitate this occurring, it is proposed that the STS team, which consists of 32 FTE, be disestablished and the equivalent of 18 full time positions be created. These positions will be created in the current centralised IT teams and account for the additional workload performed by the current STS team and minimise the need for retrenchments. It is proposed that the 18 FTE be created as follows - Audio Visual (4X Level 6, 2X Level 7 and 1X Level 8 FTE), Production Services (2X Level 7 FTE), and a new Laboratory Support team (8X Level 7 and 1X Level 9 FTE). Current STS team members are encouraged to express interest in these newly created positions during redeployment.
- Under the proposed new service delivery model, following a period of transition, academic and research staff previously requiring assistance from the STS team, will need to either contact the Service Centre who will prioritise and assign support from the appropriate IT team, visit the current service desk or visit newly developed genius bars (See further details regarding genius bars in Customer Service section of paper). The Faculty Business Partners will also continue to closely work with and support Schools and Faculties with respect to their specialist and strategic technology needs and prioritisation from the relevant area of IT during and after the transition process. No reduction has been proposed to the Business Partnering team to enable this to occur;
- In recognition of the bespoke support require in specialist laboratory and research device environments, as noted above, it is proposed that a Laboratory Support team be created as part of the 18 FTE. It is proposed that the new Laboratory Support team consist of 8 newly created Specialist – Lab Support (Level 7) positions and a Team Leader Lab Support (Level 9). The proposed new Laboratory Support team would report to the newly created Head of Workplace Services (TRP) (proposed new team outlined below under CSD Leadership);
- Also with respect to the 18 new positions, whilst the desktop services related work will transfer into the IT Desktop Services team, no additional staffing is required to support this activity as the team size is currently sufficient to absorb the required work; and
- The Manager, STS (TRP) position will be disestablished as a result of the STS team being disbanded and services moving into the above-mentioned teams.

##### Audio Visual Support

The Audio Visual Support team is proposed to be renamed Multimedia and Immersive Technology

team and oversee, manage and support the strategic delivery of Audio Visual solutions, Immersive, Multimedia and Emerging Technology (Multimedia, Audio and musical technologies, VR, AR, 3D Printing, Robotics etc.) across all UNSW Faculties and Divisions. This team manages over 250 teaching and meeting spaces across Kensington and provide consulting services for design and installation as well as specialist support for teachers and staff with web conferencing including Teams and Zoom.

Since COVID-19 and the shift to working and/or learning remotely, multimedia and immersive technology has become more important than ever to UNSW. It follows, moving forward, the Multimedia and Immersive Technology team will be a critical team that enhances the education and research experience for UNSW's students, professional and academic communities.

The current AV support team consists of the Manager, Audio Visual Support (TRP) plus 11 positions. With an additional seven positions (4X Level 6, 2X Level 7 and 1X Level 8 FTE) potentially joining this team following the proposed changes within the STS team, this team would increase in size substantially. Accordingly, it is proposed that:

- The current Manager, Audio Visual Support (TRP) role be disestablished and a new position of Manager, Multimedia and Immersive Technology (TRP) be created. This new position would be more senior, responsible for a larger team and workload and have an increased span of control. There would also be a shift in responsibilities to include immersive technologies and reflect a greater focus on driving strategies and function transformation to improve customer engagement and service delivery; and
- Three x Team Leader (Level 8) positions be created from within the team to support the Manager, Audio Visual Support with day to day management of the team. To support the creation of the three new Team Leader (Level 8) positions, it is proposed that current Senior AV Technician (Level 7) positions reduce by two FTE to solution two of the new Team Leader positions. As per the STS changes above one of the three new Team Leader positions will be solutioned through the disestablishment of this team.

### **Workplace Services**

It is proposed that a new Workplace Services team be created. This team would consist of two existing teams, Audio Visual Support and Device Engineering and one new team Special Laboratory Support. All these areas provide 'in the field' technology services. It is proposed that a new Head of Workplace Services (TRP) position is created to lead these new consolidated teams. This position would report to the existing Director, Customer Service Delivery (TRP).

### **Network and Communications and Infrastructure, Architecture and Design**

The Network and Communications team provide the telecommunication services, consultation and support that underpin delivery of Information and Communication Technology (ICT) services across all of UNSW incorporating design, build, maintenance and operation of the network, telephony, and passive infrastructure. This includes the wired network access, WiFi network access, remote access VPN, core network infrastructure and activation of network services (patching).

The Infrastructure, Architecture and Design team provides technical expertise and guidance for stakeholders regarding hosting both on-premises, and cloud solutions by analysing system requirements, recommending alternative technologies, developing robust and secure solutions, developing infrastructure technical documentation and facilitating implementation.

To meet the required people cost budget reductions it is also proposed that the current five FTE Infrastructure Designer (Level 9) positions be reduced by one FTE, so that there are four FTE Infrastructure Designer positions.

It is also proposed that the current Network and Communications team as well as the balance of the Infrastructure, Architecture and Design teams move to Production Services. This move streamlines the project delivery, particularly around the migration of services and data to cloud. This also reduces duplication of leadership roles and the duplication of technical specialisation in the same technologies. Merging the architecture and design teams with the operations teams also eliminates unnecessary 'hand-offs' and consultation. Both teams are also small in size. It is therefore proposed:

- The position of Manager– Network and Communications (TRP) be disestablished. The duties

of this position are no longer required. With the large reduction in casual network staff and the movement of network projects to the program manager the position has a much-reduced span of control. Further, all positions, except for two currently report to the Team Leader Data Networks (Level 9) position. It is proposed that moving forward all positions in the Network and Communications team report to the Team Leader. Without responsibility for projects the Networks team is now solely focused on operations and as a result will report into the Head of Production services. The Team Leader Data Networks position will also be renamed Team leader Network.

- The position of Manager – Infrastructure, Architecture and Design (TRP) is to be disestablished following acceptance of a voluntary redundancy by the incumbent. Accordingly, the four positions from the Infrastructure, Architecture and Design team are proposed to report into the Senior Systems Engineer (Systems Support) Team Leader in the Production Team – as there is current synergies and bandwidth within this team to absorb these direct reports.

### **Production Services**

The Production Services team primarily provides the foundations and shared services to help deliver all UNSW IT operations. They are responsible for both the physical and operational shared services and provide the platform for Applications like MyUNSW and PeopleSoft. As above there are synergies and efficiency that can be achieved in collapsing the current Network and Communications, and Infrastructure, Architecture and Design teams into the Production Services team.

In Production Services the team is split and aligned by specific technology work streams. Given the unique skills required within each of these streams, the resource requirement and structures have been reviewed in line with each relevant technology work stream. It is proposed there that there is a total reduction of 11 FTE roles across the Production team as a result of decrease in work requirements within each respective technology streams. Further details are outlined below.

All Team Leader positions within Production Services are proposed to be retained within each technology stream with the exception of the Senior Systems Engineer (Internet Services) Team Leader (Level 9) position that is to be disestablished following the acceptance of Voluntary Redundancy from the incumbent.

#### The Internet Services team

The Internet Services team are responsible for maintaining Domain Names and Security Certificate functionality across UNSW. It is proposed that the Systems Engineer (Internet Services) (Level 6) position within this team be disestablished. There is less need for the ongoing generalist technology administrative work performed by the Systems Engineer (Internet Services) (Level 6) role.

The remaining responsibilities could be absorbed by the broader Network and Communications team unlike the responsibilities of the Senior Systems Engineer (Internet Services) position which is responsible for maintaining the functionality and performs work that is heavily scripted and customised UNSW internet domain environment. The remaining Senior Systems Engineer (Internet Services) (Level 9) role position is proposed be retained but would report to the Team Leader Network.

#### Utility Services team

Moving forward, the nature of the work related to Office365 (O365) is expected to change from a heavy on-premises data centre to greater functionality within the Cloud which requires more administrative skills and not the specialist engineering skills we now have. Accordingly, the Senior Systems Engineer – Utility Services (Level 8) is to be disestablished following the acceptance of Voluntary Redundancy from the incumbent.

The remaining duties of this position would be dispersed across the Utility Services team. It is also proposed that the Senior Systems Engineer (Utility Services) Team Leader (Level 9) position be renamed to Team Leader Office365 (Level 9). It is proposed that the team will be named Office365. An existing vacant level 8 Senior Systems Engineer position will change to Specialist – Office365 (level 7) to provide additional support in the team with the ongoing migration to the Cloud.

#### System Support team

Systems support requires greater retention of skilled resources to work on the migration of systems to the Cloud. Accordingly, there is no proposed reduction of senior positions. As outlined above, four



Senior Specialist – Infrastructure Designers (Level 9) positions are proposed to transfer into the Production Team from the current Infrastructure, Architecture and Design teams. There is a reduced need to perform administrative based functions within the team and for this reason it is proposed that the Senior Systems Engineer – Systems Support (Level 7) be disestablished and the remaining workload be absorbed across this team.

#### Storage, Virtualisation, Backup team

Further to the migration to Cloud and consolidation of backup and storage environments, there is a direct impact of the volume of work that the Storage, Virtualisation and Backup team perform. It is proposed that the team be renamed Storage, Backup, VMWare Services and that there is a reduction in the current team size as further progress towards migration to the cloud is made. Consequently, it is proposed that Senior Systems Engineer Level 9 roles within Storage, Virtualisation and Backup team reduce from five FTE to three FTE, and the Senior Systems Engineer (Storage, Virtualisation, Backup) (Level 6) position also be disestablished. One of the Level 9 Senior Systems Engineer roles is currently vacant. It is anticipated that the remaining work be absorbed by the remaining positions within the team.

#### PeopleSoft team

The team dedicated to PeopleSoft will reduce by 1 FTE Senior Systems Engineer – PeopleSoft (Level 9) position following the acceptance of Voluntary Redundancy from the incumbent. The remaining responsibilities would be redistributed across the team. It is also proposed that this team be named PeopleSoft Services.

#### Data Centre Operations team

The Data Centre Operations Team are responsible for the installation, decommissioning and changes associated with the various Computer, Comms and Datacentre rooms located both on and off campus. This includes ensuring that power, cooling and other environmental factors required to support these critical spaces are monitored and maintained. It is proposed that this team be called Data Centre Services. With the proposed disbanding of the STS team, work being performed by this team related to the data centre and communications space is proposed to be re-distributed into the Data Centre Services team. Accordingly, it is proposed that is two FTE Specialist – Data Centre Services (Level 7) positions be created to support the additional workload.

#### Unix Team

This team is responsible for Unix services is proposed to reduce team size by one FTE Senior Systems Engineer (Level 7) position. There has been a reduction in the volume of administrative requirements within the team that this role supports, and it is proposed that this position is disestablished, and the remaining responsibilities and services be maintained by the remaining positions within team.

#### Windows Services team

The move to Cloud reduces the workload in this team away from maintaining and running processes and updates towards greater automation. To meet the reduced service level requirements, it is proposed that the Senior Systems Engineer (Windows Services) (Level 9) and Computer Systems Officer (Level 7) positions both reduce from two to one FTE.

### **Customer Service - Service Desk and Desktop Services**

The Customer Services team is comprised of a number of customer focused technical teams that respond to a range of face to face, online and telephone queries, including some after hours and weekend support coverage for students, staff, alumni and for visitors to the campus. Many of these issues that the team support with can be resolved through self-service with more of a focus on clients both in Faculties and Divisions adopting standardised processes and taking on greater responsibility towards self-service.

To support the required people cost budget reduction, the move towards a self-service focused delivery model and reduction in operating hours, it is proposed that there are FTE reductions within Service Desk and Desktop Services. More specifically it is proposed that:

- The Service Centre reduce its current number of positions by seven FTE and for all work to be absorbed by the remaining positions. UNSW has already received and approved two voluntary

redundancy requests within this team. There are currently five vacant Service Desk Analyst (Level 6) positions which are proposed not to be filled and are to be removed from the structure;

- The Desktop Services team will reduce its current team by two x Digital Support Analyst Level 6/7 FTE positions. Through the introduction of greater device standardisation, remote management capability and self-service it is expected that there will be less of a need for this level of intensive deskside support. This reduction in FTE would result in a reduction in deskside support. Issues with laptops, phones and tablets would require staff to visit the genius bars (see below).
- To support the new self service delivery model an additional three 'Genius Bars' would be created within the Customer Services Team to provide drop-in support for those users seeking additional hands on support for their laptop, phones or tablets that cannot be resolved via the self-service and remote support channels.

### **Infrastructure Projects**

The Infrastructure Projects team is responsible for providing project resources and services to support the delivery of strategic, prioritised IT initiatives within the Customer Service Delivery (CSD) Program. The team is made up of Senior Project Managers (Level 9) and Project Coordinators (Level 7) who draw on the support of the technical teams across the CSD directorate and broader IT business for project delivery.

Project pipeline and budgets across the University and within IT have been significantly reduced given the financial impacts previously outlined, and consequently the Infrastructure Projects team resourcing levels has been reviewed to manage the anticipated workload. Accordingly, it is proposed that the team reduce the Senior Project Manager (Level 9) from four FTE to two FTE, as it is anticipated that there would only be sufficient work for two senior positions at this level in the new environment.

## **B. Business IT Services**

The Business IT Services (BITS) directorate is responsible for business administration, vendor management and service incident resolution and management.

This team works closely with Strategic Procurement and Finance to establish important commercial engagements with both external vendors and business stakeholders and provides internal governance and advice for engaging new vendors.

To reduce management costs and better align IT functions and services, it is proposed that BITS be disestablished, and its functions distributed to other directorates as outlined below. Within these changes, it is proposed that the Service Management Office (SMO) report to the Director CSD, the administrative function under the Executive Officer in the Office of the Chief Technology and Infrastructure Officer and the remaining vendor, commercial and contractual functions be reallocated into a new Vendor and Commercial team which will report to the Corporate Services Director.

### **Service Management Office**

The SMO currently within BITS is comprised of specialists focusing on change management, incident and major incident management, service continuity, problem and service delivery management.

- One of the SMO Analyst (Level 7) is to be disestablished following acceptance of a voluntary redundancy by the incumbent. This workload is proposed be re-distributed amongst the current team.
- The vacant position of Asset and Configuration Manager (Level 9) be disestablished and not filled. This role has been vacant for over 12 months and the function is being performed across the current FTE within the team.
- The team will move into the CSD directorate, with the Manager, SMO (TRP) reporting to the CSD, Director (TRP). The Service Management Office is an operational team and better aligned to the CSD function compared to the procurement administrative function of the BITS team.

#### *Admin Team*

- The two Administration Officer (Level 6) positions move to the Office of the Chief Technology and Infrastructure Officer and report to the Executive Officer (Level 9). This is to better streamline the administrative function and support under the central IT office.

#### *Vendor Management Office*

- The Manager, Vendor Management Office (TRP) position be disestablished following acceptance of voluntary redundancy by the incumbent. With the need to reconsider its approach to contract management given budget constraints, it is proposed that a new position Manager, Vendor and Commercial (TRP) be created to support the implementation of Technology Strategy as IT move towards more managed service delivery.
- The existing scope of the role was originally intended to include functions now performed by Strategic Procurement on behalf of IT. This newly proposed role has been developed in consultation with Strategic Procurement and retains limited responsibilities of the existing role with a clearer focus on contract management and administration.
- The team will be renamed the Vendor and Commercial Management team and move into the Corporate Services Directorate.

Given the reduced responsibility scope and size of the BITS team from 22 to 5 FTE, there is a need to review the leadership in this area. It is proposed that the fixed-term Business IT Services, Director (TRP) position not be extended beyond the scheduled end date of January 2021. A new position, Head of Vendor and Commercial (TRP), is proposed to be created. This new position would report to Director of Corporate Services at a lower TRP level. In addition, the scope of the proposed new position would reflect the reduction in services to just vendor and commercial functions and remove administrative and service management capabilities and functions. The current Director, Business IT Services (TRP) position would continue until the end of the current fixed term engagement in January 2021

## **C. Student, Academic and Research (StARS)**

The StARS domain collaborate with staff across all UNSW Faculties and Divisions of Research and Academic and are responsible for planning and delivering solutions for student support and administration, education delivery, research and faculty service delivery functions. This team supports a wide range of technology environments from large enterprise system platforms through to managing small software and service solutions. This team structure and budget was reviewed following the Domain Model implementation at the end of 2019, however a further review and analysis has been completed to identify any additional cost reduction and operational efficiencies that could be achieved.

The proposed changes are outlined below.

### **Faculty Solutions**

To continue to support the alignment to the Domain Model whilst also meeting the required reduction in operational costs, it is proposed that the Lead Digital Solutions Analyst (Level 9) and Computer Systems Administrator (Level 9) position be disestablished as well as the vacant Team Leader – Lean Process Automation (Level 9). The current incumbents of the Lead Digital Solutions Analyst and Computer Systems Administrator are currently acting in the Team Leader – Development (Level 9) positions and there is an ongoing requirement for Team Leader responsibilities given the overall team size. It is proposed that the incumbents be mapped permanently to the Team Leader – Development (Level 9) positions as they have the relevant experience and skills required, and they will continue to perform the senior technical and team management responsibilities in the role.

### **Student Solutions**

To support the required new people cost budget, it is proposed that the two vacant Functional Analyst (Level 9) positions be removed and not filled. These roles have never been filled and following a review of workload, the current team size is sufficient for the current workload within this team.

It is proposed that two new Developer (Level 7) positions be created, which report to the Technology Manager, Microsoft and be responsible for delivering developer requirements within CRM, Enterprise, Education and Research

The Lead Digital Solutions Analyst (Level 9) and Application Developer Microsoft (Level 7) is to be disestablished following the acceptance of Voluntary Redundancy from the incumbents. To meet the required new operating costs the vacant position of Junior Business Analyst (Level 7) is to be disestablished and it is proposed that the work be absorbed by the remaining positions. There is sufficient capacity within the existing positions for this to occur.

### **StARS Leadership**

Following a review of the leadership structure within StARS, it is proposed that the Business Manager (TRP) be disestablished and a subset of functions moved to a new Assurance Specialist (Level 9) role to be created on a fixed-term three year basis.. The role would report to the Director StARS, however supports both the StARS and Corporate Services IT Domains need to complete assurance reporting and planning, maintain governance processes, support delivery teams and leverage best practice methodologies to maximise the financial position of both domains. This role is proposed to be fixed term initially whilst it is determined if an ongoing need for this role is required. Any residual senior level activity would revert to back to the Director of StARs and Corporate Services and their Head of Solutions direct reports.

Given the financial impacts across the University, UNSW IT has seen a reduction in the precincts technology funding. Following this, the Program Manager – Precincts (TRP) is to be disestablished following the acceptance of a voluntary redundancy by the incumbent.

## **D. Corporate Services**

The Corporate Services domain is responsible for delivery of HR, Finance, Campus, Digital and Integration technology solutions and support across UNSW and primarily within the Divisions. As per StARS, this team supports a wide range of technology environments from large enterprise system platforms though to managing small software and service solutions.

Similar to the StARS domain, team structure and budgets were recently reviewed following the Domain Model implementation at the end of 2019, however, a further review and analysis was completed to identify any additional cost reduction and operational efficiencies that could be achieved.

### **Campus Solutions**

It is proposed that the vacant positions are not filled, and any additional workload be absorbed by the remaining team given there is sufficient capacity:

- Lead Business Analyst (TRP)
- Junior Business Analyst (Level 7)
- Data Manager (Level 9)

### **Finance Solutions**

The Senior Analyst Programmer (Level 9) position is to be disestablished following the acceptance of Voluntary Redundancy from the incumbent. The work is proposed to be absorbed by the remaining positions within the team.

The Head of Solutions – Finance and Divisional (TRP) position was created in the Domain Model change in December 2019 however, the FTE and headcount for this role was originally intended to be sourced through a Finance workplace change. This change was not progressed, and this role will be sourced from the IT budget and structure. This role is critical to leading the delivery and end to end ownership of IT applications for the Finance and Divisional sub-domain. This role would be established on a fixed-term basis until the end of 2025.

Given the current economic climate, this role is proposed to be fixed term to allow flexibility for future resource structure requirements.

### HR Solutions

The Senior Engineer Programmer (Level 9) position is to be disestablished following the acceptance of Voluntary Redundancy from the incumbent with any residual activity to be redistributed across the remaining positions within the team. There is sufficient capacity for this to occur.

Given the ongoing nature of the project work within HR Solutions team it is proposed that a new Program Manager (TRP) role is created.

### Digital Solutions

A minor workplace change was completed in June 2020 to consolidate resources in DEx and IT and reduce the fragmentation of services related to website development and the Digital Marketing Platform (DMP) project. Of the nine staff members within Digital, one VR has been accepted for the DMP Junior Service Designer (Level 7) as this role is no longer required for the run of the DMP program beyond 2020.

The DMP project is now moving from build to run and maintenance and this new team structure is aligned to this change in function as well as the other digital responsibilities including transfer, build and maintenance of Faculty websites on the ADOBE platform. There will be minor reporting line and title changes within this team.

It is proposed that the Digital team that currently reports to the Office of the Chief Digital Office transfer to the Corporate Services function as a new sub-domain, to better align the workstream and operations and running of the DMP platform and digital accountabilities of the team. This team would cross functionally work with most of the other domains but most logically responsibility sits within Corporate Services.

A newly created Head of Digital (TRP) fixed-term role is proposed to be created to lead the digital function, strategy and team. Following the departure of a contractor leading the Digital team this role is critical shaping the future success of the function. The Head of Digital would report to the Director, Corporate Services on a fixed-term basis to December 2025 to enable an assessment as to whether the position is required on a continuing basis.

### Integration Solutions

The Integration Solutions team provide provides integration platform and development services to help deliver connectivity between all UNSW applications and services. This team is composed mostly of contractors providing the service requirements in this team. There are three continuing Senior Integration Analyst (level 9) vacancies within the team. It is proposed that one additional FTE Senior Integration Analyst (level 9) be created to support with converting the work currently being performed by contractors to continuing roles. Permanent roles within this team will ensure IP is retained and provide better service continuity.

## E. Strategy and Architecture, and Portfolio and Project Management Office (PPMO)

Recognising the need to improve team structural efficiencies and decrease the number of senior and leadership roles where span of control has reduced, it is proposed that the Strategy & Architecture (S&A) and PPMO functions merge to form one directorate called Strategy, Architecture and Portfolio. Accordingly, it is proposed:

- A new Director, Strategy, Architecture and Portfolio (TRP) position be created. This position would be responsible for leading this function and report to the Chief Technology and Infrastructure Officer.
- The Director, Strategy and Architecture (TRP) position be disestablished.
- The vacant PPMO Director (TRP) position be disestablished and a Head of PPMO (TRP) be created to lead to the PPMO function. This position would report to the Director, Strategy, Architecture and Portfolio (TRP).

It is proposed that the Change Analyst (Level 7) position be disestablished. It is proposed that future change management services be sourced on an as required basis to meet specific project demands. There is no current change management practice and capability established within UNSW IT managed service agreements therefore a permanent change analyst is no longer required.

It is also proposed that the following new positions be created within the PMO team:

- System and Tools Lead (Level 9)
- Practice Resource Manager (Level 9)
- PMO Analyst (Level 8)
- Scheduling Master (Level 8)

The above roles are currently performed by external contractors. It will be more cost effective for UNSW to establish these positions and engage staff to perform these roles.

## F. Cyber Security

With the increasing need and importance of Cyber Security, there is a requirement to enhance the Cyber operations team to increase security measures and mitigate risk across the University.

Accordingly, it is proposed that the following new positions are established:

- 1 x Manager Cyber Consulting (TRP)
- 1 x Senior Specialist – Cyber Consulting (Level 9)
- 2 x Senior Specialist – Cyber Operations (Level 9)
- 1 x Senior Specialist – Active Directory - Cyber (Level 9)
- 1 x Program Manager - Cyber (TRP)

## G. Casuals

Given its reduced people cost budget, UNSW IT proposes where possible to reduce its usage of casual employees. Doing so will enable more of the budget to be allocated to ongoing and fixed term staff, and thereby minimise the number of retrenchments required in accordance with the Enterprise Agreement.

More specifically:

- Casual staff are currently utilised within the StARS Directorate in the Testing Services team. For cost efficiency purposes, it is proposed that this work be performed via a managed service agreement between UNSW and an external provider. Should this go ahead, casual staff would not be required in the Testing Services team anymore.
- There are also casual staff currently working on the Workplace Refresh and VOIP projects within CSD. This project is anticipated to wind up by the end of 2020. Accordingly, casual staff support will no longer be required.
- It is anticipated that casual staff will be only utilised for a limited number of projects depending on project demand and not be required for operational support.

## H. Titles

Given the feedback received as part of the IT 2019 Survey and 2020 Pulse Survey, UNSW IT are also proposing to update a majority of UNSW IT's position titles. This is to create consistency and clarity across UNSW IT.



## 4. Proposed New Positions and Vacant Positions

To enable the objectives of the new service delivery model, it is proposed that new and vacant positions be created within UNSW Sydney and these are listed below:

Position descriptions for these new roles or vacant roles can be [accessed on the HR Hub](#)

### Continuing Positions

Position Title	Level	Number of Positions	Number of vacancies
Manager Multimedia and Immersive Technology	TRP	1	1
Manager Cyber Consulting	TRP	1	1
Senior Integration Analyst	9	1	1
Senior Specialist - Infrastructure Design	9	4	4
Senior Project Manager IT Infrastructure	9	2	2
Senior Specialist – Storage Services	9	1	1
Senior Specialist – Backup Services	9	1	1
Senior Specialist -VMWare Services	9	1	1
Senior Specialist - Windows Services	9	1	1
Team Leader Lab Support	9	1	1
Senior Specialist – Cyber Operations	9	2	2
Senior Specialist – Cyber Consulting	9	1	1
Senior Specialist – Active Directory	9	1	1
Team Leader Multimedia and Immersive Technology	8	3	3
Specialist - Windows Services	7	1	1
Specialist - Multimedia and Immersive Technology	7	3	3
Digital Support Specialist	7	6	6



<b>Specialist- Data Centre Services</b>	7	2	2
<b>Specialist – Office365</b>	7	1	1
<b>Specialist - Lab Support</b>	7	8	8
<b>Developer- Student Solutions</b>	7	2	2
<b>Analyst - Multimedia and Immersive Technology</b>	6	4	4
<b>Digital Support Analyst</b>	6	9	9
<b>PMO Analyst</b>	8	1	1
<b>System and Tools Lead</b>	9	1	1
<b>Scheduling Master</b>	8	1	1
<b>Practice Resource Manager</b>	9	1	1

#### Fixed Term Positions

<b>Position Title</b>	<b>Level</b>	<b>Contract Length</b>	<b>Number of Positions</b>	<b>Number of vacancies</b>
<b>Director Strategy, Architecture &amp; Portfolio</b>	TRP	1	1	
<b>Program Manager - Cyber</b>	TRP	1	1	
<b>Head of Digital Solutions</b>	TRP	1	1	
<b>Head of Finance and Divisional Solutions</b>	TRP	1	1	
<b>Program Manager – HR Solutions</b>	TRP	1	1	
<b>Head of Vendor and Commercial</b>	TRP	1	1	
<b>Head of Workplace Services</b>	TRP	1	1	
<b>Manager Vendor and Commercial</b>	TRP	1	1	
<b>Assurance Specialist – Domains</b>	9	1	1	

## A. Current Vacant Positions

The current vacant positions are as follows:

## Continuing Positions

Position Title	Level	Number of Positions	Number of vacancies
<b>Technology Manager</b> <b>1 in Finance and Divisional Solutions</b> <b>1 in Education, Enterprise and Research</b>	TRP	2	2
<b>Lead Project Manager</b> <b>1 in Finance and Divisional Solutions</b> <b>1 in Student Solutions</b>	TRP	2	2
<b>Lead Business Partner</b> <b>Faculty Solutions</b>	TRP	2	2
<b>Program Manager</b> <b>Education, Enterprise and Research</b>	TRP	1	1
<b>Lead Solution Architect</b> <b>1 in Finance and Divisional Solutions</b> <b>1 in HR Solutions</b> <b>1 in Student Solutions</b>	TRP	3	3
<b>Lead Functional Analyst</b> <b>Student Solutions</b>	TRP	1	1
<b>Lead Business Analyst</b> <b>Student Solutions</b>	TRP	1	1
<b>Senior Integration Analyst – Application Integration Services</b>	9	3	3
<b>Lead Developer</b> <b>1 in Education, Enterprise and Research</b> <b>3 in Student Solutions</b>	9	4	4
<b>Senior Functional Analyst</b> <b>1 in Finance and Divisional Solutions</b> <b>2 in Student Solutions</b>	9	3	3
<b>Senior Business Analyst</b> <b>1 in Finance and Divisional Solutions</b> <b>1 in Student Solutions</b>	9	2	2
<b>Service Delivery Manager</b>	9	1	1
<b>Solution Architect</b>	8	1	1

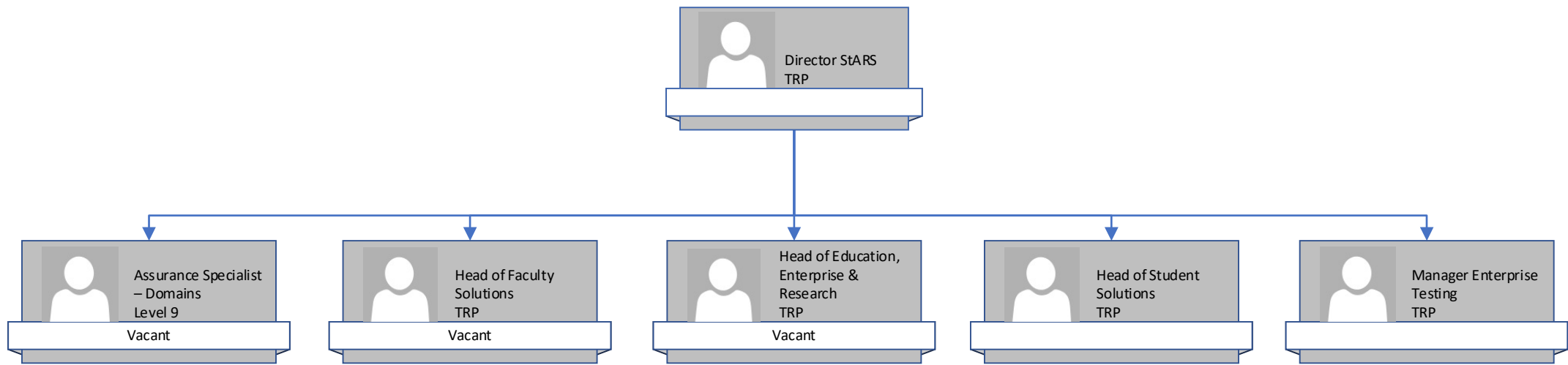
<b>Education, Enterprise and Research</b>			
<b>Team Leader – Service Desk</b>	8	1	1
<b>Senior Developer Faculty Solutions</b>	8	1	1
<b>Business Analyst Faculty Solutions</b>	8	1	1
<b>Specialist – Office365</b>	7	1	1
<b>Tester – Testing Services</b>	7	2	2

## Fixed Term Positions

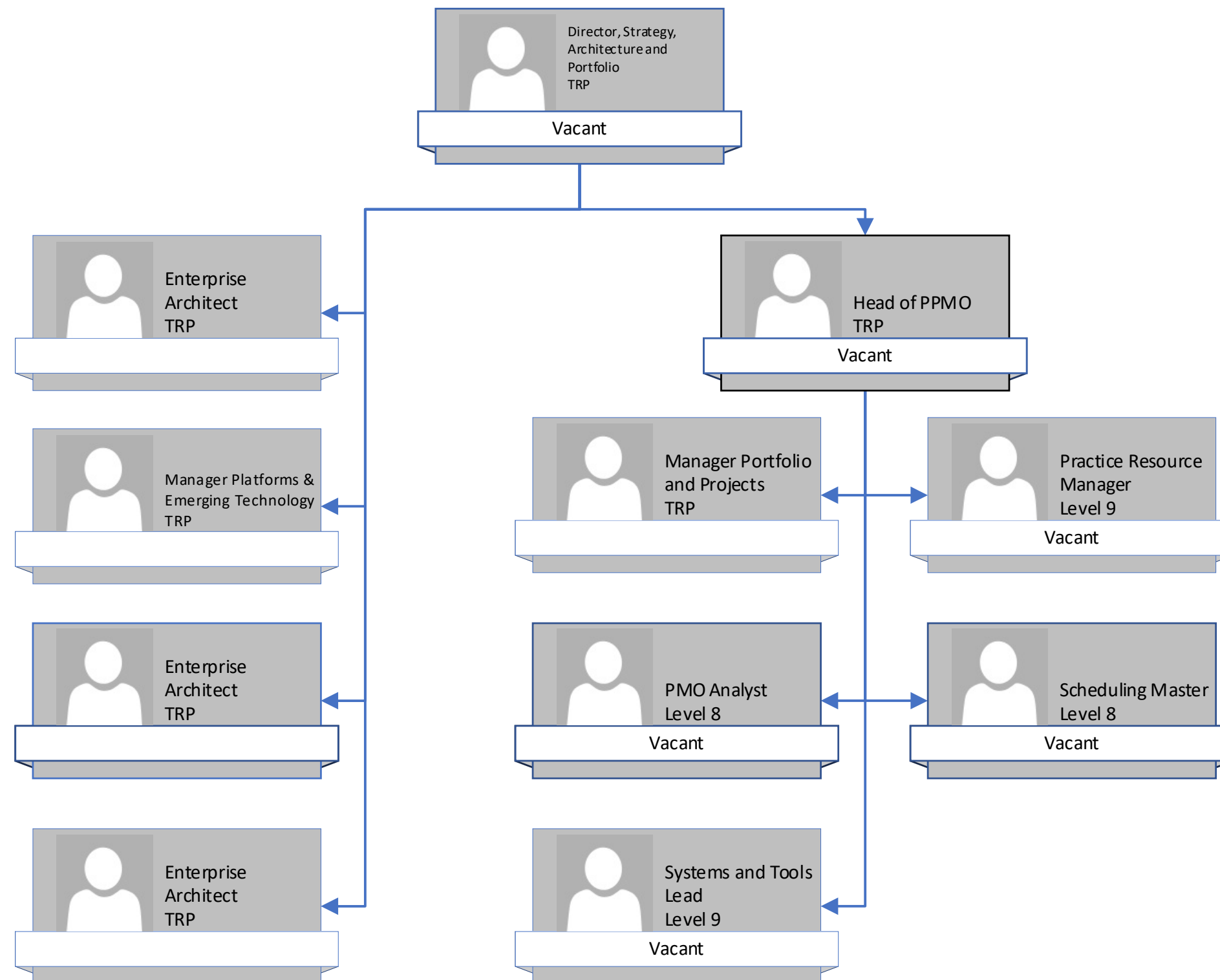
<b>Position Title</b>	<b>Level</b>	<b>Contract Length</b>	<b>Number of Positions</b>	<b>Number of vacancies</b>
<b>Head of Enterprise Education &amp; Research</b>	TRP	5 years	1	1
<b>Head of Faculty Solutions</b>	TRP	5 years	1	1
<b>Head of HR Solutions</b>	TRP	5 years	1	1
<b>Head of Service Management Office</b>	TRP	5 years	1	1
<b>Head of PPMO</b>	TRP	5 years	1	1
<b>Voice Product Specialist</b>	8	3 years	1	1

5. Proposed Future Structures

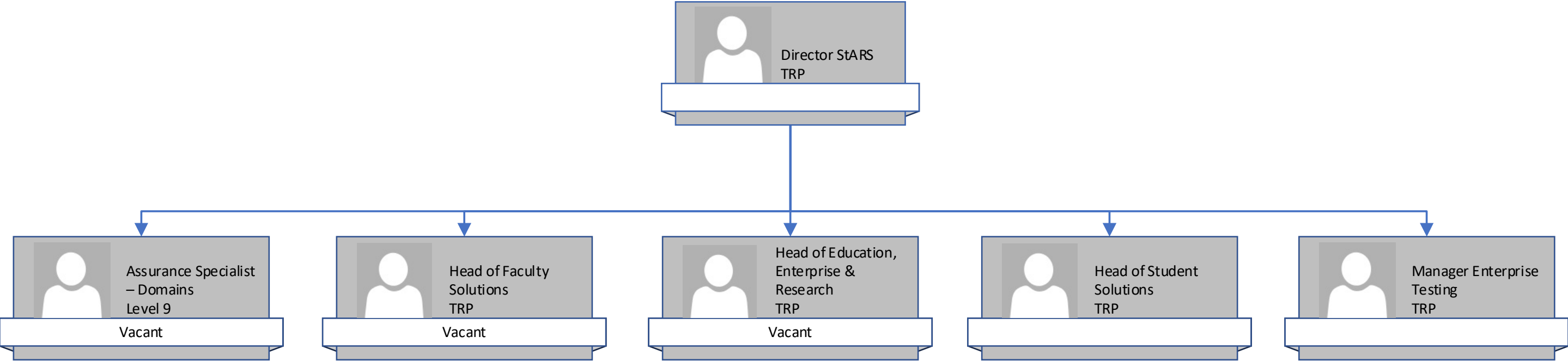
A. IT Leadership Team



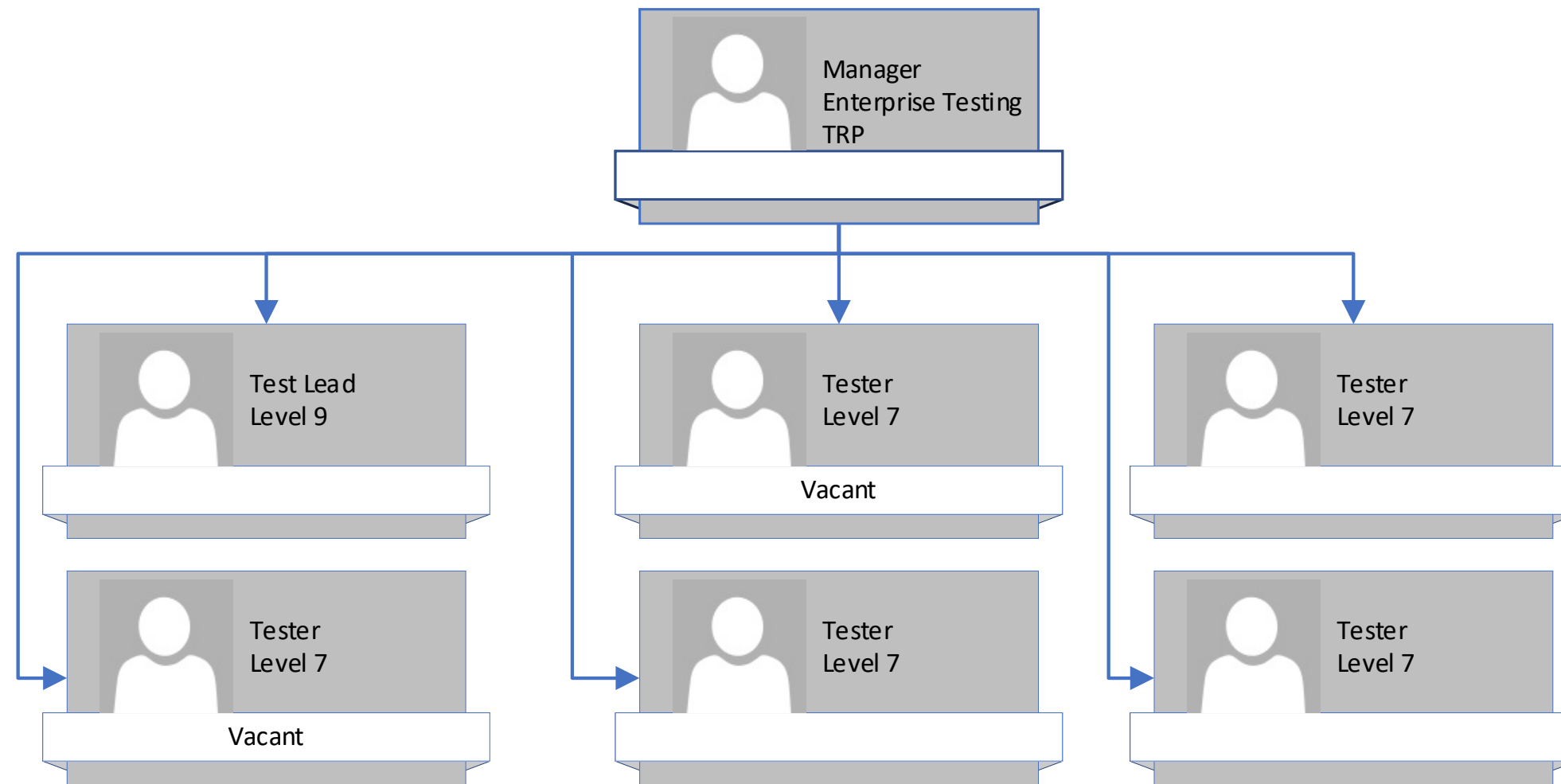
## B. Strategy and Architecture



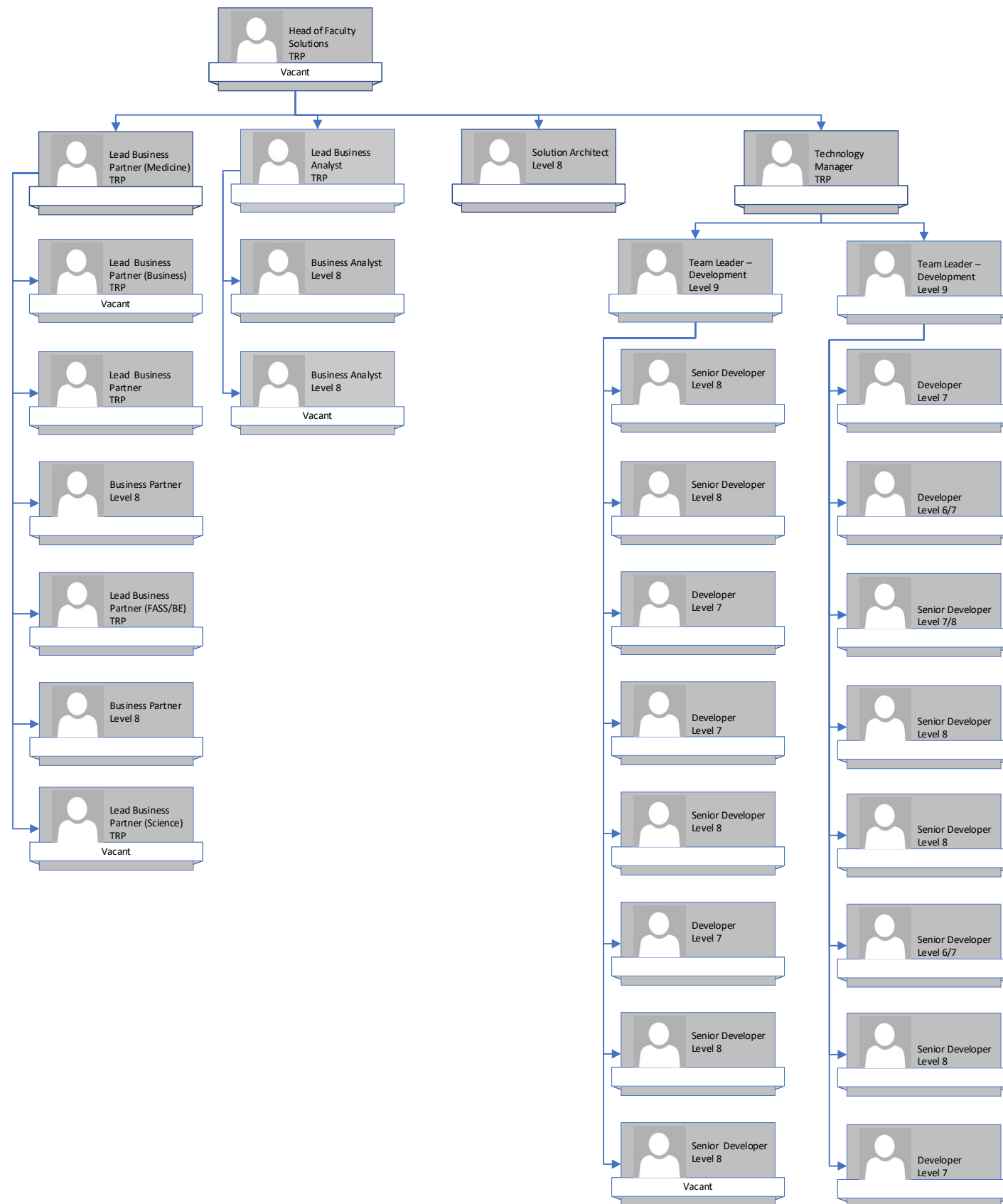
C. StARS – Leadership Team



## D. StARS - Testing

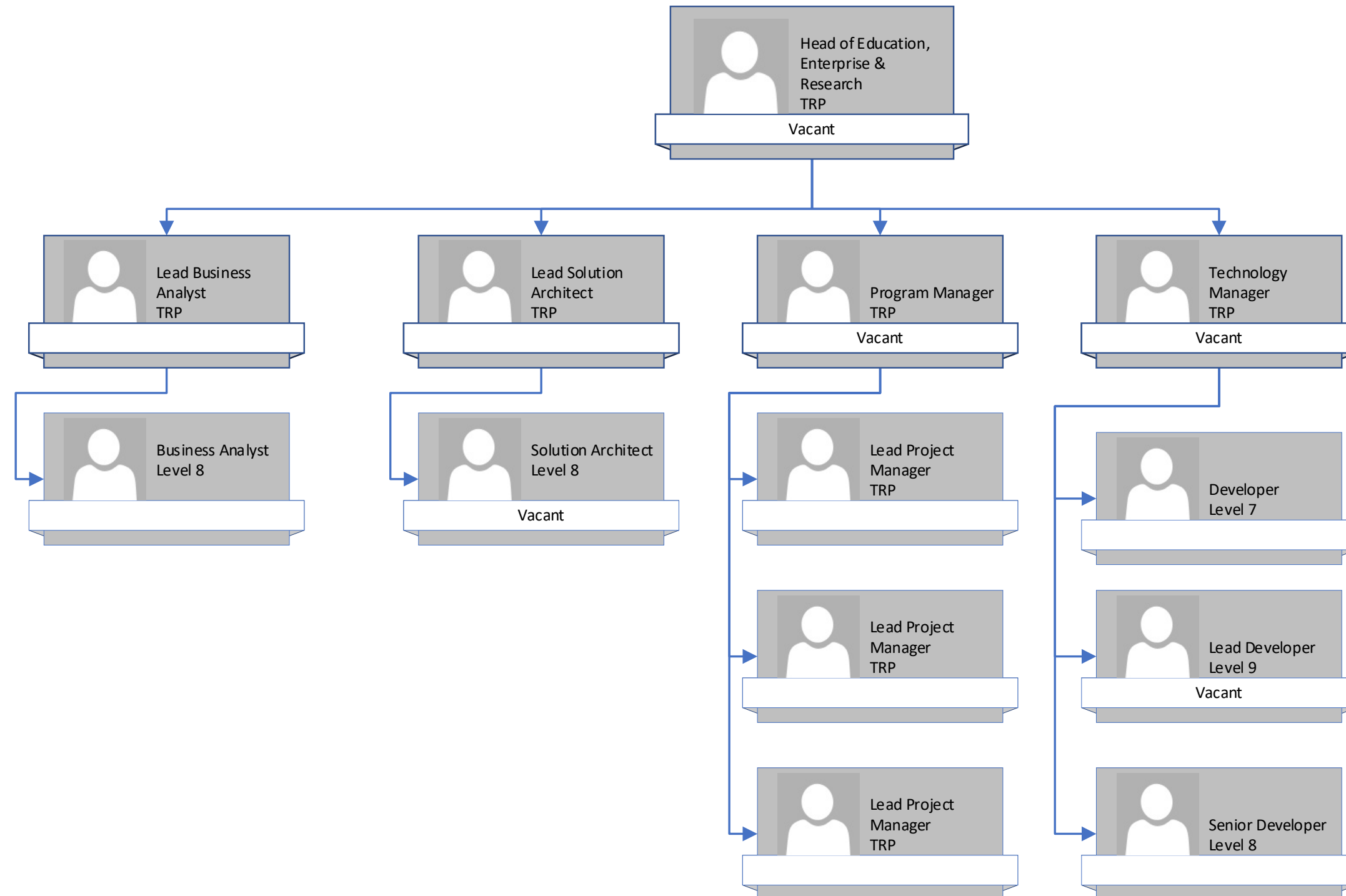


## E. StARS - Faculty Solutions

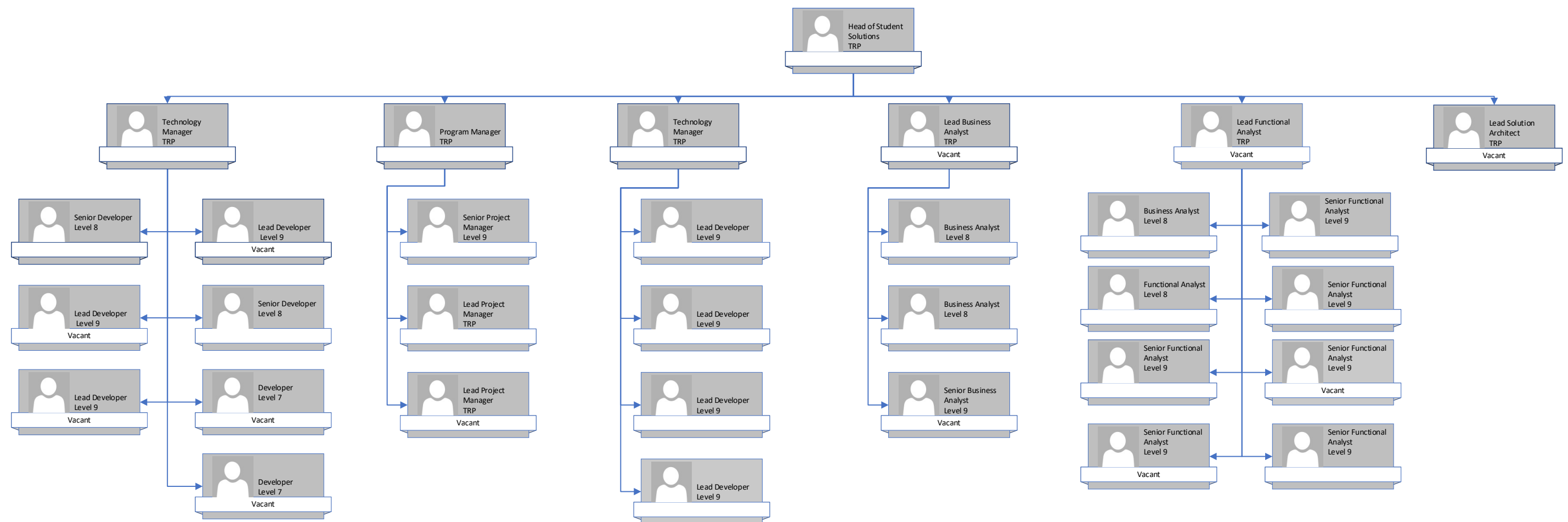




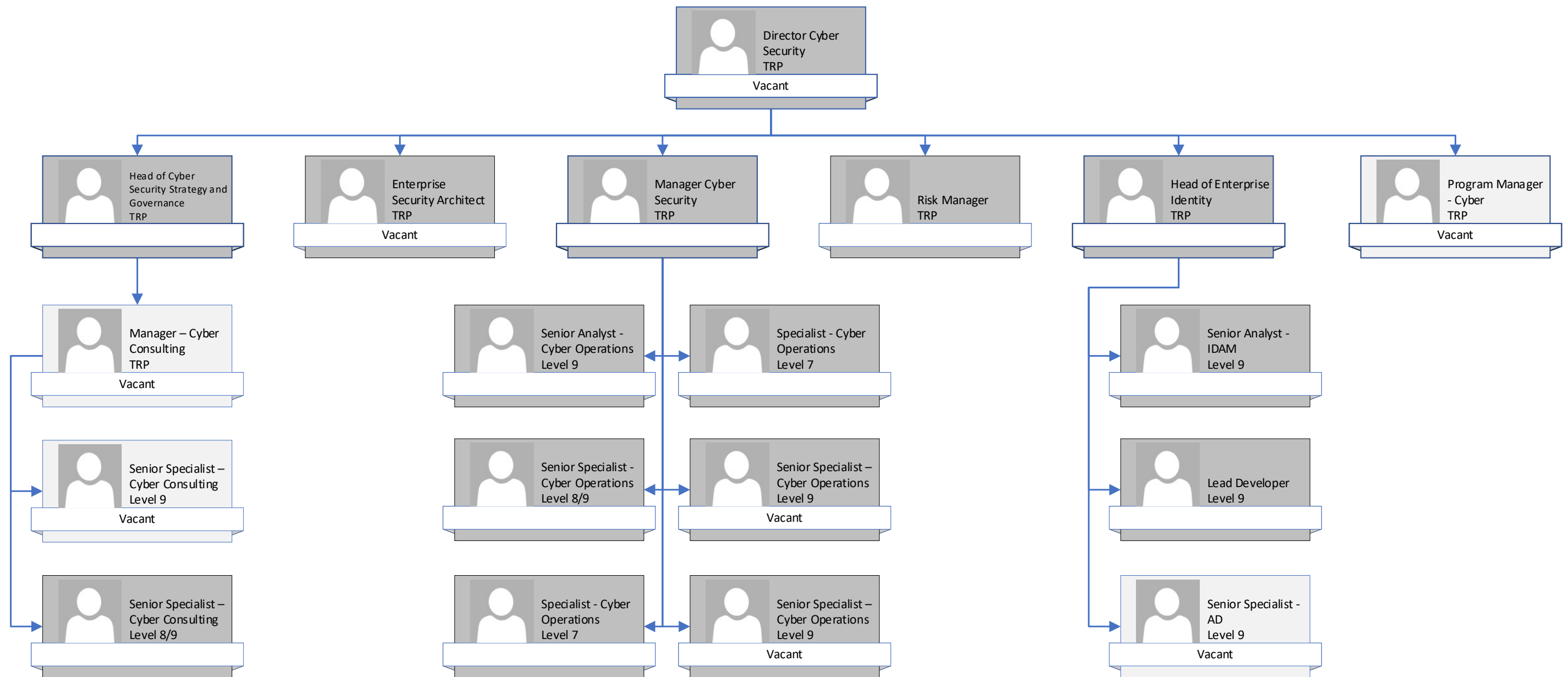
## F. StARS - Enterprise, Education and Research



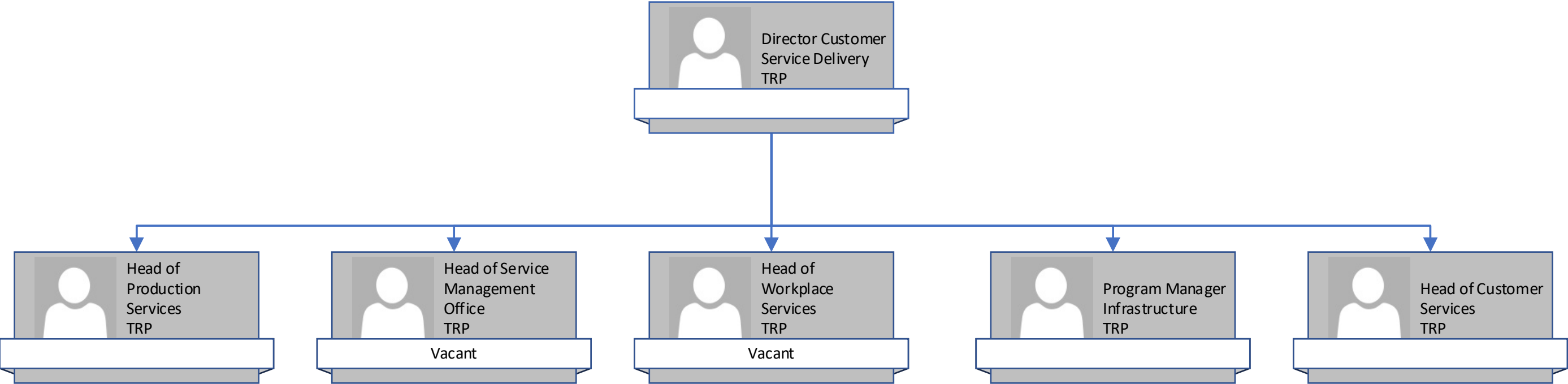
G. StARS - Student Solutions



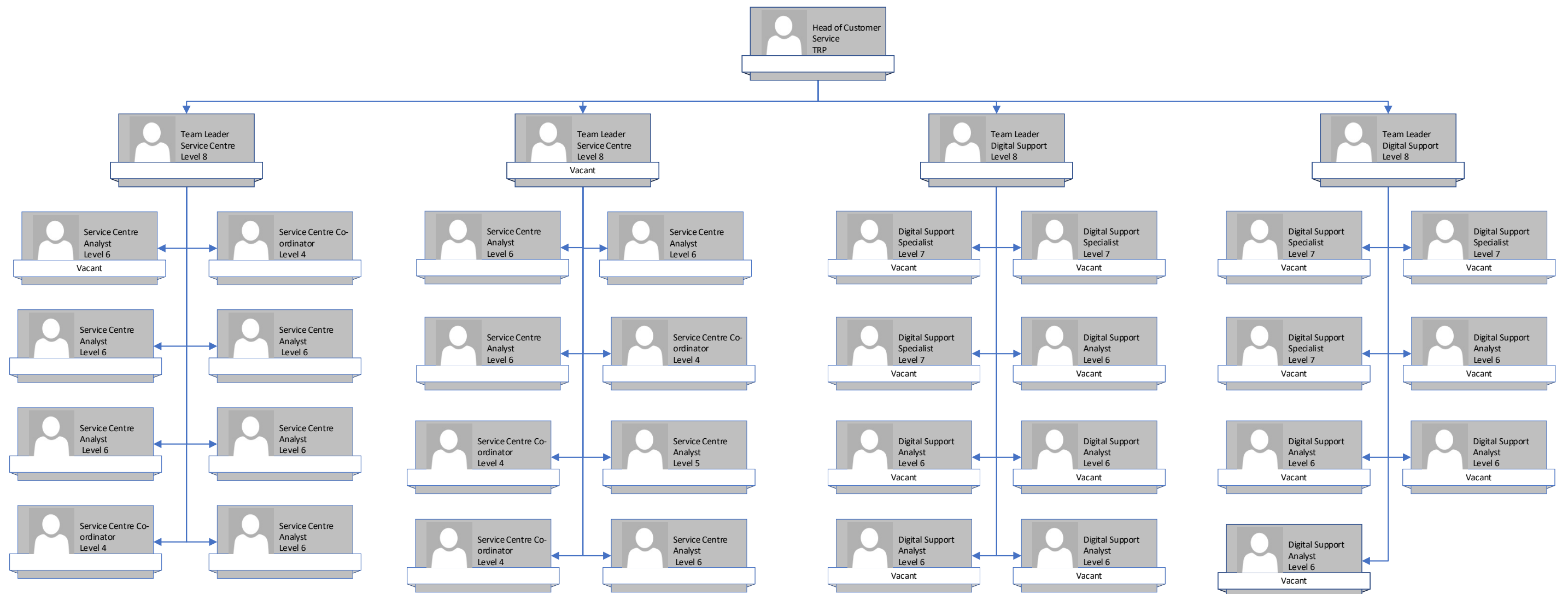
## H. Cyber Security



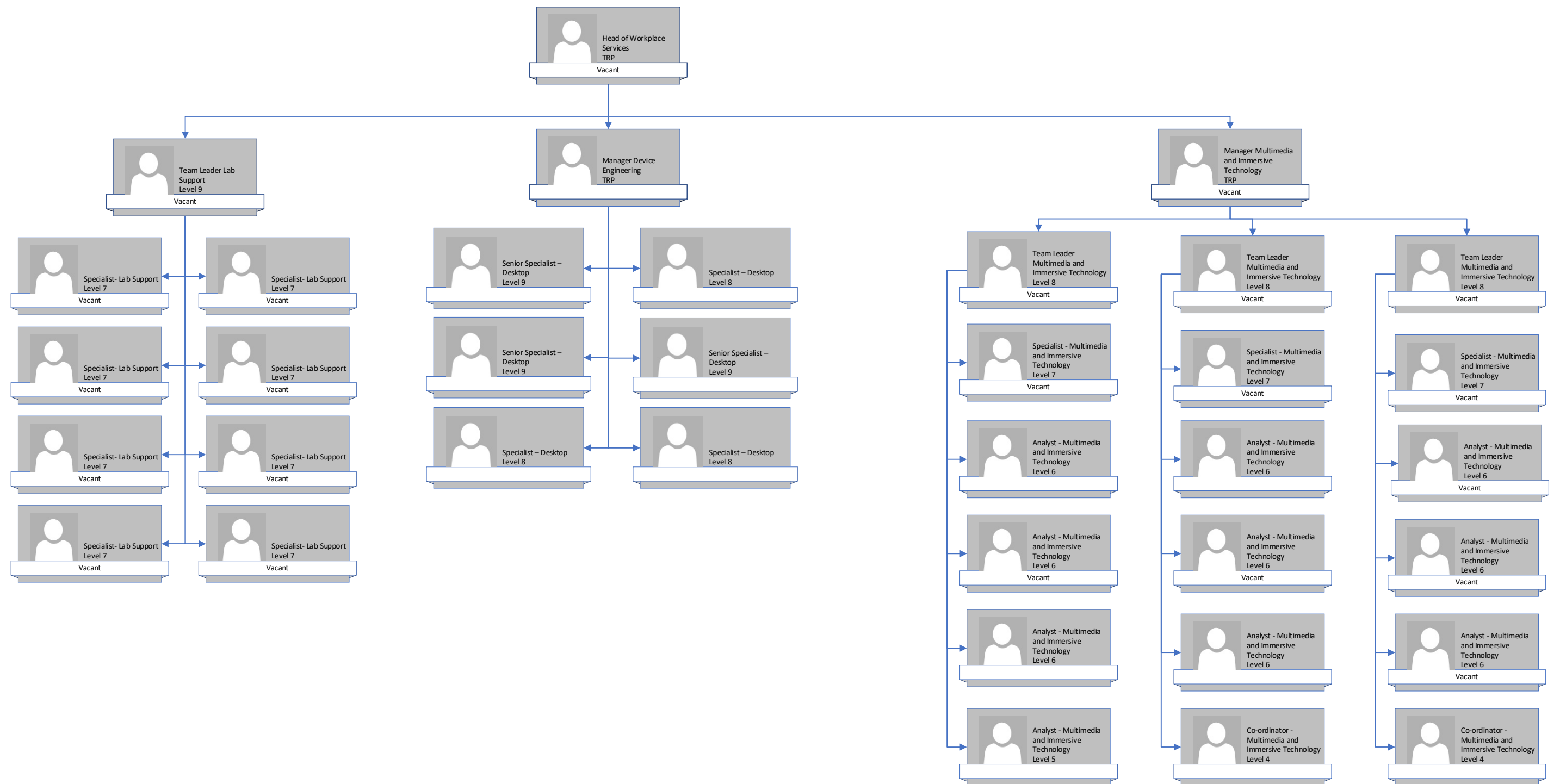
I. Customer Service Delivery – Leadership



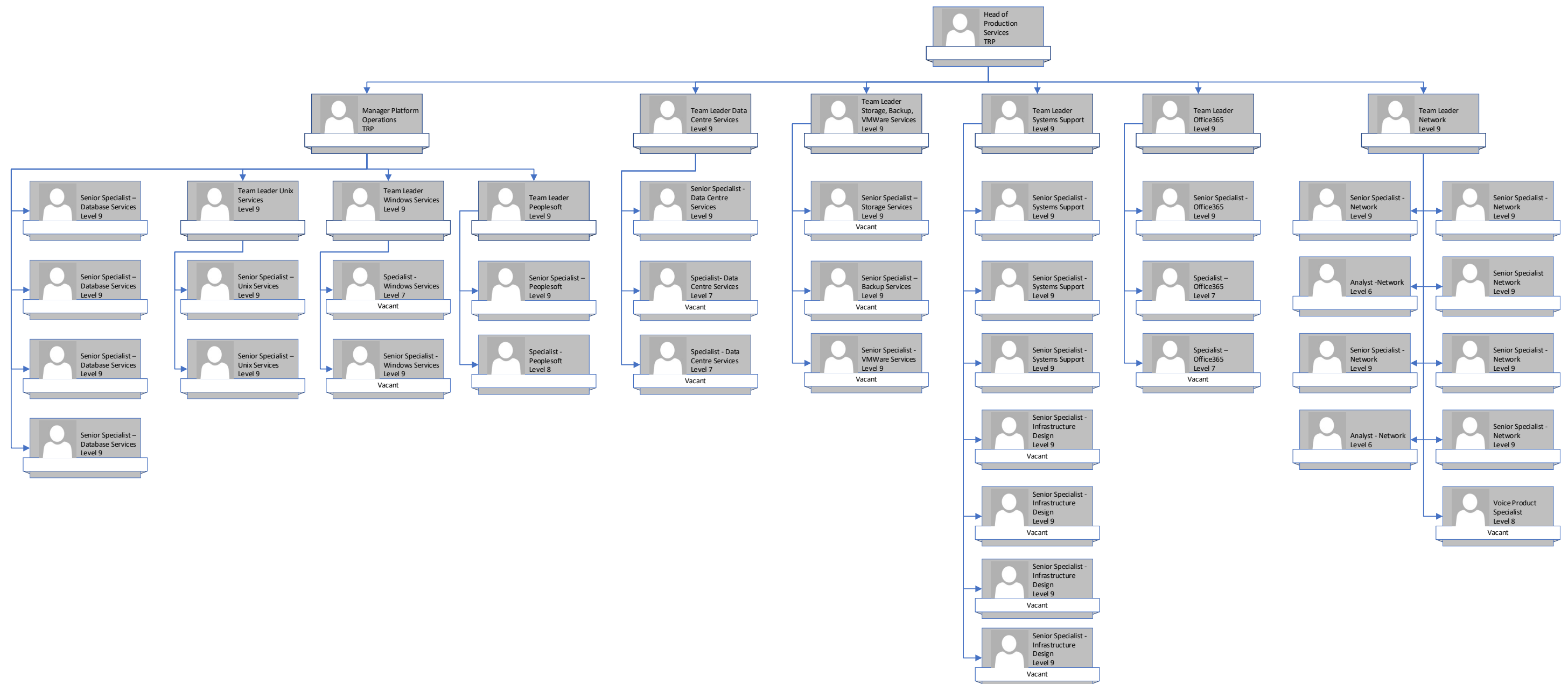
## J. Customer Service Delivery – Customer Service



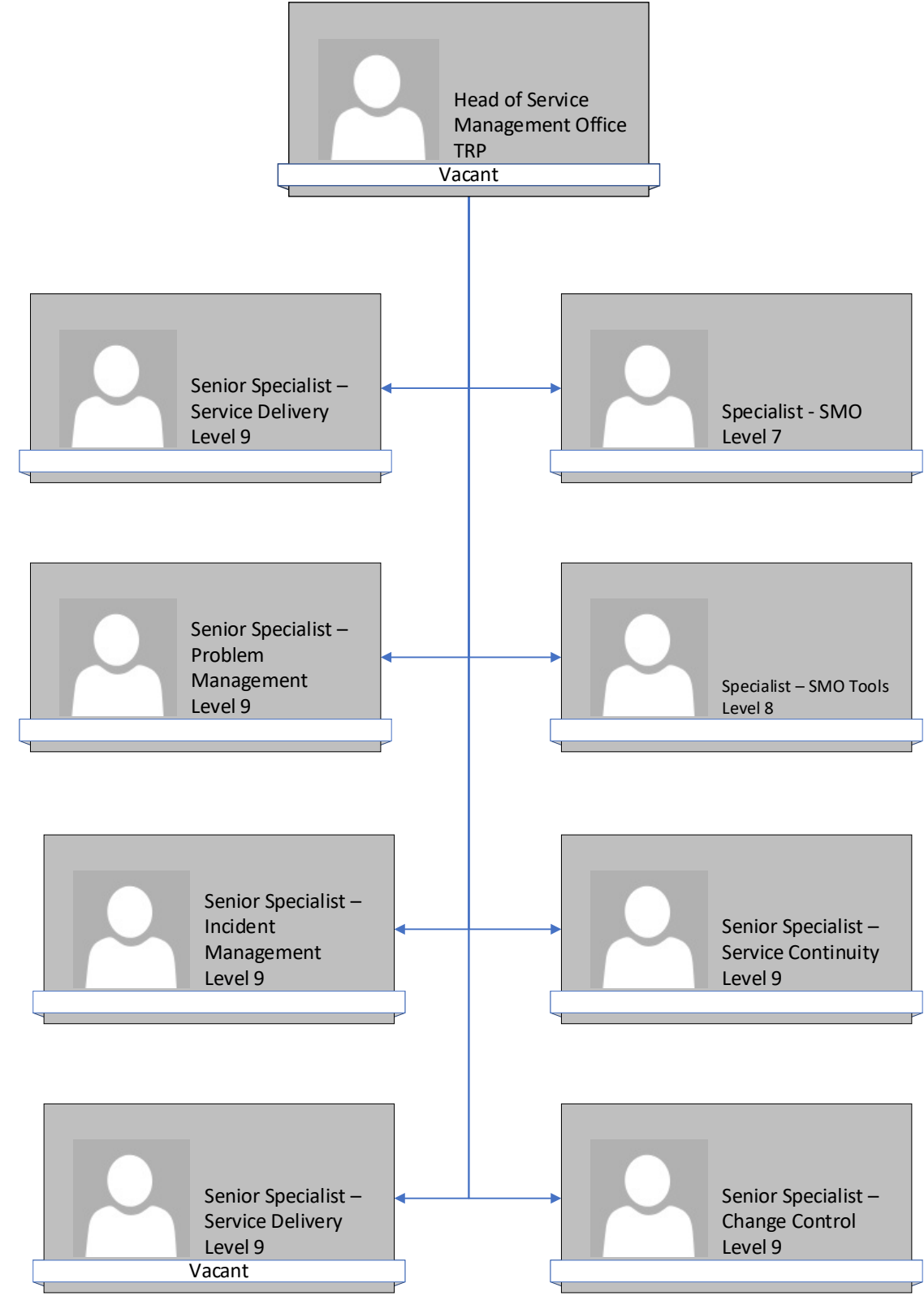
# K. Customer Service Delivery – Workplace Services



## L. Customer Service Delivery - Production Services

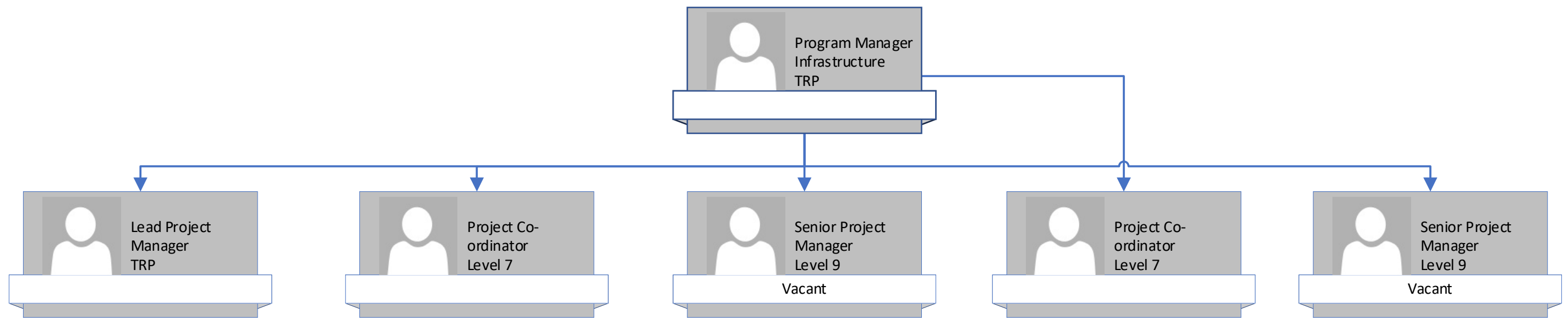


M. Customer Service Delivery – SMO

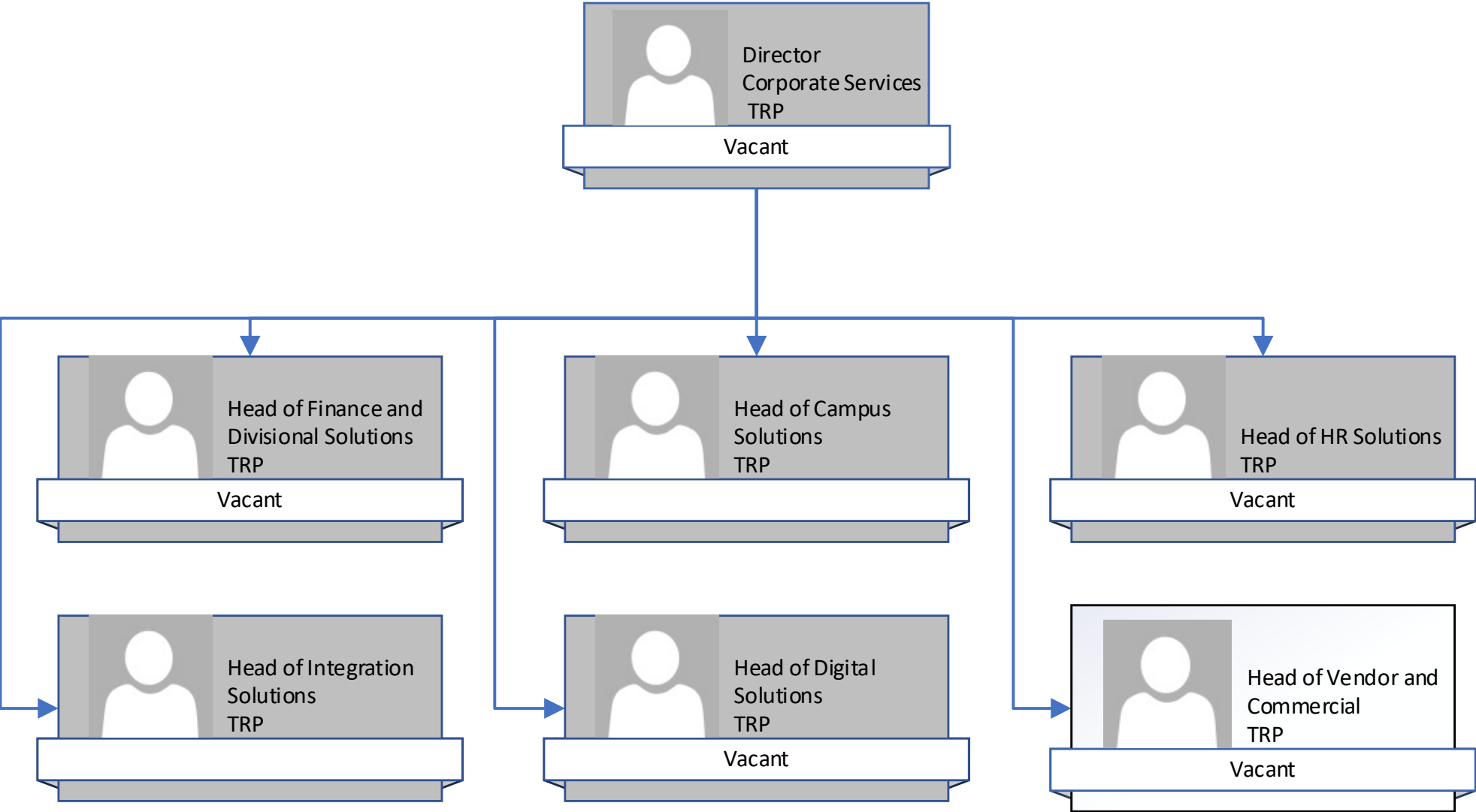




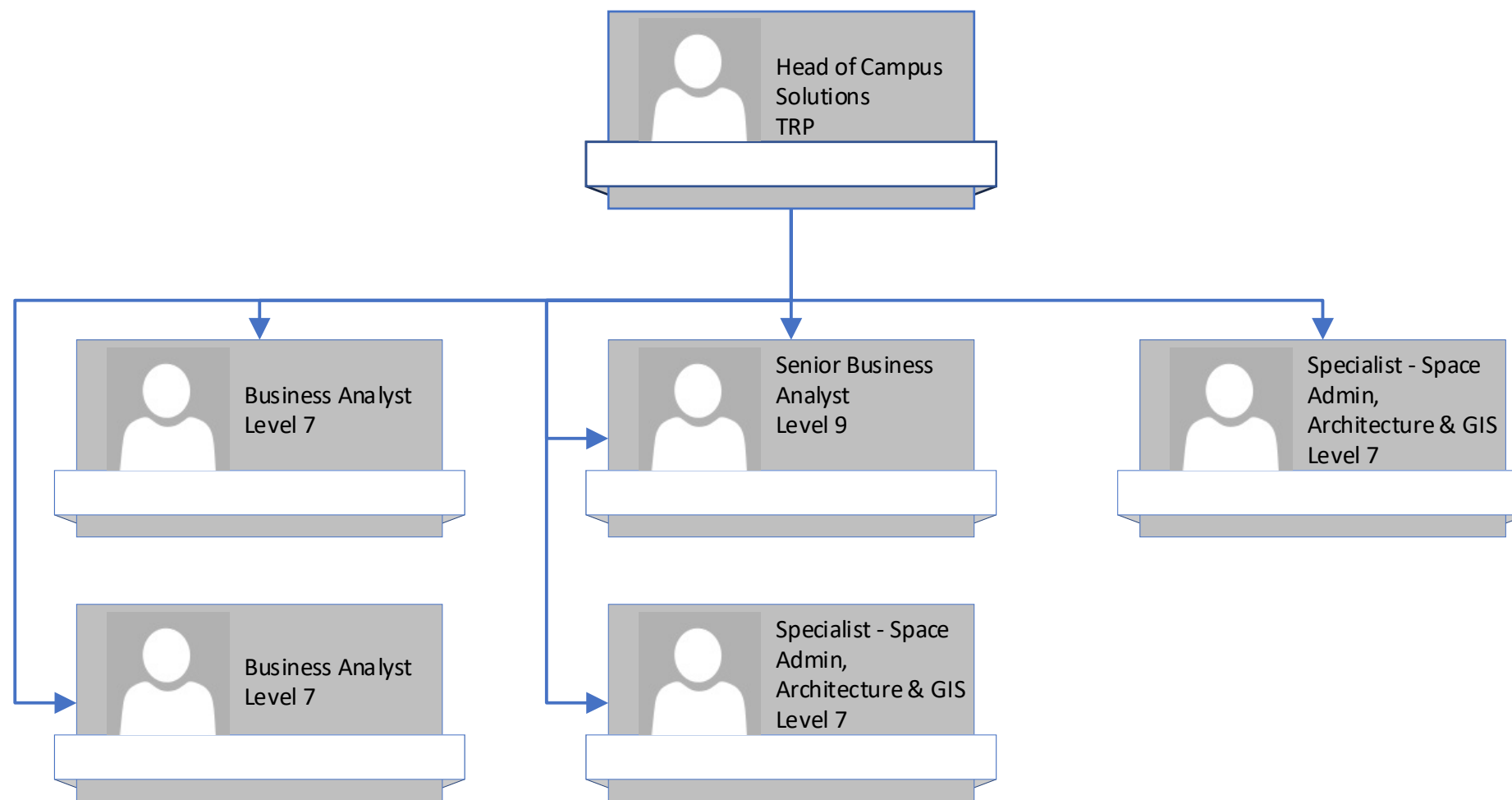
## N. Customer Service Delivery – Infrastructure



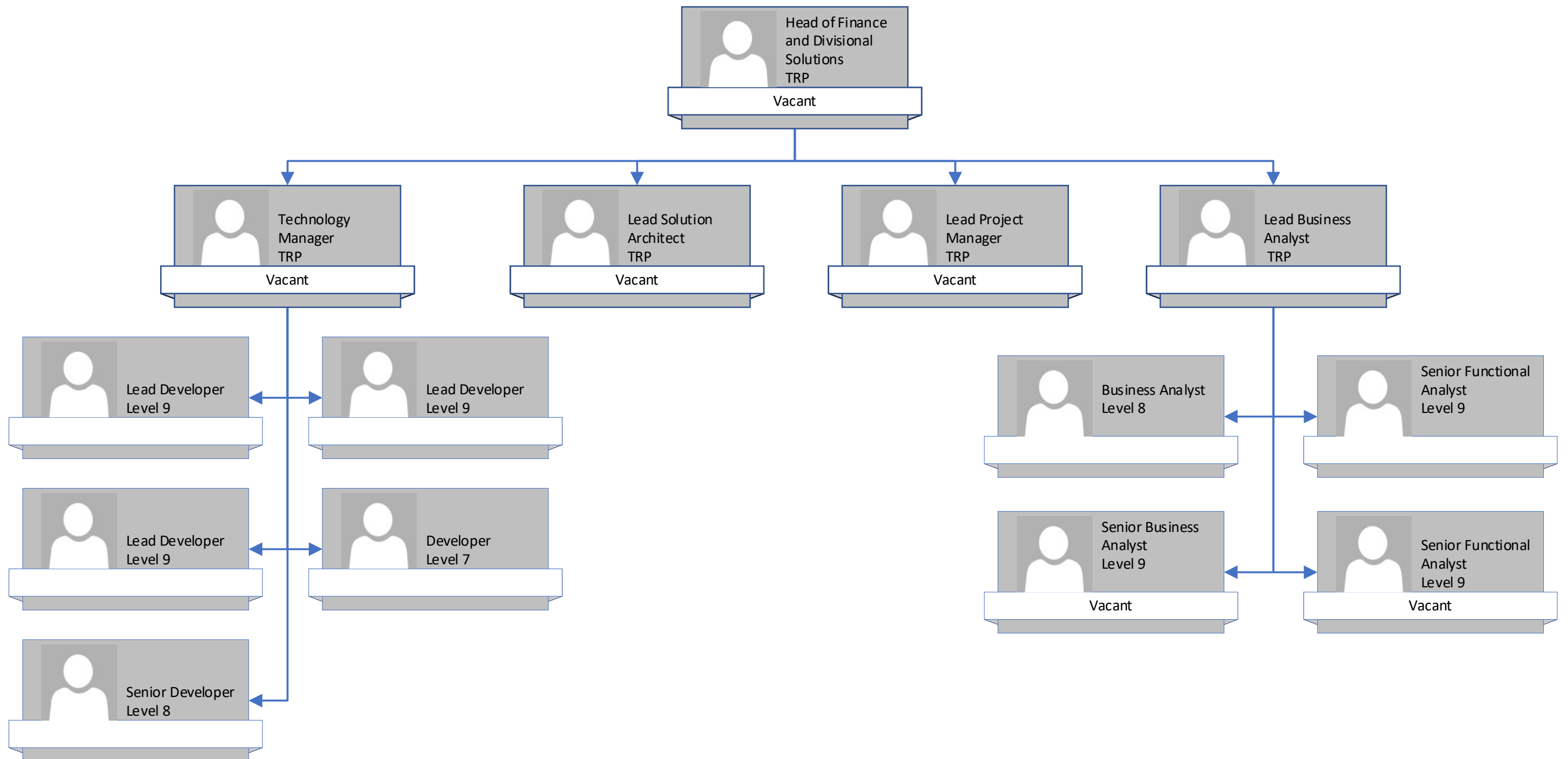
O. Corporate Services – Leadership Team



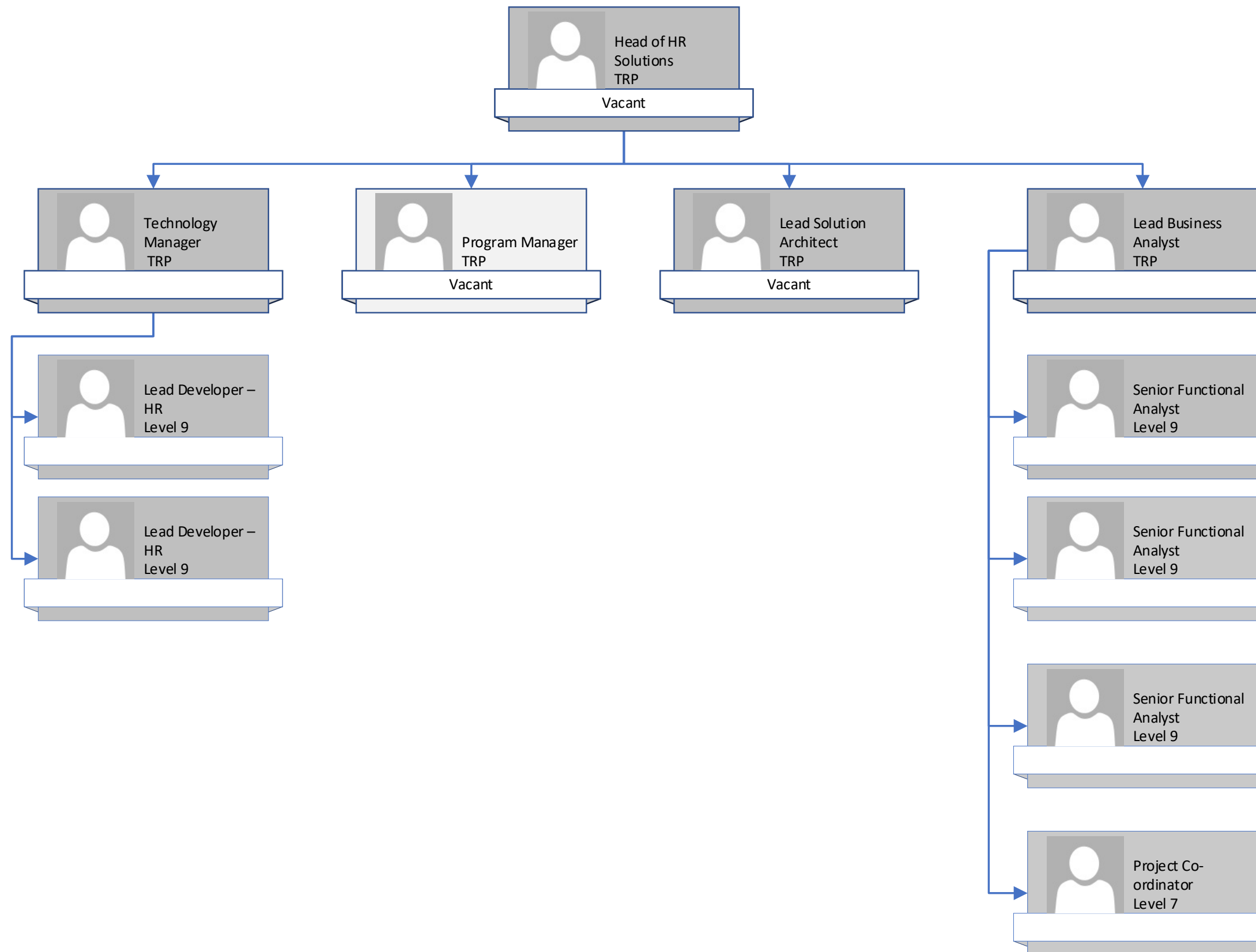
## P. Corporate Services – Corporate Solutions



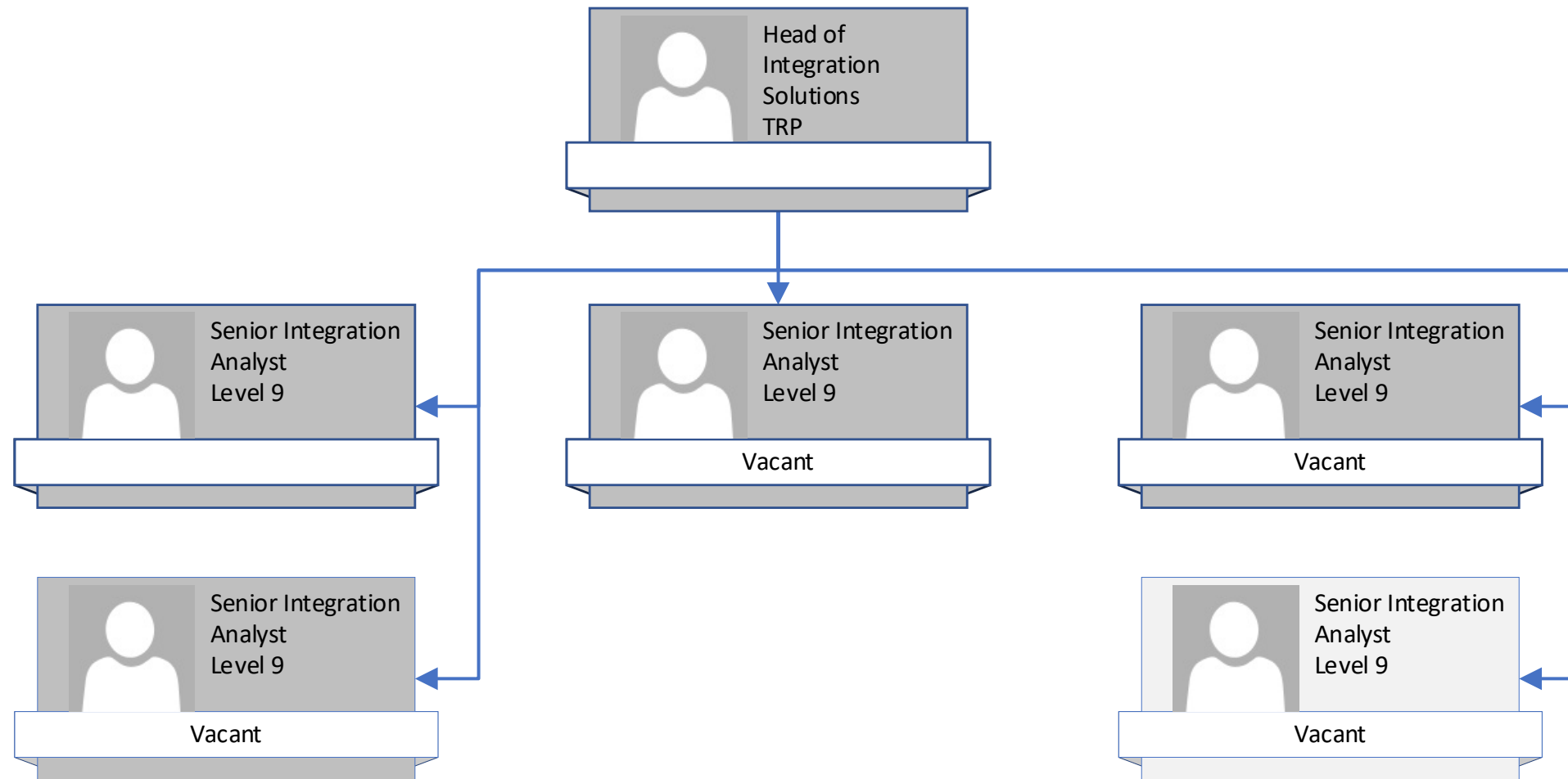
## Q. Corporate Services – Finance / Divisional Solutions



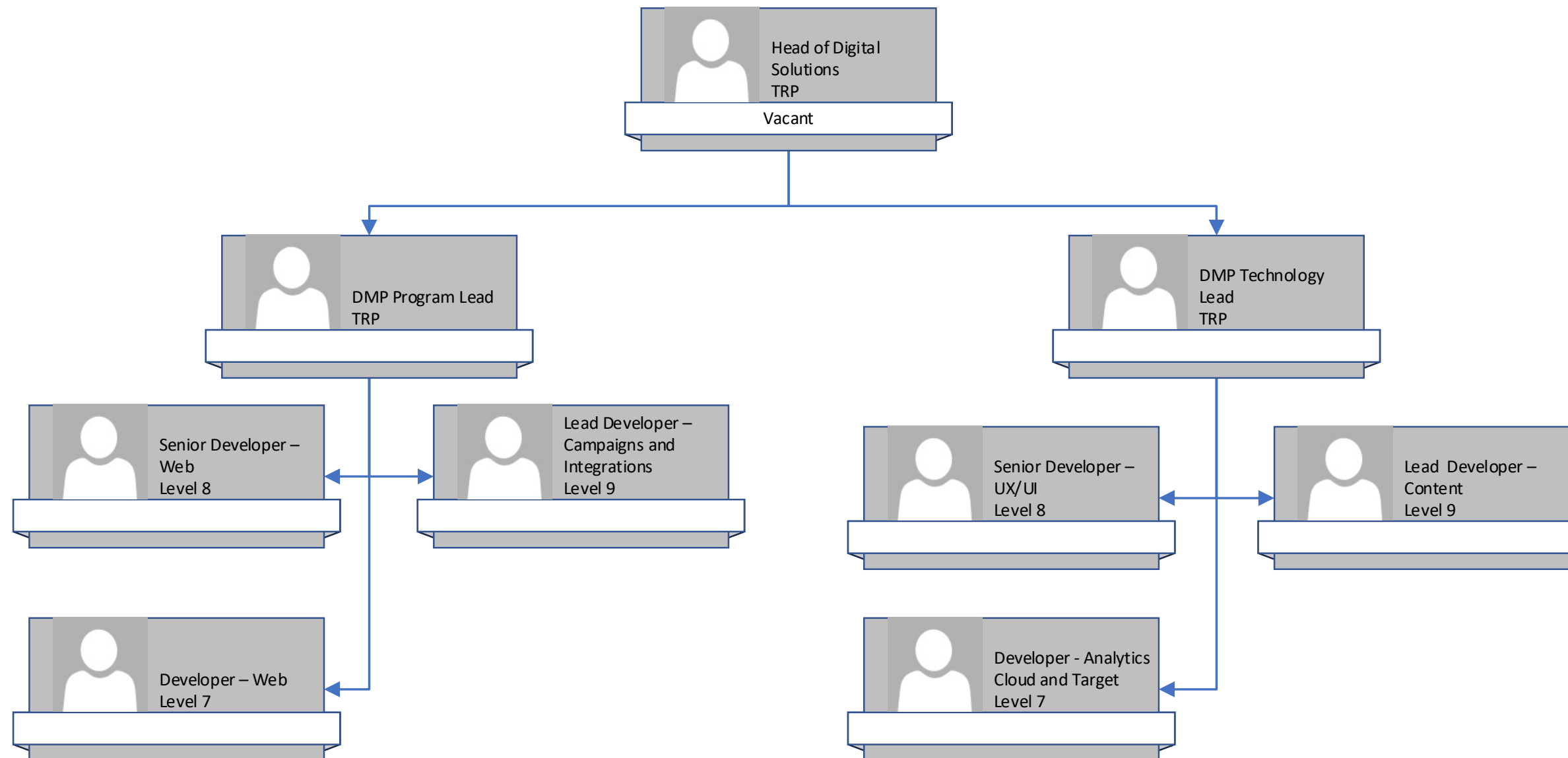
## R. Corporate Services – HR Solutions



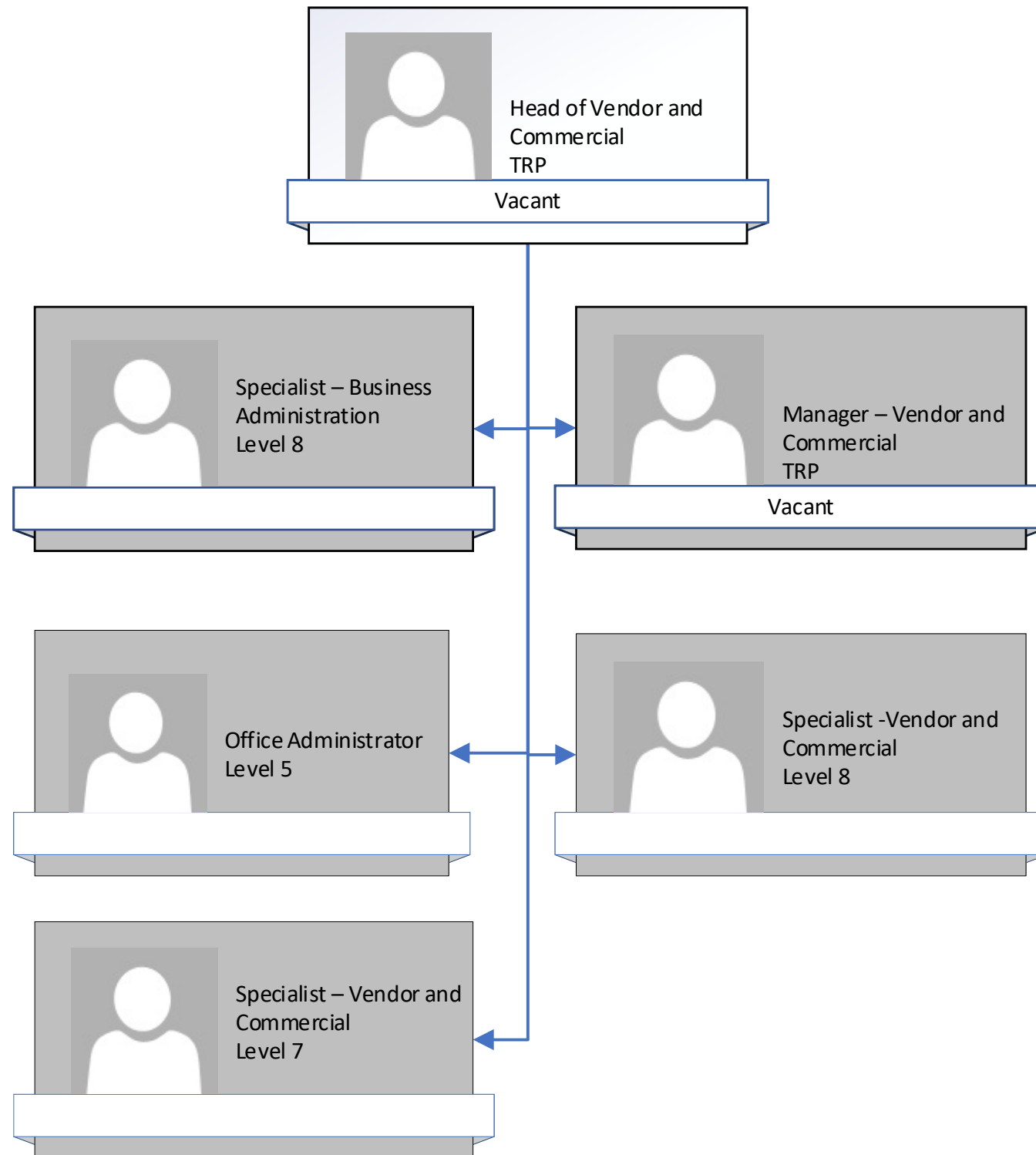
## S. Corporate Solutions – Application Integration Solutions



## T. Corporate Services – Digital



## U. Corporate Services – Vendor and Commercial





## Further information

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UNSW Human Resources

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