

# **The University of Sydney**

## **Final Change Plan**

### **Voluntary Redundancy Program**

**3 November 2020**

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## 1. INTRODUCTION AND CONTEXT

### Purpose

This Final Change Plan sets out the University's decision and implementation plan in respect of the Voluntary Redundancy (VR) program and in accordance with clause 395 of *The University of Sydney Enterprise Agreement 2018 -2021* (the **Enterprise Agreement**).

This document outlines the nature, rationale and expected outcomes of the VR program.

The University committed to a consultation process which is transparent and collegial.

In line with the University's commitment under the Enterprise Agreement, preliminary consultation commenced on 1 September 2020. In this stage of formal consultation, the Vice Chancellor and Senior Deputy Vice Chancellor held an all staff Webinar on 4 September 2020. Staff were invited to submit questions to be addressed at the webinar. All questions were provided to the University to consider as part of the consultation process. A summary of feedback considered during preliminary consultation can be found in section four below.

After preliminary consultation and consideration of the feedback provided the University released a Draft Change Proposal on 17 September 2020. Staff were invited to provide feedback on the Draft Change Proposal. Responses to feedback received during consultation on the Draft Change Proposal can be found in section 5 below. Feedback directly related to the proposed VR Program was considered in the development of the Revised Change Proposal.

Staff were invited to provide feedback on the Revised Change Proposal during the period 8 October 2020 to 22 October 2020 (which was extended to 30 October 2020). Responses to feedback received during consultation on the Revised Change Proposal can be found in section 6 below. Feedback directly related to the VR Program has been considered in developing this Final Change Plan.

### Background and Rationale for Change

COVID-19 has had severe adverse health and economic impacts, including on the higher education sector in Australia. Almost all Australian universities, including the University of Sydney, have had a significant reduction in their expected student fee revenue, primarily due to COVID-19 impacts on overseas student numbers. All Group of Eight universities have already implemented staffing reductions or are currently consulting with staff on changes to their workforce or employment conditions to accommodate this revenue loss.

Initially, as border closures impacted international student numbers, the University of Sydney anticipated heavy immediate revenue losses and additional costs for a relatively short period – in the order of \$470 million in 2020 – on the understanding that borders would reopen by 2021. Very significant temporary savings measures were put into place quickly to help offset the anticipated reduction in revenue. These were primarily in non-salary areas such as:

- A hold on new physical and digital infrastructure and research equipment
- A recruitment freeze
- Reduction in expenditure on contractors and consultants
- Significant reduction and reprioritisation of strategic initiatives and projects
- A hold on non-safety related repairs and maintenance
- Major reductions in travel and discretionary spending, and
- A pause on new procurement activity

In addition to the reduction of budgeted fee revenue, the University has necessarily incurred additional expenses with respect to management of potential COVID-19 impacts, in order to ensure a safe environment for both staff and students. This was originally forecast as a 'once-off' expense, however, it is now clear that these additional expenses will be required for some time to ensure an ongoing safe environment for our staff and students.

The significant temporary savings measures, coupled with the exceptional work undertaken by staff

across the University to continue student enrolments and attract students (including by moving to online teaching), has meant that the University has been able to largely mitigate the financial impacts of COVID-19, and the loss for 2020 is less significant than was originally anticipated. Based on Semester 2 numbers after the September census, the University is projecting a \$98 million reduction in revenue for 2020 against the original planned budget, and \$67 million in pandemic-related costs for 2020.

Nevertheless, the impact is significant, and more importantly it is evident, given the on-going impacts of COVID-19, that the future remains far more uncertain than originally thought. It is now clear that predictions of a return to normal in 2021 are unrealistic while international borders are still closed, and the pandemic continues to impact other countries in significant numbers and with further lockdowns now being imposed.

The University is now developing a financial plan for the next five years, based on the following assumptions:

- The path of the COVID-19 pandemic is unpredictable and will continue to impact normal operations for some time to come.
- International borders remain closed until after Semester 1 2021 begins.
- The prospect of on campus study remains plausible for enrolling students in Semester 2 2021.
- CSP rates for 2021 are aligned with the current funding agreement - i.e. they are not impacted by the Federal Government's 'Job Ready Graduates' proposal.
- There will be no change to the current Chinese Government policy on recognition of online study.
- Australia will retain its current competitive position for higher education vis-à-vis other countries.
- There will be no change to post-study work rights.

In the current circumstances, the University believes these are reasonable assumptions on which to base our modelling, but any one change to these assumptions would likely adversely impact our student numbers. These factors are largely outside of our control.

Where we have a greater level of confidence is in the outcome of student recruitment activity. The pattern of enrolments in Semester 2 2020, current application pipelines for international student recruitment and other market intelligence inform our modelling in the light of the above assumptions. On this basis, the revised financial projections assume that we will achieve 65% of our planned commencing international student enrolment revenue for Semester 1, 2021, and 80% of our planned commencing international student enrolment revenue for Semester 2, 2021.

Under this scenario, it is projected that there will be a \$217 million reduction in student fee revenue in 2021 compared to the previous forecast for that year, another \$183 million for 2022 and that the pandemic will continue to impact the University's budget until 2025 (**refer Attachment 3**). We also expect that there will be ongoing pandemic related costs associated with safeguarding staff and students in 2021. Increases in domestic enrolments will not be sufficient to address the financial shortfall from international student fee revenue.

Shortfalls of this magnitude must be mitigated. Our performance as a world-class university would be severely impacted by continuing the current austerity measures for five years - research needs to be funded adequately with equipment, travel and strategic investment in critical infrastructure; the student experience and innovative teaching must be supported; and a continued recruitment freeze would have a serious impact on research and on the careers of many staff. The University has a responsibility to safeguard its financial position for the future. These decisions are not made lightly.

As previously advised Members of the University Executive have agreed to a 20% reduction in salary for 2020, including the Vice-Chancellor, Senior Deputy Vice-Chancellor, Deputy Vice-Chancellors, Vice-Principals, Executive Dean and Deans.

The VR program will proceed to assist as a prudent step given the COVID-19 impacts and significant future uncertainty. There is no expectation that a VR alone will solve the expected financial shortfall.

But any savings generated from a VR program will allow the University to loosen some of the very severe austerity measures around equipment, travel, recruitment and other measures that will have to continue over the next few years. As part of the preliminary consultation some staff proposed alternative measures such as working an eight-day fortnight, reducing their employment fraction for a period of time, taking leave without pay or other forms of leave. The University is open to such arrangements and believes they should be staff-initiated conversations and negotiated locally on a case-by-case basis, mindful of any impacts on other staff.

The University provided a further financial update on 28 September 2020 (**refer to Annexure 3**)

The University provided a further financial information about the hiring freeze 27 October 2020 (**refer to Annexure 5**).

In this context we believe a VR program will provide a reasonable additional protective measure for our uncertain financial future. A VR program can potentially accommodate the desire of some staff to depart, recognising that COVID-19 has also presented real challenges for staff, each of whom have individual and unique family and health circumstances and the necessity for different ways of working in response to COVID-19.

Any resulting salary savings the VR program provides will assist the University in:

- managing ongoing costs
- mitigating against the reduction in student revenue and helping better prepare for uncertainties in the future, consequently providing greater future job security for staff, and
- easing some of the savings constraints impacting critical areas such as research, education and student support.

It is important to state, following the VCs email to all staff on 27 October 2020 and in response to further feedback received after this, that while the University has performed better than we anticipated shortly after COVID hit and that it is in a better financial situation than predicted, the University is still not in a good place, and certainly not in one that can be sustained without further action.

## 2. THE CHANGE

### The VR program

In line with the University's consultation requirements, preliminary consultation and consultation on the Draft and Revised Change Proposals have been completed. During the preliminary consultation period many staff proposed alternate voluntary measures staff could take to reduce salary-related costs to the University, such as reducing their employment fraction or taking leave without pay and other forms of leave. These options are already available to staff under the University's leave and flexible work policies. Staff are encouraged to discuss these options with their Managers.

The NTEU also pressed with the University that an alternative to the VR Program was a Voluntary Early Retirement Scheme (VERS). As articulated previously, this measure was considered by the University, however as a VERS is normally used as a renewal measure (i.e. to replace senior staff with more junior staff), and as the current need is to reduce ongoing salary liability, a VERS was not considered to be viable at this time. In addition to this a VERS requires pre-approval from the Australian Taxation Office (which can have a lengthy lead time), and access to a VERS is generally only available for those aged 55-65. Given that the University seeks to achieve savings from first quarter 2021 and that we would like to consider expressions of interest from all interested staff (regardless of age), again the VERS measure fell short of the University requirements. If the VR program does not produce the savings that the University believes are necessary, then a VERS may be considered as a further way forward sometime in 2021.

The VR program will be conducted over the coming months. Staff were invited to express their interest in Voluntary Redundancy during the period details of which are outlined in this document at "Expressing your interest for a VR". The purpose of seeking expressions of interest at the RCP phase was to obtain as much feedback from staff as possible, and to enable staff to indicate their level of interest. The level of interest indicated from the number of EOIs submitted by staff supports the University's decision to progress to a Final Change Plan that includes a further period of one week for any further staff to

express interest in a VR followed by a robust process to assess expressions of interest.

Local assessment groups will utilise assessment criteria (refer to **Annexure 2** for an outline of the assessment criteria) in order to submit recommendations to the Central Review Group and seek approval. The recommendations will include if an EOI can proceed to VR (subject to supplementary consultation), if it can be accepted later pending further detailed consultation in accordance with clauses 309-395 of the Enterprise Agreement, or if it is not able to proceed as the position is still required.

Expressions of interest in a VR will be open for a further week from the release of the Final Change Plan. Staff may choose to withdraw their expression of interest at any stage prior to outcomes being notified by emailing [vrprogram@sydney.edu.au](mailto:vrprogram@sydney.edu.au). Expressions of interest that were received during the Revised Change Proposal phase of consultation were not considered in advance of the release of this Final Change Plan. The VR program timing is set out in the implementation plan.

#### Eligibility Criteria

The below eligibility criteria applies to the VR program. EOIs from eligible employees will be assessed and considered for approval.

#### Eligible staff

The following staff are eligible to submit an EOI in a VR:

- All continuing staff members, and
- All fixed term staff with more than 6 months remaining (at the point of a Final Change Plan being released) until the expiry of their fixed term.

#### Ineligible staff

Staff who are ineligible to submit an EOI in a VR include:

- Staff on pre-retirement contracts,
- Staff who have given notice of resignation, and
- casual/sessional staff.

#### Expressing your interest for a VR

Expressions of interest for a VR are now open to eligible staff across the University for a further week to submit or withdraw an EOI. The University will assess all EOIs submitted up to 3 November 2020, unless the EOI has been withdrawn and any further EOIs lodged prior to 10 November 2020. If you submitted an EOI after the release of the Revised Change Proposal but prior to the release of this Final Change Plan, you do not need to re-submit your EOI.

The eligibility criteria outlined in section 2 of this Final Change Plan can be referred to by staff who are considering an expression of interest. Details regarding the process for expressing your interest can be found here <https://intranet.sydney.edu.au/employment/vr-program.html>.

#### VR Assessment Process

A consistent assessment process will apply to all EOIs submitted as part of the VR Program. The assessment and approval process involves:

- an initial assessment and recommendation by a Faculty/Portfolio group; and
- a subsequent review by a Central Review Group who will provide approval (subject to supplementary consultation), or advise of another outcome. Feedback received during supplementary consultation is considered by the Faculty/Portfolio group who make a recommendation to the Central Review Group for final decision.

The Faculty/Portfolio group comprises of relevant University Executive (UE) Member (Chair), 2-3 nominees from the relevant leadership team and support from an HR Partner. In large Faculties/Portfolios it may

be the case that separate groups are established for academic and professional staff assessment processes. Assessment groups should include, where possible, diverse representation. This could include representation of gender, cultural and other forms of diversity. The Faculty/Portfolio group is not a decision maker and will provide a recommendation to the Central Review Group.

The Central Review Group is the decision maker for all VRs across the University as part of the VR program. This will comprise of the Senior Deputy Vice-Chancellor, Vice-Principal (Strategy) and Vice-Principal (Operations), with support from Human Resources. Non-Member advisory support to the Central Review Group will include the Chair of the Academic Board for Academic EOIs, the Deputy Vice-Chancellor Research for research advice, and the Executive Dean & Pro Vice-Chancellor as faculty representative. Other specialist advisory advice will be sought by the Central Review Group as required.

Throughout the VR assessment process, the Faculty/Portfolio group or Central Review Group may seek information and context from the relevant Manager to support the assessment of whether the position can be declared redundant and the departure accommodated.

### Diversity and Inclusion

The University has sought strategic and expert advice on workplace diversity and inclusion in relation to the design of the voluntary redundancy program so as to align the Final Change Plan with the University's commitments to diversity and gender equity. This includes advice on:

- rules for the composition of VR program EOI decision making groups;
- diversity and inclusion performance monitoring arrangements for the VR program including at the conclusion of the proposed process; and
- strategies to address impacts to University diversity and inclusion performance that arise as a result of the VR program.

### VR Assessment Criteria

The University has discretion on whether to approve an EOI in a VR. In exercising its discretion to approve a VR, the University would need to be satisfied that the staff member's position is no longer required to be performed.

Further information on the VR Assessment Criteria is set out in **Annexure 2**. The NTEU and some staff were also concerned that the loss of roles through a VR program would be to the detriment of the University's research and teaching aspirations. It should be noted that VR's will ordinarily not be approved if the Redundancy would result in a negative impact on the University's aspirations as outlined in **Annexure 2**.

### Supplementary Consultation

In satisfaction of any Enterprise Agreement consultation obligations in implementing VRs, the following supplementary consultation will apply:

1. Where the University is proposing to accept particular VRs in a work unit, then subject to point 2:
  - (a) The University will notify staff in the affected work unit of the VRs the University is proposing to accept and how that would be managed and any measures to mitigate impact on other staff.
  - (b) The University will provide affected staff in the relevant unit and their relevant representatives a 7 day consultation period to provide feedback on how those VRs are implemented and accommodated and any comments on measures to mitigate the impact of accepting the VRs.
  - (c) The University will consider and take into account the comments/feedback provided.
  - (d) The University will provide a response to those comments/feedback and communicate the outcome to staff and their relevant representative(s), prior to the relevant VRs taking effect and subject to point 2, those VRs would take effect.
2. If in accepting particular VRs, the University was proposing to adopt major changes in

organisational structure likely to have a significant effect on staff (eg closing a department, merger of major functions), (or if the issues raised in the consultation feedback identify clear significant effects that had not been identified and cannot be readily resolved without significant impacts on remaining staff) then consultation in respect of those major changes likely to have significant effects would occur under section 390-395 of the EA.

#### Implications of the change

Where an EOI in VR is approved and the staff member accepts the offer of VR, the staff member's employment will cease and the staff member will receive a redundancy payment calculated in accordance with the Enterprise Agreement provisions (if applicable) and their position will be redundant.

#### **Organisational charts outlining proposed structure**

The University is not currently able to provide organisational charts outlining the proposed structure arising from the VR program. This is because the University does not currently know which and how many staff will finally submit an EOI in VR, and which and how many staff will ultimately depart the University as a result of a VR.

VRs will only be approved where the staff member's position is able to be made redundant.

#### **Anticipated financial implications of the change**

The anticipated financial implications of this change are currently unknown. It will be dependent on the number of staff that submit EOIs, the number of positions that the University assesses can be declared redundant based on the EOIs, and the salary costs attached to each of these positions. It is anticipated that this VR program would result in financial savings in recurrent labour costs for the University to help safeguard the University through a period of financial uncertainty.

#### **Advantages and Disadvantages of the VR program**

##### Advantages of the VR program:

- The VR program is voluntary, and it is entirely at the discretion of the individual to submit an EOI in VR.
- Helps the University to pro-actively safeguard its financial stability during a period of significant uncertainty by reducing its recurrent salary costs in respect of those positions that are made voluntarily redundant.
- May ease some of the savings constraints impacting critical areas such as research, student support and the hiring freeze.
- May minimise the requirement for further significant measures impacting staff (such as potential involuntary redundancies) in the future, should revenue projections not be realised.
- Consistent approach across the University.

##### Disadvantages of the VR program:

- Disruption to staff through the change process. This will be mitigated through open dialogue and regular communication with staff.
- The University's inability to accept a VR due to the position still being required may increase dissatisfaction by the staff member. This will be mitigated through transparent decision-making processes.
- Accepting some VRs may require cessation and/or re-prioritisation of work across faculties and portfolios. This will be mitigated through planning at a faculty/Portfolio level.
- Potential for long-standing staff to leave and the associated loss of corporate knowledge. This will be mitigated through staged transitions and knowledge transfer processes.

#### Support during the change

The University recognises that change can be a difficult and unsettling experience for staff, especially those directly impacted by it. Throughout the consultation and implementation of this change initiative, staff are encouraged to access the range of supports offered by the University to help staff look after their health and wellbeing. These include counselling offered through the Employee Assistance Program, Benestar, which can be accessed by calling 1300 360 364. For more information on where to access



support for your wellbeing, visit the Staff Health Support page on the intranet - <https://intranet.sydney.edu.au/employment/support.html>.

### 3. CONSULTATION ON CHANGE

The University is committed to consulting with staff and their unions in accordance with the Managing Workplace Change obligations in the Enterprise Agreement (clauses 385 to 395). The following table steps out the consultation process and outlines relevant activities and dates.

ACTIVITY	APPROXIMATE DATES	STATUS
<b>Preliminary consultation</b>	1 Sep	Complete
<b>Draft Change Proposal provided to staff and their unions</b>	17 Sep	Complete
<b>Staff and unions consider Draft Change Proposal</b>		Complete
<b>All feedback on Draft Change Proposal is provided to the change manager</b>	6 October	Complete
<b>Feedback on Draft Change Proposal is considered, and Revised Change Proposal developed (1 week)</b>	Up to 8 October	Complete
<b>Revised Change Proposal (including, response to the feedback received from staff and Draft Implementation Plan) is provided to staff and their unions</b>  <b>Staff may express non-binding EOI in VR to assist in consideration of feedback and to incorporate into Final Change Plan and Implementation Plan</b>	8 October	complete
<b>Staff and unions consider Revised Change Proposal and Draft Implementation Plan</b>	8 -30 October	Complete
<b>Feedback on Revised Change Proposal is considered</b>	Mid October – early November	Complete
<b>Final Change Plan is provided to staff and their unions, including Implementation Plan</b>  <b>Implementation in accordance with the Implementation Plan commences</b>	3 November	complete
<b>Final date for submission of EOI. All EOIs submitted up to this date will be assessed by the University, unless staff have withdrawn their EOI</b>	10 November	In progress

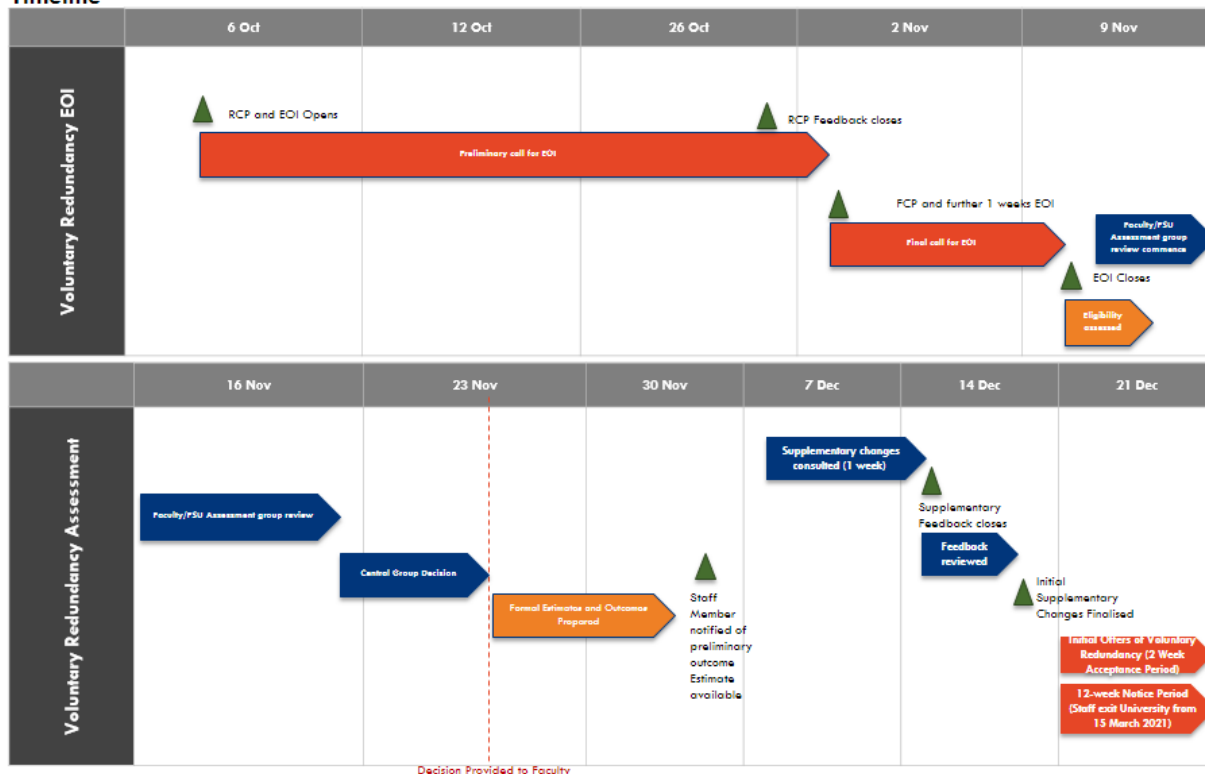
\*Feedback has been considered and responded to during Draft Change Proposal and Revised Change Proposal consultation. Feedback received related to the VR Program has been considered in drafting this Final Change Plan.

The University will commence implementation of the VR Program the from 3 November 2020.

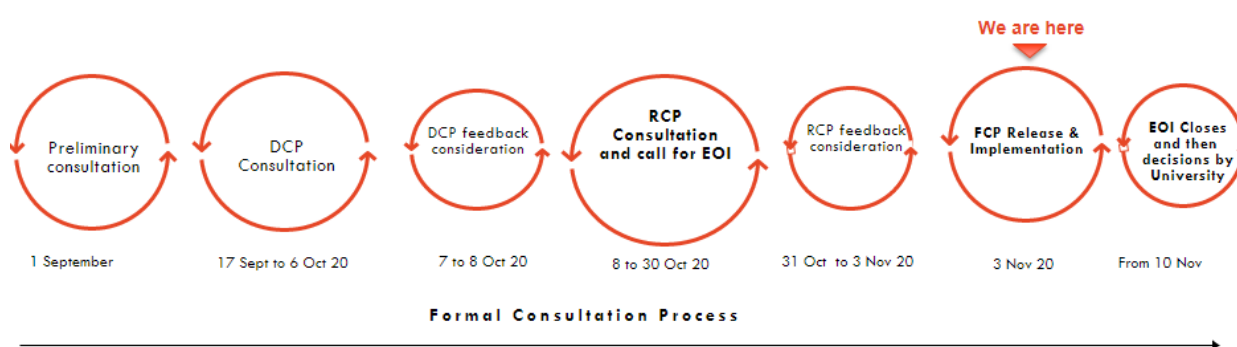
## 4. IMPLEMENTATION PLAN

### Voluntary Redundancy Timeline

#### Timeline



### Roadmap for formal change process



#### Review

Within 12 months from the release of this Final Change Plan, the University will conduct a review of the change implemented as a result of this Final Change Plan, against its rationale and expected outcomes. This review will assess salary expense savings achieved as a result of the VR program and seek feedback from staff in relation to the VR program.

## 5. RESPONSES TO FEEDBACK RECEIVED DURING DRAFT CHANGE PROPOSAL CONSULTATION

Refer to **Attachment 2**.

## 6. CONSIDERATION OF FEEDBACK RECEIVED DURING REVISED CHANGE PROPOSAL CONSULTATION

The University received valuable feedback on the Revised Change Proposal. The University has considered the feedback in developing this Final Change Plan. Set out in **Attachment 1** is the feedback and the response to the submissions made on the Revised Change Proposal.

In addition, the level of interest indicated from the number of EOIs submitted by staff supports the University's decision to progress to a Final Change Plan

## 7. CONSIDERATION OF FEEDBACK RECEIVED DURING PRELIMINARY CONSULTATION

The University received valuable feedback during the Preliminary Consultation. The University has considered the feedback in developing the Draft Change Proposal. Set out below is a summary of the themes raised during Preliminary Consultation.

### Top 5 feedback/Question themes

1. Rationale for the proposed VR program – in particular a request for visibility of financial information as part of the modelling to date (note: **Annexure 1** provides staff with this information as part of the Draft Change Proposal)
2. Other Savings Measures – staff have suggested that alternate voluntary measures such as reduced fractions, taking leave could be deployed. (note: further information on voluntary options is outlined in the rationale section).
3. VR Assessment – staff requested further information on the VR assessment process (note: details of the assessment process are provided in **Annexure 2**).
4. VR Program entitlements (e.g. severance, leave) – staff have sought confirmation on their own personal entitlements. A self-service calculator has been uploaded onto the intranet to provide an indicative assessment of entitlement. This is an indicative assessment only, and a complete estimate will be provided if a staff member expresses interest and the University proceeds to make an offer of Voluntary Redundancy.
5. Eligibility Criteria – staff have sought more information on the proposed eligibility criteria (note: details on the proposed eligibility criteria is outlined in 'The Change' section of the Final Change Plan).

Feedback was received by the NTEU and CPSU regarding the proposed VR Program. The University's response to the NTEU's feedback is set out in **Annexure 3** and to the CPSU in **Annexure 4**.

## 8 NEXT STEPS

The University is now implementing the VR program as set out in this document.

Eligible staff can continue to express their interest in a voluntary redundancy until 10 November 2020.

## ANNEXURE 1: FINANCIAL MODELLING

2019 Student Fee Revenue:	\$1,688m
2020 Budget Student Fee Revenue:	\$1,852.7m
2020 Current Forecast Student Fee Revenue:	\$1,735.4m
2020 Revenue Student Fee Downturn:	-\$117.3m
2021 5-year plan Student Fee Revenue:	\$2,015.1m
2021 Current Forecast Student Fee Revenue:	\$1,798.4m
<u>EFTSL Gap between the 5-year Long-term Model and the Current Forecast</u>	
2021 Overall Student downturn:	-4,940
2022 Overall Student downturn:	-4,190
2023 Overall Student downturn:	-1,876
2024 Overall Student downturn:	-827
2025 Overall Student downturn:	Positive 46
<u>Total Student Fee Revenue Gap between 5-Year Long-term Model and the Current Forecast</u>	
2021 Overall Student Revenue downturn:	-\$217m
2022 Overall Student Revenue downturn:	-\$183m
2023 Overall Student Revenue downturn:	-\$100m
2024 Overall Student Revenue downturn:	-\$58m
2025 Overall Student Revenue downturn:	Positive \$14m

This table shows the long-term downturn impact on the University as well as some benchmarks to previous figures (e.g. 2019). Any significant change in the contextual assumptions (as discussed in the DCP rationale, page 4) will likely mean a further downturn in the number of students enrolling.

## **ANNEXURE 2: ASSESSMENT CRITERIA**

The University has discretion on whether to approve a VR. In exercising its discretion to approve a VR, the University will need to be satisfied that the staff member's position is no longer required to be performed.

Without limiting the University's discretion, set out below are examples where the University would ordinarily not approve a VR:

- the removal of the position would have a significant detrimental impact on the educational experiences of students, or particular research functions and/or outputs;
- the staff member's position is still required to be performed. (i.e. their departure cannot be accommodated without having to replace them), and
- the staff member's employment costs are fully (or substantially) externally funded, or their departure would be inconsistent with contractual or legal obligations to a third party.

Where staff members who hold the same or similar positions submit EOLs in VRs and the University is able to approve some but not all of the EOLs, an assessment may take into account other relevant factors, including:

- staff whose departures would result in the least operational impact will be preferred; and
- the relative knowledge, skills, experience, and performance of the staff.

### **ANNEXURE 3: RESPONSE TO NTEU PRELIMINARY CONSULTATION FEEDBACK**

#### **The proposed VR process will result in the permanent loss of hundreds of jobs.**

The University has consistently stated that it has not set a target number of roles that the process must achieve. The University has not said that it “hopes” to achieve at least 100 redundancies or several hundred. What the SDVC said to the NTEU after they simply would not take his answer about not having a target at face value, was that he personally would feel the process was making a helpful contribution to reducing our reliance on other savings measures if the University received and approved 100 expressions of interest and any more than that would be considered like all the other expressions in light of their impact on workload and if agreed would further ease the pressure on reductions in spending on infrastructure, equipment, recruitment and other austerity measures currently in place. To jump from this statement to the University is seeking to lose hundreds of jobs completely misrepresents the University’s position by taking statements entirely out of context. The “hope” expressed was that if this occurred that it would ensure that this voluntary process would be the only labour force reduction that the University would have to make. To claim the University has not been open and transparent about what it wants to achieve through a VR process is misleading and unfair.

#### **The loss of hundreds of jobs through voluntary redundancies would be disastrous for the University, it would undermine teaching, research and services and further intensify workloads for remaining staff.**

The University Executive and Senate would never undertake any action that would prove “disastrous” for the University. In fact as it has shown this year prudent financial disaster planning that has been done previously saved the University from disaster this year, and the decision to explore voluntary exits is another measure in which to safeguard the University from further impact or disaster as the toll of Covid-19 continues to take shape over the next couple of years.

#### **There is no sound financial justification for the proposed change**

What this should say is that the NTEU does not believe there is a sound financial justification for the proposed change. This is their opinion it is not fact. This opinion appears to be based on their analysis of second semester 2020 enrolments being better than expected. This is exactly what the University has said in the preliminary consultation and is further reiterated in this DCP. This misses the point. The VR program is about addressing the growing uncertainty about our finances from 2021 onwards. It is not based on better than expected results in 2020 but the fact that all the evidence suggests we will not be returning to normal in 2021. The University has and will continue to outline why a voluntary reduction in recurrent labour costs is both prudent and justified and has provided the modelling assumptions and modelling which supports this argument in this DCP. The University simply cannot continue to operate under the strict austerity measures it has put in place for the next three or four years. To thrive and keep up with the expectations of our market and produce world class education and research, we must be able to recruit talent, maintain and improve buildings and fund research. The only way that we can ensure that we are able to do this in an uncertain future is to try to look for other ways to reduce costs.

#### **The proposal is presented as a response to the desires of staff – it is not**

This is a misrepresentation of the University’s position. The process is being driven by a desire to mitigate the future uncertainty that Covid-19 brings. The University has chosen to delay action with regards to its labour costs as long as it can, and is proceeding in the most considerate manner possible, (ie to invite staff to express interest in voluntary redundancy). The University has never said that the process is being driven to “accommodate the desire of some staff”. What it has said, is that it is clear that labour cost reduction is a prudent way forward and that a voluntary redundancy program is one way to achieve this as well as “accommodate the desire of some staff”.

An early retirement process was not considered viable as this would only be available to staff up to retirement age and would need approval from the ATO which could be a lengthy process. This is an option that may be considered in the future if it becomes necessary.

### **There are alternative to job cuts**

As said previously, and again in this DCP, the University is attempting to mitigate an uncertain future with this proposed measure. The University has considered all options and does not believe at this point that going into further debt or using the future fund in the way the NTEU posits is the right way forward. Further borrowing itself would increase the interest payments the University would have to make each year which would of course add to our cost base and thus require us to find further savings. Borrowing is a circular argument when it comes to cost reduction. Frustratingly what the NTEU seems to keep ignoring, is that Covid can no longer be considered a one off event and the ability to go into further debt or access the future fund are measures that may still yet have to be considered if the assumptions that we have based our modelling on thus far turn out to be incorrect and the situation worsens. What also must be said is that in opting for voluntary measures the University has in fact done what the NTEU national office has mandated in its job protection framework.

### **The impacts and easing of 2020 savings measures**

As explained in this DCP the austerity measures were undertaken when the University believed that international student enrolments would return to normal in 2021. They were implemented quickly to manage the sharp downturn in enrolments evident in semester 1, 2020 and what was thought to be yearlong pain ahead, and they did their job, ensuring that the University could get through this year without major job loss or asking staff to consider giving up their EA entitlements. As we now know the impact of Covid will likely continue over a number of years and these austerity measures will need to be relaxed a little to allow for strategic hires, research, travel and building maintenance and equipment. The NTEU is mistaken when it posits that the more positive financial results of 2020 are cause for the University to be less cautious when it comes to reducing costs. The modelling outlined in this DCP suggests we face some strong head winds in coming years. It is the future not 2020 that this DCP seeks to address. In order for us to relax some of the measures which are currently in place and which will be detrimental if they continue at their current level, we need to consider making savings elsewhere. A reduction in roles via voluntary redundancy is the way we propose to do this.

### **This is not prudent planning – this is re-structuring**

Again, this is NTEU opinion and not based in fact. The University has no desire to increase fixed term and casual jobs. Only roles that are considered excess to requirements will be approved for redundancy through this process.

The University is disappointed that the NTEU has chosen to oppose a voluntary program at the preliminary consultation stage, even before seeing the modelling and before the University had a chance to give staff the further information provided in this DCP. As the VC explained during the preliminary consultation process, the University will undertake further financial modelling and adjust the savings measures according to on-going developments. At this point the University is hopeful, that on the current modelling, a VR program might be the only staff measure, in addition to tightened recruitment approvals, required for the University to manage the downturn in its projected revenue. This may change as circumstances change. But the University believes that a VR program is a prudent measure to safeguard our future. We look forward to continuing the dialogue through the consultation phases with staff and the Unions, and we encourage staff to consider all of the information that is provided for themselves and engage in the process as we move on.

## **ANNEXURE 4: RESPONSE TO CPSU PRELIMINARY CONSULTATION FEEDBACK**

### **The CPSU providing the following feedback: -**

- support for the VR scheme as an approach to reducing staffing, where that is considered necessary;
- the view that while the University is shedding its staff as a reaction to the pandemic, it should be shelving plans to expand its operations in any significant sense until we are in financial shape to implement appropriate staffing resources to support any increase in activities;
- the main concern about any process that results in reduced staffing numbers, is that there be a clearly stated position, put by the University in writing and distributed to all staff, that overall workload in any PSU, faculty or school be reduced commensurate to those staffing reductions, so that remaining staff in any work area are not left to add the workload of departed staff to their own;
- that the University would enter close negotiations with the Unions to look at other possible cost-saving measures prior to moving to a round of restructures involving broad staffing cuts. The CPSU has successfully negotiated with other Universities to reduce labour-related costs in ways that have mitigated job cuts and is always willing to discuss such measures with the University.
- An understanding that the University is currently unwilling to shed any of its property assets (e.g., some of the farms it owns and the old law school building in Philip St) because the real estate market is not ideal, but we believe the University should consider the serious impact upon its functioning and international reputation that staffing losses will produce and consider weighing this carefully against the losses involved in selling in a less than overinflated market

The University appreciates the CPSU's willingness to engage in the VR program. The University advises it has no plans to expand operations significantly and that roles will not be made redundant unless they are no longer required.

As the University has stated previously, it has no plans to enter into broad staffing cuts, and commits that it would speak to staff and their unions about other measures before this is undertaken.



## **ANNEXURE 5: FURTHER INFORMATION ABOUT ONGOING "SAVINGS" OF THE HIRING "FREEZE"**

In response to a request from the NTEU about detail of the ongoing savings of the "hiring freeze" the University provided the following information on 22 October 2020:

- the hiring freeze was not a true freeze and was largely a limitation on hiring of additional staff and creation of new positions;
- in respect of existing positions, most were filled if a staff member departed and in some other instances, whilst positions have not been immediately filled, there will be a need to fill them at some later time;
- the overall FTE of continuing and fixed term staff has not significantly reduced. The FTE is:
  - as at September 2020, 7676 which is actually 8 FTE higher than September 2019;
  - for the period from March 2020 (7698 FTE) to September 2020 (7676 FTE), relatively constant;
- any "saving" was against budget, resulting from not increasing the number of staff;
- the savings to the University from the hiring freeze are forecast to be approximately \$48M against budget for 2020, whilst noting the staffing costs will still be an increase against 2019 expenditure of \$13m. ie overall staffing costs for 2020 will be higher than in 2019.

the University does not anticipate that the hiring freeze provides significant ongoing savings into 2021 (and noting that the costs of staff have also increased due to EA increases and incremental progression).

**ATTACHMENT 1: RESPONSE TO FEEDBACK ON THE RCP**

**ATTACHMENT 2: RESPONSE TO FEEDBACK ON THE DCP**

**ATTACHMENT 3: FURTHER FINANCIAL UPDATE 27 SEPTEMBER 2020**

# **Final Change Plan (FCP): Voluntary Redundancy Program**

**Response to feedback on the Revised Change Proposal**

**3 November 2020**

#	Feedback	Response
1	My current contract expires at the end of February 2021 and am expecting this to be extended. I would like to know what my eligibility status would be for the program given these circumstances.	The eligibility requirements for the Voluntary Redundancy Program state that eligible fixed term staff are required to have more than 6 months remaining (at the point of a Final Change Plan (FCP) being released) until the expiry of their fixed term. The eligibility criteria have been determined to maximise the potential financial benefit of the VR program to the University. The University does not intend to make any amendments or changes to the eligibility criteria.
2	<p>Thank you for the opportunity to provide feedback on the RCP and for the opportunity to submit an EOI. The Change Plan provides a broad opportunity for the wider majority of staff within the University to express an interest should they wish to do so.</p> <p>I would ask that consideration be given to some flexibility around the fixed term contract renewal conditions for long term fixed term staff. I have been employed continuously on a fixed term contract for XXX years, renewed annually in XXX each year. This renewal date is based upon my date of appointment to the HEO XXX role which I have held for XXX years, rather than being directly linked to a particular source of funds or project.</p> <p>The XXX is considered to be externally funded, however the salary for my role is sourced from internal discretionary funds, and is not a tied “research” position. On this basis I have submitted an EOI for your consideration. Please note that on the VR calculator it did not provide functionality for me to input an Agreed Salary, as the default was to the HEO XXX salary rate.</p>	
3	I am on secondment from XXX to the XXX portfolio. I went to do my Eoi for voluntary redundancy but the VR system only recognises my seconded role in the XXX portfolio. I need to be able to identify my substantive position since that’s what the VR process applies to.	<p>Your eligibility to express interest in a voluntary redundancy is based on the employment status of your substantive position, not your secondment role.</p> <p>The department in which you are on secondment is your current active department in the HR system and therefore automatically displays on the EOI form. However, the VR program’s dedicated HR project team will review all EOIs and ensure that your substantive department is recognised for the purpose of assessing your EOI. That is, your EOI will be provided to the local Faculty/Portfolio group that is applicable to your substantive department.</p>
4	Do you know at what point our line managers will be notified that we’ve put in an EOI for a VR?	Managers will be notified when direct reports submit an EOI and ordinarily this will be in preparation for the assessment. It is up to the individual staff member whether they choose to discuss their decision to submit an EOI with their manager.

5	<p>The revised draft plan is disappointingly low in quality, the responses to feedback, do not demonstrate real consideration of the concerns expressed by staff or offer any substantial evidence or logic, the responses are mainly only rebuttals using vague language. A great deal of the feedback was along the lines that the proposal to give out voluntary redundancies will cost the university extra money and cause various other problems, the scheme will not do what the management is claiming and save money. These comments frequently ask for modelling, calculations and evidence to support the specious claims that this scheme is a responsible and prudent exercise. Repeatedly, the responses are exemplified by the following, “The University does not agree that “that staff cuts aren’t necessary”. As described in the Draft Change Proposal, the VR program is proposed as a prudent step to help the University manage the financial uncertainty that lies ahead.” The responses such as this are vague, there is no substance that actually addresses the concerns raised by the staff or provides evidence. In other words, the responses are not scientific and call for faith-based acceptance.</p> <p>The revised plan is missing modelling and logic that would be necessary for it to be a plausible plan. The rationale for the plan is that voluntary redundancy will save the university money, the problem is there is no evidence in the plan to support that assertion, in fact the opposite appears to be more likely. Indeed, it appears that it would be costlier to run the voluntary redundancy plan, than not running it, see calculations under. On page 7 under the heading, “Anticipated Financial implications of the change” the document states, “The anticipated financial implications of this change are currently unknown.” That means the document isn’t a really a plan at all, it’s a series of hopes based on wishful thinking. Some rough financial implication modelling follow.</p> <p>The financial implications of the plan are likely to be an eight-figure cost to the university Take a Level E member of staff who has served for 20 years, they will be entitled to 82 weeks of redundancy pay and if they have untaken long service leave that will provide another 30 weeks that will need paid out. This equals 112 weeks, or roughly 2 years which equates to ~\$430,000 it will cost the university to fund such a redundancy payout. If there are 100 such cases that’s over 43 million it will cost the university.</p> <p>Factoring in that the university will not and cannot halt recruitment, the scheme will lose students’ and taxpayers’ money. Even if hypothetically, the university could lose 100 staff or more with no need to replace them (which is not possible according to the RCP which states recruiting will continue), it would be up to a full two years, or possibly more, until there are any savings from the redundancies. Factor in that the cost of redundancy payouts will add to the university’s debt so there will be the added cost of extra interest</p>	<p>Thank you for your feedback, we acknowledge your view that you do not agree with the rationale the University has proposed regarding the VR program.</p> <p>We acknowledge your opinion about detail contained in the draft plan. While redundancies represent a one-off cost, we would make salary savings year-on-year from disestablishing a position. To alleviate your concerns about the financial impact if the University was required to recruit replacement positions, the assessment criteria is designed so that positions that cannot be made redundant without recruitment to replace them, will <u>not</u> result in an approved VR for that position.</p> <p>In reference to the criteria outlined “In exercising its discretion to approve a VR, the University would need to be satisfied that the staff member’s position is no longer required to be performed” we can clarify that the criteria for accepting a VR is not that the occupant is currently underutilised, rather the assessment criteria “The staff member’s position is still required to be performed” will enable the University to make a decision at the point of assessment about whether the position is required, moving forward.</p> <p>The redundancies meet the definition you refer to under the Fair Work Act and occur widely in industries including higher education. Under the VR Program the University will only discontinue positions where there an EOI has been received and the position can be made redundant i.e. the position is no longer required to be filled.</p> <p>We do not agree that the University is pursuing non-genuine redundancies and reiterate the previously stated position that there are no current plans to proceed with an involuntary redundancy program in response to the revenue shortfalls generated by COVID19.</p> <p>The University does not agree with your opinion about debt, building programs and consultants and considers that steps taken to plan for and respond to pandemic scenario, have presented the University in the best possible position, despite the downturn in forecast revenue.</p>
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payments which will cost the university about \$8,500 per person per year. As mentioned, the document states that recruitment will still go ahead, and there is no modelling or evidence whatsoever on how the work that is ongoing will be covered after the staff who will taking the money, leave (see under). This means there is a strong possibility that the scheme will result in a loss.

The plan contains faults in logic. On page 7 the RCP states, “In exercising its discretion to approve a VR, the University would need to be satisfied that the staff member’s position is no longer required to be performed.” For that to be true, the staff member would currently be doing no work at all, so the statement in the RCP is unrealistic and implausible, it ignores inconvenient practicalities. The staff who take redundancies are more likely to be currently engaged in ongoing work and/or could be assigned ongoing work duties and their labour will have to be replaced, therefore there will be no savings achieved by the scheme, only costs.

The university should not propose redundancies that are not genuine. A genuine redundancy occurs when, “the person’s employer no longer required the person’s job to be performed by anyone because of changes in the operational requirements of the employer’s enterprise.” Fair Work Act 2009, Clause 389 (1)(a). There has not been a change in the operational requirements of the university with a draft change proposal specific to operations that are proposed to cease in December 2020. The Fair Work Ombudsman adds that a genuine redundancy requires “that the person’s job doesn’t need to be done by anyone”. What that means is that work that is ongoing and will not cease after Dec 2020, performed by a staff member who’s position is proposed as redundant, would need to be specifically stated and accounted for. The proposed redundancies are not genuine redundancies. There should be no proposal to apportion the ongoing work of a someone who takes a redundancy, to other staff who are already working at a capacity load.

The scheme comes at a time where the management should be striving to rekindle staff faith in their leadership abilities, not damage it even further. The 2019 Staff Engagement Survey <https://intranet.sydney.edu.au/employment/staff-survey.html> reported that staff rated the university’s leadership at 54%, this was down 5% from the 2016 rating which brings it to 5% away from a ‘fail grade’. A proposal for voluntary redundancies that appears to not show enough logic or fiduciary responsibility is likely to decrease the faith of the staff in their leadership, even further. I have heard opinions from staff who are extremely concerned with this change proposal and the common opinion themes include the following.

The University disagrees that the change proposals for this program present a false narrative that redundancies, without a product/service reducing re-organisation, are genuine or cost-saving. We consider the evidence, modelling and logic have been sufficiently outlined in the proposal documents to enable feedback on a proposed VR program.

	<p>The management,</p> <ul style="list-style-type: none"> <li>• are obsessed with getting rid of people using non-genuine redundancies and this plan is a precursor for another purge by involuntary redundancy</li> <li>• have plunged the university into substantial debt via, a building program that was not responsibly paced with income over time and, wasting money on consultants</li> <li>• did not financially plan for unforeseen events</li> <li>• now expect staff to pay for their bad decisions</li> <li>• do not respect staff and think staff can be easily fooled with vague plans that do not have evidence, modelling or logic to support unlikely claims</li> <li>• simply ignore the concerns and logical feedback from staff, and repeatedly use simple rebuttal to push through plans that are damaging to the university</li> </ul> <p>Conclusion</p> <p>The staff at this university deserve leadership practices and culture that score a lot higher than 54%, they currently do not have these, and this revised change plan exacerbates the situation. The management should not present a false narrative that redundancies, without a product/service reducing re-organisation, are genuine or cost-saving. From the incomplete planning and logic presented in the RCP there appears to be a strong possibility that the voluntary redundancy plan will simply plunge the university further into debt, cause rolling waves of damage, and will have no benefits to the university. For the scheme to be a plan, and be taken seriously, the massive gaps in the draft's evidence, modelling and logic need to be addressed.</p>	
6	<p>I would like to provide my feedback on the VR program RCP. I would first like to make a few comments, then I have some specific questions that I would like addressed. To make the questions more visible, I have bolded them.</p> <p>My general comment is that I do not agree with this VR program. It has not been proven to me that it is necessary, nor that it will lead to a positive outcome for the university.</p> <p>I understand that in the early days of the COVID-19 pandemic, there was a belief that this would be a relatively brief interruption to normal operations, and as such, many staff were willing and able to put in the extra effort to get the university through semester 1. I believe that this effort has been proven by the better than expected enrollment data for semester 2 - we had proven to the students that they will still get a quality learning experience with remote learning, so they were still willing to enrol.</p> <p>However, it is now apparent that COVID-19 will affect university operations for some</p>	<p>Thank you for your feedback, we acknowledge your view that you do not agree with this VR program. The contributions of staff during a challenging year are acknowledged. The VR program is not a reflection of the efforts of staff this year, it is a step the University considers appropriate based on financial modelling and future uncertainty.</p> <p>We acknowledge you have some specific concerns about current work pressure and suggest you raise this through the usual channels, that is in the first instance, your line manager. In accepting any EOIS in VRs. the extent of any likely impact upon other staff is a central consideration.</p> <p>The impacts upon staff are part of the consideration and a series of voluntary measures, including the VR program helps provide increased job security for staff who do not wish to depart voluntarily.</p>

time into the future. Although I understand that potential financial issues can't be ignored, I want to make the point that the impact on your staff cannot be ignored either. I don't think you quite understand the pressure that the vast majority of staff have been under this year. Switching to online teaching virtually overnight in semester 1 took considerable effort from not only the academic staff, but many professional staff as well. We worked a considerable number of extra hours, at nights and on weekends, just to keep the university running. We then continued this in semester 2. Although for semester 2 we had the benefit of months to plan for online delivery, semester 2 presented another issue - hybrid teaching. What I mean by hybrid teaching is the simultaneous offer of on campus and online classes. Hybrid teaching quite literally doubles the workload of staff - academic and professional staff. It continues to apply pressure, and yet again, we have found ourselves working extra hours, at nights and weekends, just to keep the university running. We have done all of this with the extra complication of the loss of casual and fixed term staff, with the inability to replace them due to the hiring freeze. My point here is that you have expected a lot from staff this year, and we have delivered, but we can't keep working to this level. We are going to burn out - this is an inevitability.

My specific questions are:

1. What exactly changed from the DCP to the RCP? Will you release a version of the RCP with the changes tracked so we can actually see what was changed? I compared the DCP and the RCP side by side, and I can see little difference in the documents. There are entire sections that have not actually been changed.
2. Will you refrain from cookie-cutter responses to feedback on the RCP? I read through all the responses to the DCP and your response to them, and I found that in many cases the response given was basically a cut and paste from the DCP document. It didn't look like you had actually read the feedback in detail. I think the staff of this university who have taken the time to provide feedback to you should have their feedback addressed specifically, and not just have a section of the RCP copy pasted as a reply.
3. If a VR is refused to a staff member who expressed interest in a VR, will the reasons for this refusal be made available to all university staff? I want to be clear - I am not asking for any personal or identifying information of staff who expressed interest in VR to be made available, but I would like to be told something more specific than "this position was deemed essential, and the VR could not be accepted". I want to know WHY that position was deemed essential. For example, you might refuse a VR for an academic staff member who teaches a unit of study that is compulsory for a certain major. There may not be any other staff who have the academic background to teach this unit of study, so therefore this academic is 'essential' and their offer to take a VR was refused.

In response to your specific questions:

1. The link to the tracked changes version of the RCP document appears on the VR Program intranet page <https://www.sydney.edu.au/content/dam/intranet/documents/employment/vr/revised-change-proposal-tracked-changes.pdf>
2. The University has been consulting with staff on a proposed VR program since 1 September 2020. The feedback received during consultation on the DCP (and preliminary consultation) was considered in the development of the Revised Change Proposal. In instances where the University does not consider the positions put forward by staff or their representatives during consultation require changes to the proposed approach, the RCP document did not reflect changes from DCP.
3. The University is grateful for the feedback from staff on the proposed change and has considered and provided a response to this feedback. In instances where information contained in responses refers back to information contained in the formal change documents, this has been provided as we consider that it is relevant to the response to that individual piece of feedback.
4. A decision on an individual will be based on the assessment criteria outlined in Annexure 2. For confidentiality reasons, the University does not intend to advise the reasons why an EOI is not approved to all University staff.
5. The University had previously outlined that it would consult with staff where there would be significant effects, (as defined in the section 385 of the Enterprise agreement) on remaining staff members in the area. In response to feedback received during the consultation period, the University will undergo an additional consultation step as detailed in the Final Change Plan..
6. Please see the Assessment Criteria section of the FCP. Existing employment processes are in place to monitor performance of Academic and Professional staff across the University; these process intend to address performance matters with individuals as appropriate. These existing employment processes are separate to the VR Program.



	<p>4. Will you commit to preparing a change plan for each unit within the university where a VR is proposed to be accepted before confirming the VR? One aspect of this VR program that I just cannot comprehend is the idea that there are potentially hundreds of staff at the university who turn up to work each day and just don't have much to do. I have not seen in any of the work areas that I interact with across the university any redundant staff. On the contrary, what I see are understaffed work units who are pushed to their limits. My concern is that any staff accepting a VR will have serious effects on the staff remaining in their work unit, and this deserves a detailed change plan - where the affected staff can provide input on the change.</p> <p>5. If you do find these masses of redundant staff across the university that you are hoping to find, can you please give an explanation to how these staff managed to pass their annual performance reviews, but still end up redundant? Academic staff and professional staff both undergo yearly reviews of performance. In these reviews, your line manager assesses your performance in the past year, and together you set goals for the next year. If there are truly redundant staff in the university, why weren't they identified in the performance review process? What went wrong, and how do you plan on fixing it?</p>	
7	<p>The justification for the VR program has been filled out, but remains circular. "Shortfalls of this magnitude must be mitigated. Our performance as a world-class university would be severely impacted by continuing the current austerity measures for five years -research needs to be funded adequately with equipment, travel and strategic investment in critical infrastructure; the student experience and innovative teaching must be supported; and a continued recruitment freeze would have a serious impact on research and on the careers of many staff. The University has a responsibility to safeguard its financial position for the future."</p> <p>I still don't see why we let staff go so we are better able to hire staff. Well, of course I do see, but I don't like it. The subtext, here, is that, we need to clear the decks of those permanent positions so we have a more agile, expendable workforce, as evinced by the first thing mmgt did when covid hit was sacrifice our casual colleagues. VRs pave the way for more insecure positions that mmgt have better control over. I get it. But it's disingenuous, and downright confusing to not just say that. And instead repeat, constantly, that we need a VR round so we can lift the hiring freeze.</p> <p>"The proposed VR program is put forward to assist as a prudent step given the COVID-19 impacts and significant future uncertainty. There is no expectation that a VR alone will solve the expected financial shortfall. But any savings generated from a VR program will allow the University to loosen some of the very severe austerity measures around</p>	<p>Thank you for your feedback.</p> <p>Characterising the VR program as a mechanism to "let staff go so we are better able to hire staff" is narrow. Rather the VR Program is a considered action in response to financial modelling and considered a prudent step to assist in ensuring future financial stability and mitigate against the need for greater involuntary measures. The VR Program will enable the University to consider offering a VR to staff who want to exit the University and where a decision can be made that the position is not required moving forward. Strategic investment in the University takes many forms, and is not limited to strategic hires, and is critical to continue to position ourselves as a world-class university.</p> <p>The University reiterates that there are no plans at this time to replace positions that may be made redundant with casual or fixed-term staff.</p> <p>We do not agree that the financial cost of a redundancy program means that the rationale for the program is flawed. We acknowledge there is a cost involved in providing staff with their employment entitlements where their position has been declared redundant. While redundancies represent a one-off cost, we would make salary savings year-on-year from disestablishing a position. There is no target number,</p>

equipment, travel, recruitment and other measures that will have to continue over the next few years.”

This is flawed logic, a VR program is extremely expensive, the savings will not be made now, they will be made down the line as you restructure our workforce so that labour is casualised, fixed term and cheaper. This is blatantly about restructure, not about saving money (in the short term anyway). The fact that you even admit this won't solve any financial shortfall (which we just have to take your word for), says it all. This is opportunistic. It has no particular goal, other than to free up a few positions you can re-structure. There is no clear plan, you don't even say how many you're looking for. This is just a punt.

The perceived outcomes have not changed since the DCP, so my criticisms remain the same of these vague aims:

Any resulting salary savings the proposed VR program provides will assist the University in:

- managing ongoing costs Again, How? could you outline what will be saved, and how you will redistribute those funds? And, if, as you insist, that you have no clear number in mind, what exactly is the plan here? Free up an uncertain about of money and then figure it out as you go? If there's a plan to shed staff, you should have at least a clear idea of what money you plan to save, and how you plan to use it.
- mitigating against the reduction in student revenue and helping better prepare for uncertainties in the future, consequently providing greater future job security for staff, Preparation, innovations and risk projections should be supported by staff, not by stuffing some cash under your mattress, for another even rainier, day. This plan is absolutely not about job security, and it is extremely disingenuous to say so. VR rounds are extremely expensive. The savings will emerge down the track, once the workforce is all on easily expendable fixed term or casual contracts. This process is about greater insecurity for staff. And we all know this.
- easing some of the savings constraints impacting critical areas such as research, education and student support. I note you've dropped the 'may' here. Great, but I strongly argue that research, education and student support will be better serviced/achieved by retaining staff and knowledge. Not by shedding it.

“The University would need to be satisfied that the staff member's position is no longer

as the University would need to consider both interest and the assessment of those interested in order to better understand the number of redundancies that may be achieved by this program.

We do not agree that this proposal implies that people are engaged in positions that are not currently required. Rather, the assessment criteria for accepting a VR will consider whether “The staff member's position is still required to be performed”, which will enable the University to make a decision at the point of assessment about whether the position is required, moving forward or whether the EOI in VR can be accommodated.

Regarding your questions about diversity:

1. The University has sought and will continue to seek advice from a group of experts on workplace diversity.
2. The commitments will be fulfilled by:
  - An individual staff member's protected attributes (such as race, gender, age, disability) will not be taken into account when an individual's EOI is assessed.
  - a. Guidance and rules for assessment group composition and assessment process aim to support decisions based on the assessment criteria and free from bias.
  - b. Without limiting the University's discretion, the University would be unlikely to approve a VR where the removal of the position would likely have a significant detrimental impact on the educational experiences of students.
3. The University is committed to monitoring arrangements for the VR Program including at the conclusion of the proposed VR Process.
4. If negative impacts to University's diversity profile arise as a result of the VR Program the University will develop strategies to address these. Depending on the impacts this could include considering cultural safety or experience of Aboriginal and Torres Strait Islander staff and students.

required to be performed.” Again, I maintain, there is no one at this university working in positions that are no longer required to be performed. And it’s insulting to imply that anyone is.

I would also like to note the engagement with the University’s commitments to diversity, stating a commitment to seek advice on: “Strategies to address impacts to University diversity and inclusion performance that arise as a result of the VRprogram” who will you seek advice from? And how will you fulfil your commitments to diversity? Will you be looking at the overall cultural safety of the university if you receive a large amount of VR EOIs from staff members considered diverse? How will the university’s commitment to increasing the numbers of Aboriginal and Torres Strait Islander staff and students, in particular, be affected by the VR program? Can mmgt ensure that these issues have been addressed in the development of this Revised Change Proposal, into a Final Change Proposal?

Thank you kindly, for the responses to my feedback, buried in the RCP. I’d have appreciated if this was actually sent to me rather than the form letter I was sent, via email. But I appreciate the time you have taken to address my concerns, nonetheless, [item 25 (page 15) of Attachment 1: Revised Change Proposal (RCP): Proposed Voluntary Redundancy Program, Response to feedback on the DCP 8 October 2020].

Your responses, with annotations:

The proposed advantages of the proposed VR program are not vague and include:

- The proposed VR program is voluntary, and it is entirely at the discretion of the individual to submit an EOI in VR.
- Helps the University to pro-actively safeguard its financial stability during a period of significant uncertainty by reducing its recurrent salary costs in respect of those positions that are made voluntarily redundant.
- May ease some of the savings constraints impacting critical areas such as research, student support and the hiring freeze.
- May minimise the requirement for further significant measures impacting staff (such as potential involuntary redundancies) in the future, should revenue projections not be realised.
- Consistent approach across the University.

Okay, you cannot just say they’re not vague and restate your vague advantages. That does not constitute as genuine feedback. I said I was dissatisfied by those responses, so stating them again, doesn’t satisfy me/prove anything (other than that you can’t speak

The University is grateful for the feedback from staff on the proposed change and has considered and provided a response to this feedback. In instances where information contained in responses refers back to information contained in the formal change documents, this has been provided as we consider that it is relevant to the response to that individual piece of feedback.

We acknowledge your view that you do not agree with this VR program, however we are committed to enacting this plan as a responsible and appropriate measure to help protect the ongoing viability of the University through purely voluntary measures. We understand that change can be unsettling. Should you have any concerns or need any assistance, please speak to your manager or contact the University’s Employee Assistance Provider (Benestar) for free, independent and confidential counselling support on 1 300 360 364.

Any potential workload impact to remaining staff members, will be considered as part of the EOI assessment as to whether an individual EOI in VR would be approved and how that would be accommodated.

outside of script, and that said script is inadequate).

In response specific questions and comments on the following points:

- Managing ongoing costs: The University has consistently stated that it has not set a target number of roles that the process must achieve. We can say that any resulting salary savings this proposed VR program provide will assist the University in managing ongoing costs and mitigate against a decline in budgeted student revenue, and help better prepare us for uncertainties in the future. Yes, you keep saying all this, it doesn't make it any clearer to me. You can you manage ongoing costs when you have no idea what the savings will be from this program? The fact you don't have a target number is what concerns me. There is no plan here. This is basically saying, "this will save us some money and we'll spend it on some things." That's not proper risk management. This, as I have said before, is opportunism. I also note that I directly asked you "could you outline what will be saved, and how you will redistribute those funds?" These questions remain unanswered.
- mitigating against the reduction in student revenue and helping better prepare for uncertainties in the future. It is hoped that a proposed Voluntary Redundancy program may minimise the requirement for further significant measures impacting job security (such as potential involuntary redundancies) in the future, should revenue projections not be realised. There are no plans to replace positions that may be made redundant with casual or fixed-term staff. Okay, so there are some interesting responses here, but they don't actually fit with what "mitigating against the reduction in student revenue" actually means. And I note, in quoting yourself, you've deleted the part that says "consequently providing greater future job security for staff" (though I do note, of course that it remains as a claim in the main body of the RCP) which I read as foreboding. So, mitigating against revenue fall = avoiding forced redundancies? As the VC Michael Spence has stated "never say never" [all staff Webinar on 4 September 2020] to the prospect of forced redundancies, I find this an extremely disingenuous way to argue this. It's also kind of fear mongering. And perpetuates a myth that voluntary redundancies are better than forced, and that voluntary redundancies are indeed voluntary. Anyone who genuinely wants to leave (and isn't currently being tapped on the shoulder by a helpful manager) is leaving because this place has broken them, and this is an indictment on the way this place has been managed and should not be framed as a benevolent gesture of goodwill, from the university. If this VR round has huge appeal, then mmgt need to look long and hard at themselves as to why. Happy staff would not be excited at the prospect of a VR, in the middle of a pandemic, when future job prospects are slim. I note also that Change Proposals are also rolling out in CET/LC and in FMH, this VR program is in tandem with mass job losses across the university. So the idea forced redundancies

wont follow is ludicrous. THEY'RE ALREADY HAPPENING. "in the future, should revenue projections not be realised. There are no plans to replace positions that may be made redundant with casual or fixed-term staff." I'd love to hold you to this, and I will. Sadly, often it will be hard to prove, and any amount of proving, you're creating similar positions wont get me anywhere, anyway. It's also got a built in loophole "Oh there were no plans to do this, but situations have changed, we need a similar role now". We've reached an impasse on this point. I say I know this is a stealth restructure, you say it's not. We will see what happens, won't we? ... "never say never... no plans"...And, I repeat, real risk mitigation involves staff, it doesn't shed staff...

- easing some of the savings constraints impacting critical areas such as research, education and student support: The University needs to take necessary steps to minimise future costs and considers the proposed VR program can assist the University to achieve this. The management of staff retention/knowledge risks associated with the possible staff exits will be considered for each EOI that is assessed, and assessment of risk is captured in the proposed assessment criteria "In exercising its discretion to approve a VR, the University would need to be satisfied that the staff member's position is no longer required to be performed."

Yeah, and I maintain there isn't a person here doing work not required, we're all doing more than the work required, because you shed the casualised workforce. If this clause were truly correct, the VR program would be a failure, a moot point from the start. Again, how can the program mitigate costs when you don't even know what you want out of it? And Again, I strongly argue that research, education and student support will be better serviced/achieved by retaining staff and knowledge. Not by shedding it. (And this point you haven't addressed, even in your vague-script-speak)

Regarding recruitment, as we now know the impact of Covid will likely continue over a number of years and these austerity measures will need to be relaxed a little to allow for strategic hires, research, travel and building maintenance and equipment. Again, there are no plans to replace positions that may be made redundant with casual or fixed-term staff, rather an opportunity to make a decision at the point of assessment about whether a position is required, moving forward, and benefit from ongoing salary savings as a result of that assessment.

The work effort of staff in 2020 is acknowledged however the assessment criteria "The staff member's position is still required to be performed" will enable the University to make a decision at the point of assessment about whether the position is required, moving forward.

	<p>I've addressed this at other points in your feedback. So I'll refrain from getting too repetitive.</p> <p>The University does not agree that this program should be withdrawn, because it is considers it an appropriate step to responsibly safeguard its financial position for the future.</p> <p>I do not agree that this is an appropriate or responsible step for the reasons outlined in this email, in addition, VRs</p> <ul style="list-style-type: none"> <li>• lower morale</li> <li>• increase workloads on remaining staff</li> <li>• destabilize the workforce: once a position is lost it is gone and cannot be replaced</li> <li>• are the first step to forced redundancies (no matter what you say, we're not blind, we've watched the rest of the sector)</li> </ul> <p>I repeat, respect your staff, who have worked hard for you this year. Withdraw the VR Program, now.</p>	
8	<p>Thank you for the invitation to provide the following feedback:</p> <ul style="list-style-type: none"> <li>• I am opposed to the voluntary redundancy plan because it will provide short-term benefits to some individuals, but will result in short, medium and long-term detriment to the University. I can see no benefits to the University in this plan.</li> <li>• The financial information we have been given by the University shows that there is no major crisis and certainly nothing that should result in job cuts. It also reveals a time-based anomaly, where the claim is that we need money in the next 12-18 months, but redundancies will in fact cost the University in that time period; any savings arising out of removing positions will only be experienced after this time frame. This then makes me wonder what is the real motivation of this VR plan.</li> <li>• I almost didn't bother providing feedback to the RCP because I found the responses to my feedback and most other feedback pretty dismissive. The feedback reads as if the decision had been made to proceed with this plan and nothing anyone said would alter that course. It doesn't give me the impression that genuine consultation is being undertaken. Rather, it just looks like required steps are being taken in order to be ticked off. That doesn't engender confidence in senior management.</li> <li>• Given that all decisions about whether to accept EOIs are to be undertaken by senior management, this lack of confidence is particularly concerning. Since redundancies will be granted without consultation with affected staff (and there must be very few – if any – situations where a job could be axed without it actually affecting other staff in terms of S385), the consequences for remaining staff and the services offered to students look dire.</li> </ul>	<p>Thank you for your feedback.</p> <ol style="list-style-type: none"> <li>1. The proposed benefits of the VR Program have been clearly outlined by the University, and include: <ul style="list-style-type: none"> <li>• “The proposed VR program is voluntary, and it is entirely at the discretion of the individual to submit an EOI in VR.</li> <li>• Helps the University to pro-actively safeguard its financial stability during a period of significant uncertainty by reducing its recurrent salary costs in respect of those positions that are made voluntarily redundant.</li> <li>• May ease some of the savings constraints impacting critical areas such as research, student support and the hiring freeze.</li> <li>• May minimise the requirement for further significant measures impacting staff (such as potential involuntary redundancies) in the future, should revenue projections not be realised”</li> </ul> </li> <li>2. Furthermore, while voluntary redundancies represent a one-off short-term cost, the University would make salary savings year-on-year from disestablishing a position, where the position is no longer required. The motivation for the program, as a response to drop in forecast revenue in the context of ongoing restrictions on internal students and other COVID-19 impacts has been outlined. If there</li> </ol>



- I'm very worried that EOIs will be used as a trigger to launch involuntary redundancies. What commitment will you provide that no EOI will be used in this way?

was another motivation for the VR program, this would have been outlined in the change documentation. We acknowledge there is a cost involved in providing staff with their employment entitlements where their position has been declared redundant. While redundancies represent a one-off cost, we would make salary savings year-on-year from disestablishing a position, where that position is no longer required. We acknowledge the views expressed in opposition of the financial necessity for the proposed VR program, however do not agree. The University has considered all options and does not believe at this point that going into further debt is the right way forward.

3. The University is grateful for the feedback from staff on the proposed change and has considered and provided a response to this feedback. In instances where information contained in responses refers back to information contained in the formal change documents, this has been provided as we consider that it is relevant to the response to that individual piece of feedback. We acknowledge your view that you do not agree with this VR program, however we are committed to enacting this plan as a responsible and appropriate to help protect the ongoing viability of the University through purely voluntary measures.
4. In response to feedback received during the consultation on the voluntary redundancy program, the University has proposed an additional step of consultation. This supplementary consultation offers staff within the relevant work units where the University intends to offer a VR, the opportunity to provide feedback on intended acceptance of the VRs and measures to mitigate impacts over a period of 7-days.
5. The University can confirm that additional consultation for the purposes of considering whether to accept an EOI from an individual staff member through the VR Program will not involve proposals to make additional positions redundant. Any proposals to make additional positions redundant beyond the VRs would need to be the subject of further change proposal(s).

9	<p>Thanks for the opportunity to provide feedback on the RCP (released 8/10/20) for the Proposed Voluntary Redundancy Program. I have the following ongoing concerns:</p> <p>Lack of genuine consultation</p> <ul style="list-style-type: none"> <li>• I am concerned that University management is merely going through the motions of change process requirements, and not actually showing any interest in feedback.</li> <li>• The RCP was issued less than 48 hours after the closing time for feedback on the DCP. This does not seem an adequate time period for genuinely considering the content of feedback.</li> <li>• The responses generally read as reasons why the feedback doesn't need to be considered, rather than as if the possibility of changes arising out of provided feedback has been genuinely considered.</li> <li>• Nothing substantial about the plan seems to have changed in the RCP. The changes which have been made (such as outlining non-member support for the proposed Central Review Group) have not been made in response to feedback provided. It seems that the only factor which will have any impact at all upon the original plan and its original design is how many EOIs are received. It looks like all the effort staff and unions have put in to provide feedback about the plan are essential being ignored out of hand.</li> </ul> <p>No demonstrated need for job cuts.</p> <ul style="list-style-type: none"> <li>• I still don't see the financial necessity for job cuts. The University's own financial projections don't demonstrate the need. The additional financial information provided after the NTEU's request in fact demonstrates that there is no financial necessity for job cuts.</li> <li>• There are other untapped financial sources, such as borrowing at very low interest rates, which ought to be preferable to discarding staff with skills and experience.</li> <li>• Why doesn't the University consider staff to be their primary and most valued asset?</li> </ul> <p>Redundancies are expensive</p> <ul style="list-style-type: none"> <li>• There will be quite a time lag between job cuts and the realisation of any financial savings. In the short term this plan will cost the University a great deal of money, yet it is in this time frame that we're told the University needs to find savings. How does this plan even make sense?</li> </ul> <p>Lack of consultation about redundancies</p> <ul style="list-style-type: none"> <li>• The process described for assessing whether EOIs should be accepted does not include guarantees of consultation with staff whose jobs will be affected by the redundancy. This seems in breach of Section 385 of the EA. I can't imagine any redundancy which</li> </ul>	<p>The University is grateful for the feedback from staff on the proposed change and has considered and provided a response to this feedback. In instances where information contained in responses refers back to information contained in the formal change documents, this has been provided as we consider that it is relevant to the response to that individual piece of feedback. The time in between the close of feedback and the RCP allowed for sufficient time to allow consideration of the feedback and questions, responses and consideration of any changes to be reflected in the RCP, compared with the DCP. Much of the feedback had already been provided during preliminary feedback prior to DCP and feedback is also provided progressively by staff after the DCP release.</p> <p>We acknowledge the views expressed in opposition of the financial necessity for the proposed VR program, however do not agree. The University has considered all options and does not believe at this point that going into further debt is the right way forward. Further borrowing itself would increase the interest payments the University would have to make each year which would of course add to our cost base and thus require us to find further savings. Borrowing is a circular argument when it comes to cost reduction.</p> <p>We acknowledge there is a cost involved in providing staff with their employment entitlements where their position has been declared redundant. While redundancies represent a one-off cost, we would make salary savings year-on-year from disestablishing a position.</p> <p>The University has considered feedback on the process for consulting over redundancies and further detail about the supplementary process for consulting with relevant staff where the University is intending to approve VR applications in a particular work unit is contained in the FCP.</p> <p>The University can confirm that supplementary consultation for the purposes of considering whether to accept an EOI from an individual staff member through the VR Program will not involve proposals to make additional positions redundant. This detail has been reflected in the FCP.</p>
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wouldn't trigger one of these conditions:

- (b) change to the composition, operation or size of the University's workforce or to the skills required of staff;
- (c) elimination or diminution of job opportunities (including opportunities for promotion or continuing employment);
- (e) reallocation of a significant proportion of the duties and responsibilities of staff.
- The EOI assessment process does not begin with an assessment on the ground, amongst the staff who are in a position to know the consequences of removing a position. The process as it is currently structured seems to assume that central management know what all staff do and how their role affects other roles. This is definitely not the case. This process is likely to result in the removal of essential positions. It is also likely to result in staff in other positions having their ability to undertake their jobs seriously affected, without having been given the chance to provide feedback about this.
- The EOI process doesn't even intend to consult consistently with managers in affected areas, since information and context "may" be sought, rather than "will" be sought. While consultation with managers alone would not be sufficient, to not even include this as a matter of course demonstrates a complete disregard for the consequences of redundancies.

Follow-on involuntary redundancies

- Will you provide a guarantee that none of the Proposed Supplementary Change Programs (p.10) will result in involuntary redundancies, demotions or imposed substantial job changes for remaining staff?
- If someone submits a desire to leave the University, their personal decision to depart should not be permitted to remove the jobs or job-satisfaction of those staff who remain.

Redundancies are bad for the University

- Redundancies will increase staff workloads and reduce general staff opportunities for promotion.
- Redundancies will reduce services.
- Redundancies will reduce research excellence and limit HDR opportunities.
- Since the people most likely to put in and EOI are those with the longest service, this plan will result in the unnecessary and untimely loss of valuable skills and experience.
- All of the above will have negative consequences for the University's reputation and future performance.
- I am still yet to come across any genuinely redundant jobs.

We acknowledge your concerns on the impact of redundancies on the University. In considering decision on individual EOIs the assessment will consider potential impact on workload, service provision, and research output.

Although the voluntary redundancy program will result in some positions being removed from the University's structure, we acknowledge that this may result in the loss of valuable skills, experience or a reduction of general staff opportunities for promotion. The design of the assessment process for considering what positions can be declared redundant balances these concerns with the University's preference to protect the ongoing viability of the University through purely voluntary measures. There will be opportunity to express concerns about loss of promotional opportunities specific to an individual circumstance during supplementary consultation.

We consider that the VR program will best place the University to maximise future performance, to manage the financial uncertainty faced by the University. We acknowledge the challenges faced by the higher education sector more broadly and we consider that engaging in purely voluntary measures to managing the uncertainty and a robust process for consideration of the education and research impacts of individual decisions will maximise our reputation.

We acknowledge your comment that you are "Still yet to come across any genuinely redundant jobs" and appreciate that the application of the assessment criteria may be difficult to understand without undertaking an assessment of the position. The assessment criteria for accepting a VR will consider whether "The staff member's position is still required to be performed", which will enable the University to make a decision at the point of assessment about whether the position is required, moving forward.

10	<p>Totally support all the proposals in the RCP. Expressions of Interest applicants should be informed of the decision on their EOI as soon as possible as this is very stressful on staff who are keen to take up VR.</p>	<p>Thank you for your feedback and support on the Revised Change Proposal (RCP) for the proposed Voluntary Redundancy Program. Staff will be informed of the outcome of their EOI application as soon as the formal assessment process is complete, and the central review group has determined outcomes. At this stage, we anticipate outcomes to be communicated from late November. If there are any changes, this information will continue to be updated on the staff intranet.</p>
11	<p>After consideration of responses to the RCP, I support the proposal of a VR programme. This is the most satisfactory way of mitigating lost student revenue as a result of, and associated costs in managing the response to, the COVID-19 pandemic.</p> <p>Maintaining austerity measures is unsustainable in the long term for the future of the University, and certainly cannot protect the jobs and career development of the majority of the staff body over the shortterm (next 3yrs).</p> <p>Proceeding with VRs that are identified as those having the least impact to functioning units is most favourable. That approach respects and values the willingness of those who are prepared to give up their positions (and income) to safeguard the future of the University, and respects and certainly values the remaining staff body if their positions are protected and involuntary redundancies avoided</p>	<p>Thank you for your feedback in support of the proposed VR Program. Your comments and support have been noted.</p>
12	<p>Thank you for publishing the revised Draft Change Proposal, along with feedback received on the initial DCP. I have significant concerns about diversity and about the workload implications of this proposal which have not been adequately addressed in the revised document.</p> <p>1. The DCP states that the VR program may reduce salary costs and ease some of the savings constraints impacting critical areas such as research, student support and the hiring freeze (p.8). Does this suggest that the loss of existing staff will pay to recruit new staff? Can you explain how this will reduce salary costs? Is the intention to employ new staff at lower levels, in reduced capacity, or with lower wages?</p> <p>2. The DCP recognises that one disadvantage of DCP is the potential for long-standing staff to leave and the associated loss of corporate knowledge. It states that this will be mitigated through staged transitions and knowledge transfer processes (p.8). Can you explain what this knowledge transfer process involves? If remaining staff are trained to perform the tasks or implement the corporate knowledge of a staff who has left through the VR program can we say that their position was redundant? Clearly this suggests that their knowledge remains integral to the operations of the university work area. Further, this suggests significant workload implications for remaining staff who must incorporate part of someone else's role into their own. How will this be mitigated?</p>	<p>Thank you for your feedback on the VR Program.</p> <ol style="list-style-type: none"> <li>1. The VR Program will enable the University to consider offering a VR to staff who want to exit the University and where a decision can be made that the position is not required moving forward. This will free up funds for strategic investment in the University which takes many forms, is not limited to strategic hires, and is critical to continue to position ourselves as a world-class university. It is not the intention of the program to employ new staff at lower levels or in a reduced capacity. Salary and entitlements for Enterprise Agreement covered staff are set by the terms of the Enterprise Agreement.</li> <li>2. The assessment of the positions will consider whether that position is required moving forward. In undertaking this assessment the University will need to be satisfied that the departure of that person can be accommodated. In some instances this may result in changes to other positions and staff who are impacted will be consulted with. Departing staff will</li> </ol>

	<p>3. The DCP acknowledges that accepting some VRs may require cessation and/or re-prioritisation of work across faculties and portfolios. It suggests that this will be mitigated through planning at a faculty/Portfolio level (p.8). Who will be involved in this planning? How are decisions about cessation or re-prioritisation of work going to be made? What principles will be used to make those decisions? And what guarantees do we have that there will not be an increase in workload for remaining staff, or that essential operations of the university are not compromised through this process?</p> <p>4. The DCP states that impacts on diversity and inclusion will be monitored and strategies to address impacts to University diversity and inclusion performance will be developed (p.7). What are these proposed strategies? How will the university's commitment to increasing the numbers of Aboriginal and Torres Strait Islander staff and students, specifically, be affected by the VR program? This is an issue for the university's Indigenous Strategy, for the university's staff and for its students. The presence of Aboriginal and Torres Strait Islander staff positively impacts the sense of belonging and cultural safety of Aboriginal and Torres Strait Islander students. This, in turn, positively impacts their academic performance. What guarantees can management make that these issues have been addressed in the development of this Draft Change Proposal. Thank you for addressing these important concerns.</p>	<p>need to work with their line manager during the notice period on any knowledge transfer activities.</p> <ol style="list-style-type: none"> <li>3. The assessment group will consider workload in making their assessment. In addition all employees who will be directly impacted by changes arising from a VR will be consulted with.</li> <li>4. Regarding your questions about diversity: The University has sought and will continue to seek advice from a group of experts on workplace diversity. The commitments will be fulfilled by: <ul style="list-style-type: none"> <li>▪ An individual staff member's protected attributes (such as race, gender, age, disability) will <u>not</u> be taken into account when an individual's EOI is assessed.</li> <li>▪ Guidance and rules for assessment group composition and assessment process support decisions based on the assessment criteria and free from bias.</li> <li>• Without limiting the University's discretion, the University would ordinarily not approve a VR where the removal of the position would have a significant detrimental impact on the educational experiences of students.</li> </ul> </li> <li>5. The University is committed to monitoring arrangements for the VR Program including at the conclusion of the proposed VR Process.</li> <li>6. If negative impacts to University's diversity profile arise as a result of the VR Program the University will develop strategies to address these. Depending on the impacts this could include considering cultural safety or experience of Aboriginal and Torres Strait Islander staff and students.</li> </ol>
13	<p>Can the outcomes of the current promotion round be known prior to the VR offers expiring? The timing of the VR program and the expected 2 week time frame that an employee has to accept or decline the VR offer will land around the time that promotion notifications are announced. It would be ideal people could be notified of the outcome of their promotion application prior to having to decide about the VR.</p>	<p>Other employment processes, for example promotion, are conducted separately to the proposed VR Program. Unfortunately the University cannot guarantee that staff will be notified of promotion outcomes prior to VR assessment outcomes. Enterprise Agreement covered staff who are offered and accept an offer of VR, would be paid entitlements outlined in the <a href="#">University of Sydney Enterprise Agreement 2018-2021</a>, calculated using information current at the time the severance takes effect (i.e. the final date of employment).</p>

14	Can you please confirm if (as stipulated in the information provided on the intranet about the VRP) I should know the outcome of my EOI by late November?	The proposed timing from early December for EOI outcome notifications is current, but subject to consultation timing. We will keep this information updated on the staff intranet.
15	<p>There is obviously concern about how fair the VR process will really be and the ramifications for applicants, particularly if their EOI is unsuccessful. It is not clear in the revised change proposal whether an unsuccessful EOI applicant will receive feedback for the decision and an opportunity to appeal it.</p> <p>It is understandable that a manager will be consulted, but how does the staff member make the case? The EOI is a short form. Why does the form not ask applicant to provide information in support of the key criteria which will be used for making the decisions. Where does the applicant make the case? Many managers are not aware of the activities of many of their staff. In addition, there may be cases where managers wish to retain numbers because it helps create a façade for facilities and infrastructure funding, when in reality those positions are not supported.</p> <p>We request that the form is improved and please ensure there is transparency in the process which includes that evidence will be provided that the position is needed if the application is unsuccessful.</p>	<p>The University has defined a consistent assessment process and has been transparent in outlining the assessment criteria to be used to determine who will be offered a VR. The University needs to have broad discretion within the stated assessment criteria to determine what the needs of the University are moving forward, and what the potential impacts are of making a position redundant. The assessment will take into account work undertaken and will consult with line managers as relevant for this detail.</p> <p>In exercising its discretion to approve a VR, the University would need to be satisfied that the position is no longer required to be performed. Given the University will need to consider all EOIs on a case-by-case basis in relation to the assessment criteria, it is not practical to further detail the factors the University may consider for each individual position that it assesses.</p> <p>If a staff member's EOI is declined, they will be notified that their application was unsuccessful. Questions about the outcome of an EOI can be emailed to <a href="mailto:vrprogram@sydney.edu.au">vrprogram@sydney.edu.au</a> in the first instance.</p>
16	<p>If a staff member who wishes to take voluntary redundancy can show that the staff member's position is no longer required to be performed and can provide evidence to support their claim, then that person should be allowed to take redundancy.</p> <p>Supervisors should not be allowed to deny their request out of spite or just because they want to hang on to numbers because they are afraid of having their team numbers reduced or use the numbers to give a false impression of activity to key stake holders.</p>	<p>Thank you for your feedback on the proposed VR Program. In response to your first comment, in order to approve an offer for VR the University would need to be satisfied that the position is no longer required to be performed. The University has defined a consistent assessment process and has been transparent in outlining the assessment criteria to be used to determine who will be offered a VR. The University needs to have broad discretion within the stated assessment criteria to determine what the needs of the University are moving forward, and what the potential impacts are of making a position redundant. The assessment will take into account work undertaken and will consult with line managers as relevant for this detail.</p> <p>If an offer for VR is made, staff members will have the discretion to accept or decline the offer.</p>

		<p>Whilst managers and/or supervisors may be engaged throughout the assessment process to provide relevant context on the nature of the position and the work, the decision to offer a VR ultimately rests on the Central Review Group members.</p>
17	<p>There are 2 problematic areas in clause 385 of the EBA - the definition of the words 'significant' and 'directly affected'.</p> <p>In the past 'directly affected' has been used to refer to the immediate unit or portfolio (no consultation with faculties or schools) thus units such as Finance or HR have been able to approve VR to staff based solely on the narrow confines of whether it will affect the unit.</p> <p>This is often attended by 'pooling' of their resources and installation of an online process which then require academic and professional staff in faculties and schools needing to take on the work that is not covered by the pooling or the online system.</p> <p>An example of this is the financial support provided to Schools which has been decreased from 3 to 1 in the past 3 years with the narrative that with Concur and Unibuy academic staff using these systems there is no need to have financial transaction staff in the Schools. However, there are many other functions requiring support, not to mention support with the 2 systems. Additionally, having an academic at professorial level spending time to work out how to use a system and follow up enquiries when they may only use it once per week is not cost effect to the School which could employ an HEO5 finance officer to support the whole school on these systems and do it much more efficiently and ensuring checks and balances are in place. Checks and balances have been eroded over the years with these systems.</p> <p>The definition of the word 'significant' has been used in past change proposals at 50% thus a VR could be granted to someone whose workload left behind is less than 50% to be taken up by other staff on the unit. Historically there is no additional staff hired to take up the remaining percentage and thus the workload of those left behind increases.</p> <p>The impact on faculties and Schools may only be 5% but as academic and professional staff are already working at full capacity at school level this is an increase in workload.</p>	<p>Thank you for your feedback and recommendation on the proposed VR Program.</p> <p>In response to your recommendation, the Local Assessment Groups will need to identify where the removal of a position may have an effect on the operation of another functional or work unit. It is expected that prior to a recommendation being put forward to the Central Review Group, Local Assessment Groups will have engaged the relevant head of an area where potential functional impacts have been identified, in order to understand potential downstream effects.</p> <p>Additionally, the University has committed to an additional step of consultation in all circumstances where a recommendation for VR is approved by the Central Review Group. This step offers staff within work units where the university intends to offer a VR, the further opportunity to provide feedback on the intended acceptance of the VRs and measures to mitigate impacts within a period of 7-days.</p>

	<p>Additionally, with so many central units involved, this is 5% for each unit e.g. Finance, HR, ICT, CIS so that at the School level the impact is far greater than at the central unit.</p> <p>In the years that I have worked at the University I have never known there to be an independent review of any new system/software introduced and whether it meets the needs of the University's stakeholders. Thus it would be impossible for the central portfolios to know what the impact of their changes have on the workload on academic and professional staff at faculty/school level.</p> <p>My recommendation would be that before a VR can be approved in a central portfolio an analysis of the impact on broader stakeholders needs to be done and, needless to say, the broader stakeholders need to be involved in the analysis.</p> <p>This would also eliminate the potential for corruption as many senior managers can receive a bonus if they exceed their KPI's and one of those KPI's is introducing cost savings to the University. Thus there is an incentive to cut costs in their units and transfer that cost to faculties and schools.</p> <p>Clause 385 EBA Where the University proposes to introduce changes in programs, organisation, structure or technology that are likely to have a significant effect on staff, the University will consult those staff who are directly affected by the proposed changes in accordance with clauses 385 to 394. For the purposes of clauses 385 to 394 "significant effects" include:</p> <ul style="list-style-type: none"> <li>a. termination of employment;</li> <li>b. change to the composition, operation or size of the University's workforce or to the skills required of staff;</li> <li>c. elimination or diminution of job opportunities (including opportunities for promotion or continuing employment);</li> <li>d. outsourcing of work;</li> <li>e. reallocation of a significant proportion of the duties and responsibilities of staff;</li> <li>f. restructuring and/or relocation of work units; and</li> <li>g. alteration of hours of work that involve changes of the kind specified in (a) to (f).</li> </ul>	
18	<p>I don't have any feedback but do have a question.</p> <p>I am currently acting in the role of the XXX while my original position is vacant.</p> <p>If XXX, who has been on leave for over XXX, applies for a redundancy, what happens to the position of the XXX? Will the position become redundant? How the position can</p>	<p>A staff member's eligibility to express interest in a voluntary redundancy is based on the employment status of their substantive position, not a secondment role. If an eligible EOI is submitted, it would</p>



	become redundant if I am currently acting in the role?	<p>be assessed, and potential downstream impacts would be considered as per the assessment process.</p> <p>In cases where the University forms an initial view that a position can be made redundant through a VR, the University will engage in a supplementary consultation process. The supplementary consultation process will enable the University to consult with relevant staff on proposed changes in their work unit following a preliminary assessment (through the VR assessment process) that a position is no longer required.</p>
19	I currently hold two X FTE continuing contracts, one as a XXX with XXX and another as a level XXX professional staff member. In the event that I express interest in the VR program, will I need to submit separate requests for both roles, or is it possible to request a redundancy for one role while retaining the other? If the latter is correct, would I still receive a redundancy payment for the redundant role?	Your Expression of Interest would be assessed against both your positions and genuine redundancy would only be available if both positions could be declared redundant. If only one position was able to be declared redundant, there could be further tax implications you may need to seek specialist advice on from your own financial/tax advisor. Further information is available on the ATO website.
20	<p>Lets say I submitted EOI, and then I decided during VR processing or after VR approval to resign and the normal four weeks notice as per the EA. Would this be allowed/accepted?</p> <p>My second question is: In case my VR is approved , is the 12 weeks notice period compulsory or can be shorter?. If so, do I specify that I wish it to be shorter in my EOI application?</p>	<p>In response to your first point, any resignation prior to your last day of employment would mean that you are not eligible for redundancy.</p> <p>In response to your second point, an employment end date would be outlined in any letter offering you a VR in line with the VR offer process. This would ordinarily include the 12-week notice period and an earlier end date may only be possible by mutual agreement with the University. If you resigned before the date outlined or agreed in writing as part of any offer, you would not be eligible for redundancy.</p>
21	<p>Is there a chance that feb 2021 will be revised to mid or end 2021? To begin with getting a lump sum payment at that time is disadvantageous for tax purposes</p> <p>There are several more reasons for which the university may wish to allow flexibility of at least 6-12 months in the proposed exit date:</p> <ol style="list-style-type: none"> <li>1. Some academic staff have ongoing ARC Projects which may not end before the proposed exit date of Feb 2021.</li> <li>2. Most academic staff member's, despite being citizens of Australia, have family overseas. These people may wish to leave Australia and be back with family if they become redundant. Border is not likely to to open for Australian citizens and PR by Feb 2021. Becoming redundant on Feb 2021 will result in these people being stranded in Australia without a job and without family support.</li> </ol>	If a staff member receives an offer for voluntary redundancy, their employment end date will be outlined in the letter of offer. Clause 405 of the University of Sydney EA outlines a 12 week notice period, meaning end dates are currently proposed to be around March 2021. Ordinarily, the University will not allow termination dates to be extended (except where required in relation to parental leave). This approach has been considered to help maximise the benefits of the proposed VR program for the University.

22	<p>I am considering the Voluntary Redundancy but I have a few questions:</p> <ul style="list-style-type: none"> <li>• my plan is to accept the redundancy and leave after two weeks. Is it possible or I need to give 12 weeks notice? The main reason is that when I apply for a new job, they always want to join in 4 weeks and 12 weeks notice is too high.</li> <li>• The Voluntary Redundancy calculator is password protected and I don't have the password.</li> </ul>	<p>1. Clause 405 of the University of Sydney Enterprise Agreement outlines a 12-week notice period, following an offer of VR. It is proposed that staff whose employment with the University ends as a result of the proposed VR Program will have an end date of around March 2021. An earlier end date may be agreed by the University, however this would need to be discussed and agreed with the delegate following any offers being made and is not guaranteed.</p> <p>2. The calculator is not password protected. For support, staff can refer to:</p> <ul style="list-style-type: none"> <li>- The Shared Service Centre - dial 9351 2000</li> <li>- a redundancy estimate calculator tool help guide (link <a href="https://sydneyuni.service-now.com/sm?id=kb_article_view&amp;sysparm_article=KB0018843&amp;sys_kb_id=23054cbc1b1f5410ccf5b5bdc4bcb26&amp;spa=1">https://sydneyuni.service-now.com/sm?id=kb_article_view&amp;sysparm_article=KB0018843&amp;sys_kb_id=23054cbc1b1f5410ccf5b5bdc4bcb26&amp;spa=1</a>)</li> </ul>
23	<p>XXX Faculty has had a request from a member of staff regarding eligibility for Emeritus Professor.</p> <p>The individual in this case has taken a voluntary redundancy in XXX, so prior to this program.</p> <p>Could I please confirm that this individual would be eligible for an Emeritus title, provided that this nomination is supported by the Dean?</p> <p>Additionally, as the RCP currently confirms that individuals taking a VR as part of this program are eligible for an Emeritus title, can we start processing these?</p>	<p>Staff who are offered and accept a voluntary redundancy can be engaged in an honorary or Emeritus capacity after their employment ends, subject to their honorary title being approved. Under the Enterprise Agreement, persons will ordinarily be unable to be re-engaged as a paid employee for 18 months from their final date of employment if they accept a voluntary redundancy.</p>
24	<p>Can you provide an update on whether a redeployment staff that is having to take redundancy can come into a role that a staff is wanting to take VR</p>	<p>It is not possible to fill or replace positions where a staff member has left as a result of a VR. In line with the assessment process, a VR will not be offered if the removal of the position cannot be accommodated without the position having to be replaced.</p>



25	<p>I have a question regarding the notice period following redundancy offers. Reading the comments/questions included in the RCP, it seems a number of staff would be interested in being able to exit the university early and get payment in lieu of notice once they have been offered a redundancy. The answers to questions relating to this in the RCP state that “It is possible for payment in lieu of notice to be available by mutual agreement between the individual and the University. If you are offered and accept a voluntary redundancy, your employment will end on the date specified in the offer (unless an alternative date is agreed to by you and the University).”</p> <p>Would it be possible to know what could possibly prevent an agreement to be made in case a staff who is offered a redundancy wants to leave the university before the end of the 12-week notice?</p> <p>Would the decision to let a staff leave early be taken by the manager of the staff, or by the central administration of the University?</p> <p>Also, in order to be able to leave the university early, should the staff first accept the redundancy and then negotiate an exit date, or wait for an agreement to be reached on the exit date before accepting the redundancy?</p> <p>Thank you for taking the time to answer these questions.</p>	<p>Requests for earlier leaving dates from the University will need to be reviewed on a case-by-case basis and approved by the relevant delegate.</p> <p>The University will consider all requests on a case-by-case basis, and as such it is not practical to further detail the factors that would prevent an agreement to be made. Where a staff member’s request for an earlier end date is agreed to by the University, their notice will be paid in lieu, as outlined in the University of Sydney Enterprise Agreement.</p> <p>Arrangements for making a decision on an offer of VR or seeking a shortened notice period be outlined in the formal offer letter.</p>
26	<p>It would be good if there was more clarity in the Final Change Proposal regarding what could create the possibility for those who are offered a redundancy to end employment within the notice period (and get payment in lieu of notice), and what could potentially restrict this possibility, since several people have asked for that.</p> <p>Giving staff who are offered a redundancy the possibility to determine their final date of employment within the notice period is likely to make the program more attractive, and increase its success.</p>	
27	<p>If a staff member lodges an EOI and the University decides to make a formal offer of a VR to that staff member after 3 November, what happens if, at that point, within the 4-week consideration period, they elect not to take it? Do they then return to their position as before, or will the issue then proceed via Clause 409 of the EA into attempted redeployment – including (413) being unable to “unreasonably refuse redeployment to a position at their existing level” – and, failing this, involuntary redundancy (clause 418)?</p>	<p>For EOIs under the VR program that result in an offer of VR, the staff member's position will be declared redundant, subject to the individual accepting that offer of VR. If the offer of VR is not accepted then there is no impact to the staff member's position and they will remain engaged under the terms of their employment. Therefore, it follows that if an offer of VR is not accepted, the position is not declared redundant, provisions of the Enterprise Agreement related to redeployment and involuntary redundancy do not apply.</p>

28	<p>Got the RCP. Just wondering if you can please help me understand this clause: Assuming that I'll be offered a VR, I accept it and I exit on the employment end date outlined in the letter offering me a VR. Is the severance payment that I will receive not regarded a genuine redundancy? And I won't be eligible for concessional tax treatment on that payment?</p>	<p>The statement you are referring to in the calculator tool is in relation to the implications for re-employment in the previous sentences. That is if prior to your redundancy taking effect, there is an arrangement (either written or verbal) for you to be re-employed (in any type of employment, including casual employment) after any Termination Date.</p> <p>Redundancy entitlements paid as a result of this program will be taxed in accordance with <a href="#">Australian Tax Office</a> rules for redundancy. It is important to note that the <a href="#">ATO</a> may consider a Voluntary Redundancy as non-genuine in certain circumstances such as normal retirement age.</p> <p>This information is general. The University of Sydney is not a financial adviser. You should consider seeking independent financial, taxation or other advice to check how the general information relates to your unique circumstances.</p>
29	<p>What date will be used to calculate the final payout figure? Will it be the anticipated last day of service sometime on Feb 2021? Reason being is that I am eligible for my long service leave on 19 Dec 2020 and would like that benefit included in the final payout.</p> <p>Proposed EOI timeline</p> <ul style="list-style-type: none"> <li>• 8 October – RCP released</li> <li>• 22 October – feedback on RCP closes</li> <li>• Early November - EOI closes (1 week following release of an FCP if change proceeds)</li> <li>• Mid-November - Local Assessment Group</li> <li>• Mid-November - Central Group approvals</li> <li>• From late November - staff offered VR</li> <li>• From early December - final date for acceptance (2 weeks following any offer)</li> <li>• From mid-February - it is anticipated that the 12 week notice periods would end and staff would cease employment with the University</li> </ul> <p>If there are delays to the process, staff will be informed of revised timeframes.</p>	<p>Final estimates will be included with any offers of redundancy that are made and will be calculated for the date the staff member would be leaving the University, following the required notice period. The date is at this stage expected to be around March 2021.</p>
30	<p>I also have LSL which I have not been able to take - nor holidays. I presume this will also be calculated in the VR package.</p>	<p>The redundancy estimate calculator tool can be used to provide an estimate of entitlements, including Long Service Leave and Annual Leave balances on termination of employment due to voluntary redundancy. Please note estimates provided via this tool are indicative estimates only and should not be relied on as a final calculation.</p>

31	<p>Although it is understood that University is not in the position to provide tax advice, it can surely provide some factual information on this topic. This would be very little work for you and would be of benefit to a large number of staff - probably increasing the chances that more people would put their hands up.</p> <p>Please do not tell me to view the UniSuper session, I am a SASS member and do not have access. Also I cannot get the Excel calculator to work.</p>	<p>Redundancy payments will be taxed in accordance with <a href="#">ATO</a> rules for redundancy. Tax arrangements on approved redundancy payments will vary from person to person and will be influenced by a person's age and length of service.</p> <p><i>This information is general as the University of Sydney is <u>not</u> a financial adviser. You should consider seeking independent financial, taxation or other advice to check how the general information relates to your unique circumstances.</i></p> <p>Members of superannuation funds other than UniSuper are encouraged to contact their relevant funds if they have questions about their own arrangements.</p>
32	<p>I'm considering options as advised for my future employment and am enquiring as to the tax implications of a lump sum payout for voluntary redundancy. Could you provide details please?</p>	<p>Redundancy payments will be taxed in accordance with <a href="#">ATO</a> rules for redundancy. Tax arrangements on approved redundancy payments will vary from person to person and will be influenced by a person's age and length of service.</p> <p><i>This information is general as the University of Sydney is <u>not</u> a financial adviser. You should consider seeking independent financial, taxation or other advice to check how the general information relates to your unique circumstances.</i></p> <p>The following resources may also be useful and are available for UniSuper members who can book an individual appointment with a UniSuper super consultant via phone or video meeting, to discuss general super-related questions.</p> <p><b>UniSuper financial advice</b> Members have access to a UniSuper qualified financial advisor, to help navigate the financial uncertainties and opportunities of voluntary redundancy. Members requesting personal financial advice will receive a fixed quote from UniSuper. Costs associated with personal financial advice are at the responsibility of the individual staff member.</p> <p><b>On-demand webcasts</b> Members can access an on-demand Webcast covering key topics, including general superannuation and redundancy information.</p>

33	<p>I'm currently on secondment and I know my VR will be calculated at my substantive role level and step. Will my long service and annual leave entitlements be paid at my current seconded level and step?</p>	<p>Entitlements will be calculated using the information contained in the employment agreement that applies to a staff member at the time of exit. If a staff member is on a secondment, this contract would ordinarily be for their substantive position, however staff should check the details contained in their specific employment agreement.</p>
34	<p>I joined the university since XXX, and I have been working 2 days per week since XXX (XXXFTE).</p> <p>I understand that there is an impact on my final calculation, however, my question is:</p> <ul style="list-style-type: none"> <li>• Will the calculation be pro-rata for the XXX years I have been at Sydney uni?</li> <li>• or will it be based on my current FTE (i.e. XXXFTE) for the whole time?</li> </ul> <p>I could not find the answer to my question under Part J of the University of Sydney Enterprise Agreement 2018-2021.</p> <p>I appreciate an answer that clarifies my question.</p>	<p>Should your expression of interest result in an offer of Voluntary Redundancy, a formal severance calculation will be prepared. This will be subject to a detailed check of service history including eligible service dates, consideration of leave without pay and any relevant clauses of the Enterprise Agreement.</p> <p>With respect to part time work fractions, the calculation will not be pro-rata for the number of years you have been at the University. In circumstances where a staff member's employment fraction has permanently changed, entitlements would normally be calculated using the applicable FTE at the time employment ends. In the situation you described (changing to FTE), your current FTE will be used to calculate severance entitlements. There is only one limited circumstance where changes in part-time fraction are considered in a severance estimate and this related to a defined period immediately following a period of parental leave.</p> <p>As the factors that contribute to calculations can vary from individual to individual, the Shared Service Centre (phone 9351 2000) is best placed to assist with questions relating to individual employment circumstances.</p>
35	<p>I still can't get the Excel estimator to work but I gather we'll have formal numbers before any decisions are made.</p> <p>Thanks again.</p>	<p>Estimates calculated via the self-estimate excel tool are indicative only. Should your expression of interest result in an offer of Voluntary Redundancy, a formal severance calculation will be prepared. Staff will be able to review this formal severance calculation prior to making a decision on whether or not to accept the offer.</p> <p>If you are experiencing issues with the self-estimate excel tool, the Shared Service Centre has created knowledge articles and received training on how to use the tools and are best placed to answer any questions you may have, or provide you with support if you require assistance with the tool. The knowledge articles can be found here:</p>

		<ul style="list-style-type: none"> <li>• <a href="#">Self-estimate calculator 'how to' guide</a></li> <li>• <a href="#">How to check your employment details</a></li> <li>• <a href="#">How to check your service start date</a></li> <li>• <a href="#">How to check your leave balance</a></li> </ul> <p>If you have specific questions relating to your individual employment or require support in using the tool, please reach out to the <a href="#">Shared Service Centre</a> (phone 9351 2000). Our Shared Service Centre representatives have received training on how to use the tool and are well-informed to answer your questions or provide support if you are having difficulties.</p>
36	<p>From August 2018 to September 2019, the University's helpdesks (including IT, HR, Campus Assist) were restructured through University Management's Customer Service Improvement Project (CSIP) Formal Change Proposal, which created the Shared Service Centre.</p> <p>Throughout this change process, my colleagues and I repeatedly asked University Management to provide the IT Helpdesk workload data that underpinned the rationale and claims made in their Draft Change Proposals - information which they were obliged to provide to us under clause 390 of our Enterprise Bargaining Agreement (EBA), as this change plan had direct impact on and implications for our workloads.</p> <p>University Management claimed that "the proposed volumes of staff at all levels is sufficient to handle the current workload of the included teams" (p. 74 of the CSIP Revised Change Proposal), told us that they understood our work, and stated that they had exceeded their obligations under the EBA.</p> <p>They refused to provide the workload data to us.</p> <p>On 22 July 2020, I again requested this data from Management, this time in my capacity as XXX, in relation to a Senate Committee item. Over a month later, on 26 August, this data was finally provided to me, but "in confidence", meaning I cannot share it with other staff who were affected by the CSIP. I was told that "This information has not been readily available and has been compiled after considerable effort, hence the time lag."</p>	<p>Thank you for your feedback and questions on the Voluntary Redundancy program, and for your feedback relating to your experience on the CSIP Formal Change Proposal.</p> <p>Our responses are summarised below:</p> <ol style="list-style-type: none"> <li>1. Workload impacts will be considered as part of the VR assessment process. In particular, Local Assessment Groups will make an initial assessment on the impact to other positions as a result of accepting a VR Expression of Interest. The supplementary consultation step will provide staff within work units where the University intends to offer a VR, the further opportunity to provide feedback on intended acceptance of the VRs and measures to mitigate impacts over a period of 7-days.</li> <li>2. The VR Assessment process allows for a thorough consideration of the positions held by staff that have applied for a VR, including an assessment of the potential impacts should a VR be accepted. To ensure decision-making is as informed and robust as possible, Assessment Group members will be provided with key support materials to refer to in their discussions. Additionally, Local Assessment Groups will gather relevant preliminary information to support and inform their assessment conversations. Throughout the VR assessment process, Local Assessment Groups and the Central Review Group can also seek additional context and evidence from the relevant manager to support the assessment of whether a position can be declared redundant.</li> </ol>

	<p>The workload of the IT Helpdesk is probably the most quantified of any team across the University, with phone and ticketing systems capturing our daily work, and yet even after starting and finishing the formal change process, it still took University Management over two years to compile our workload data.</p> <p>So my questions are as follows:</p> <ul style="list-style-type: none"> <li>• Considering the above, how will University Management fairly assess the workloads of every team with a staff member requesting VR in less than two months?</li> <li>• When the recent track record of change management includes the failure to collect and assess readily available workload data, how can staff have confidence that evidence-based decisions will be made?</li> <li>• How will University Management ensure that this decision-making process complies with their legal primary duty of care to all staff?</li> <li>• How will University Management demonstrate to staff that comprehensive risk assessments have been done before a position is determined to be redundant?</li> </ul> <p>One final piece of feedback for now. It is vital that workload analysis is not based on data only from 2020 - the nature of workloads have changed in various ways under COVID, with many factors not captured by the existing quantification of our work, and as such our workloads today are not necessarily indicative of the workloads we had before or the workloads we will face next, especially as society and our University further open up again.</p> <p>We have already lost so many workers, and that impact will be felt for years to come. To consider only recent workloads would be extremely disingenuous, and decisions made on such a basis pose a critical threat to the ongoing operational capacity of the University, and a serious risk to staff health and safety. The University has a legal duty to consider all possible risks and prevent causing harm to its workers.</p>	<p>3. The University will continue to comply with their duty of care to staff, by considering any potential risks to staff health and safety as a result of the VR program. We encourage an individual who has a specific concern to discuss this with their line manager in the first instance.</p> <p>4. The proposed VR assessment process and criteria have been designed to ensure Assessment Group members consider the potential impacts and are aware of the risks of a decision to remove a position from a structure.</p> <p>5. The University acknowledges that workload analysis data could be skewed for 2020, given the nature of workloads have changed as a result of COVID-19. It will therefore be important for Assessment Group members to also consider future workload requirements for a particular position when making decisions. The onus will be on the relevant delegates in each work area to determine what information they require to conduct any workload analysis and make informed decisions.</p>
37	<p>The VR program should go ahead even if the financial position of the University is not as bad as originally forecast as staff who have put in a VR Expression of Interest will be devastated mentally after going this far into this exercise.</p> <p>Thank you for giving us an opportunity to express our opinion.</p>	<p>Thank you for your feedback in support of the VR Program. We are committed to balancing the obligations to consult with staff over the VR Program with a commitment to providing staff interest in a VR with an outcome as soon as possible, noting that a robust assessment of each expression of interest needs to take place.</p>

38	<p>My confidential questions and comments below for the RCP.</p> <p>If I put in an EOI for VR, at which point would my manager be advised of the EOI? Would it be immediately after submission of EOI, after EOI closing date or when the EOI is under consideration by the Faculty/Portfolio Group?</p> <p>If I find out that my submission was not kept confidential by my manager and I have chosen not to disclose it to other staff members, can I do anything to address the breach of confidentiality?</p> <p>I am concerned that submission of EOI could be used by managers to push staff out either through this process if the EOI is approved, or through a change plan at a later stage.</p>	<p>The details of the EOI will remain confidential. The only people accessing your submission will be your line manager and those involved in the assessment. Other staff may be consulted with for the purposes of completing the assessment.</p> <p>Managers will be notified when direct reports submit an EOI and ordinarily this will be in preparation for the assessment. It is up to the individual staff member whether they choose to discuss their decision to submit an EOI with their manager. If you have specific questions about how your manager has treated your submission, you are encouraged to speak to your line manager in the first instance or if you do not feel you are able to, then your two-up manager.</p> <p>If an EOI does not result in an offer of VR or an offer of VR is not accepted then there is no impact to the staff member's position and they will remain engaged under the terms of their employment.</p>
39	<p>My name was incorrectly listed on a joint submission against the VR proposal. While I was concerned about some aspects of the process and its impact on remaining staff I just want to say that I am overall supportive of the VR process. I believe that my concerns have now been addressed.</p>	<p>Thank you for your feedback in support of the proposed VR Program. Your comments and support have been noted.</p>
40	<p>I'd just like to provide feedback that I don't think this is the right path to take. We shouldn't be making decisions out of fear of the unknown. We had growth this year, despite the pandemic, and we have no idea what the future holds. Rather than make rash decisions now, this program should be implemented as/if needed in the future if numbers fall in Semester 1 2021. The University needs to maintain its standing as a world class university and we can't do that if we lose researchers, academics, and support staff who influence the student experience.</p> <p>Thank you for your time.</p>	<p>Thank you for your feedback on the proposed VR Program. We acknowledge your comments about some factors being unknown however the decisions to pursue the VR Program is based on financial modelling.</p> <p>Maintaining a standing as a world class university is important. We consider that the assessment criteria that is used to assess EOIs allows the University to use its discretion and ordinarily would not offer a VR where that will have a detrimental impact to education, research or student experience.</p>
41	<p>There is simply no justification for the voluntary and forced redundancies that management seeks to impose across the University. Management should be using this year's surplus and savings to protect university jobs, not to fund a job cuts program.</p>	<p>Your feedback opposing the proposed voluntary redundancy program is acknowledged. We consider the justification for the voluntary redundancy program is sufficiently outlined in the Final Change Plan. There are no 'forced' redundancies proposed under this Voluntary Redundancy Program.</p>



		A budget surplus or savings has not been identified in this years' budget, rather the current forecast is \$98m lower than our original budget. The impact of the continuing global pandemic on international student enrolments for 2021 remains difficult to predict, so while we welcome the census results from Semester 2, 2020 results we must continue to prepare for a number of future possibilities, including the projected revenue decline against budget in 2021 due to continued COVID impacts and international travel restrictions.
42	I would like to express my opposition to the proposed program of job cuts through voluntary redundancies.	Your feedback opposing the proposed voluntary redundancy program is acknowledged.
43	<p>It is a complete mystery to me why you are initiating a voluntary redundancy program at a time when, as you have told us, the finances of the University are in such good shape.</p> <p>I am therefore writing to you to tell you that in the absence of a compelling rationale I am totally opposed to this program.</p>	<p>Your feedback regarding the proposed voluntary redundancy program is acknowledged.</p> <p>Although the census data for Semester 2, 2020 was better than anticipated, the current forecast is \$98m lower than our original budget. The impact of the continuing global pandemic on international student enrolments for 2021 remains difficult to predict, so while we welcome these results we must continue to prepare for a number of future possibilities, including the projected revenue decline against budget in 2021 due to continued COVID impacts and international travel restrictions. We consider the justification for the voluntary redundancy program is sufficiently outlined in the Final Change Plan.</p>
44	Voluntary redundancies don't benefit the university at all. They are expensive and the university loses those positions. This will severely affect the workloads of those left behind, and negatively affect teaching, supervision, research and services. Forced redundancies are soul-destroying. Staff are already stretched by having to suddenly move to teaching online, and now they are faced with the possibility of forced redundancy or an increased workload from position losses from VR and FR. How can overworked and demoralised staff possibly teach well or innovate? It is not in the university's best interests to go through this process.	<p>Your feedback regarding the proposed voluntary redundancy program is acknowledged.</p> <p>We acknowledge there is a cost involved in providing staff with their employment entitlements where their position has been declared redundant. While redundancies represent a one-off cost, we would make salary savings year-on-year from disestablishing a position. Potential workload impact to remaining staff members will be considered as part of the EOI assessment as to whether an individual EOI can result in a VR. There are no 'forced' redundancies proposed under this Voluntary Redundancy Program.</p>



45	<p>Given the better than expected financial position of the university I don't believe that a voluntary redundancy program is justified for short or long term financial planning. If management improved the number of permanent staff through the program then perhaps it would be justified by improving the job security of university staff. However, the prospect of many university wide restructures on the back of many positions being made redundant is daunting, especially in the current climate of recession and pandemic. The voluntary redundancy program in its current form does nothing to improve job security for University staff and casuals. Given that the University recognised the need for covid-19 sick leave for casuals I believe management should commit to reducing casualisation as they have implicitly recognised the flaws in such widespread casual employment.</p>	<p>Your feedback regarding the justification for the proposed voluntary redundancy program is acknowledged.</p> <p>Increasing the number of permanent staff engaged by the University through the VR program would not address the expected budget shortfall.</p> <p>The University has undertaken consultation with staff about the proposal with the process outlined in clauses 386-396 of the <a href="#">University of Sydney Enterprise Agreement 2018-2021</a> and has been clear about the proposed rationale. Casual employment arrangements are not in scope of the proposed Voluntary Redundancy program as the VR Program seeks to reduce spend on recurrent salaries, where eligible staff want to voluntarily depart, and the University determines that it does not need the position moving forward. The proposed change aims to minimise the potential involuntary job losses on staff in 2021.</p>
46	<p>This is to provide feedback on the VR Program and the latest announcement that the release of the Final Change Proposal has been postponed to the beginning of November:</p> <p>Postponing the release of the Final Change Proposal has created additional anxiety, and I would strongly recommend that staff who have submitted Expressions of Interest are notified of the outcome of their application by the end of November, as scheduled in the Revised Change Proposal, without any further delay.</p> <p>Given that staff were initially told by the university that it was anticipated that the process "would be complete by November, with staff leaving the University at the end of the year," it would be fair that staff who are offered a redundancy have the possibility to choose to end their employment prior to the end of 2020.</p>	<p>Thank you for your feedback in support of the VR Program. We are committed to balancing the obligations to consult with staff over the VR Program with a commitment to providing staff interest in a VR with an outcome as soon as possible, noting that a robust assessment of each expression of interest needs to take place.</p> <p>The timelines have been extended based on the feedback of staff and a union who sought additional time to respond to the proposals and the inclusion of an additional step of consultation. However, we acknowledge the need to provide as much certainty as possible for staff who have lodged an EOI in VR and are seeking to minimise any delay.</p> <p>The original timeline for staff to leave the University has been moved from February 2021 to March 2021. In exceptional circumstances a shorter timeframe may be possible if agreed to by the delegate and the employee. It is expected that staff awaiting outcomes of there EOI will be provided an update in from November with a final outcome to be communicated from mid-December 2020 onwards. Staff will be informed of any delays.</p>

47	<p>How can the University still advocate for VR's when the financial position is far stronger than anticipated? We employees are aware that the COVID pandemic is simply being used as a convenient excuse to push through management's desire to remove ongoing positions and replace them with fixed term and casual positions.</p> <p>In Staff News this week you trumpet how great the University is doing financially but then present the bogeyman of "Ooooooh, what will happen in 2021?! We better get rid of a bunch of people, just in case". Why not wait to see what next year brings? Fire yourselves if you are so worried about money.</p> <p>All involved in these decisions in upper management should be ashamed of your blatant disregard for delivering quality education.</p> <p>There is no justification for the VR program, so get rid of it.</p>	<p>Your feedback opposing the proposed voluntary redundancy program is acknowledged.</p> <p>Although the census data for Semester 2 was better than anticipated, the communication to staff on 27 October 2020 outlined that the current forecast is \$98m lower than our original budget. The impact of the continuing global pandemic on international student enrolments for 2021 remains difficult to predict, so while we welcome these results we must continue to prepare for a number of future possibilities, including the projected revenue decline against budget in 2021 due to continued COVID impacts and international travel restrictions. We consider the justification for the voluntary redundancy program is sufficiently outlined in the Final Change Plan.</p> <p>We reiterate the previously stated position that there are no current plans to proceed with an involuntary redundancy program in response to the revenue shortfalls generated by COVID19, or to replace permanent positions with fixed term or casual positions.</p> <p>A commitment to quality education and research has been considered carefully in designing the program. The assessment criteria that is used to assess EOIs that have been submitted enables the University to use its discretion to only offer a VR where that will not have a detrimental impact to education, research or student experience.</p>
48	<p>I am writing to express my opposition to the proposed voluntary redundancy plan at the University of Sydney. Given the strong financial position that the university is in, despite the effects of COVID-19, I see no justification for such a move. I do not accept the "prudent management" argument for redundancies given that the university's financial strength is projected to grow over the coming years. Moreover, making a whole swathe of employees redundant will significantly add to the workload of remaining staff, who are already significantly stretched and have to work weeknights and weekends simply to maintain research along with teaching and service roles. Not only will the proposed redundancies detract from the quality of life and work for those who remain, it will also threaten the research standing of the University of Sydney. If this proves too much, some jobs may return but they will no doubt be casual or fixed contract staff, and I do not support adding more precarious employment to the university.</p>	<p>Your feedback opposing the proposed voluntary redundancy program is acknowledged. We do not agree that there is no justification for a VR Program. We consider the justification for the voluntary redundancy program is sufficiently outlined in the Final Change Plan.</p> <p>Any potential workload impact to remaining staff members that will be considered as part of the EOI assessment as to whether an individual EOI can result in a VR. The University reiterates that there are no plans at this time to replace positions that may be made redundant with casual or fixed-term staff.</p>

	<p>The management of the University of Sydney should be identifying the gains that have been made through its management of the budget and the COVID-19 situation in 2020 and seeing it as a success that precludes the need for measures like voluntary or forced redundancies.</p>	<p>The positive impact of measures such as the hiring freeze, salary reduction of executives and reduced spend in non-salary areas by the University and staff undertaken in 2020 with respect to the budget have been highlighted in the FCP. As we now know the impact of COVID19 will likely continue over a number of years and these austerity measures will need to be relaxed a little to allow for strategic hires, research, travel and building maintenance and equipment. This is critical to high standards of education and research. The VR Program will allow for this by making a decision at the point of assessment about whether a position is required, moving forward, and benefit from ongoing salary savings as a result of that assessment.</p>
49	<p>Student Administration Services - Feedback on the VR Program</p> <ul style="list-style-type: none"> <li>• The recent financial update has shown that the university is in a much stronger position than initially told to staff. Why are management still going ahead with redundancies?</li> <li>• The hiring freeze that's been in place since the start of the year means that hundreds of positions remain unfilled. The workload increase resulting from that decision has been absorbed by the rest of the staff in those departments. Why are management adding redundancies on top of these unfilled roles?</li> <li>• Most departments in SAS are down at least one full time staff member, whilst some departments like HDRAC are down up to four staff members. That would amount to 35-hours' worth of work per each staff member down that is being pushed onto the rest of the staff.</li> <li>• Some staff in SAS are considering a VR but currently, the VR expressions of interest are not being shared with local managers and this has impact on planning. Staff would like more transparency on the process for the VR applications that are received, and proper consideration on how remaining workload would be managed.</li> <li>• If this is not about cutting permanent jobs, why isn't management considering early retirement schemes?</li> <li>• Staff are concerned about the use of the redundancy program to further casualise the workforce along the lines of departments like the Student Centre where dozens of casuals are hired, trained up then let go on a cyclical basis.</li> </ul>	<p>Your feedback regarding the proposed voluntary redundancy program is acknowledged.</p> <p>Although the census data for Semester 2 was better position than anticipated, the communication to staff on 27 October 2020 outlined that the current forecast is \$98m lower than our original budget. The impact of the continuing global pandemic on international student enrolments for 2021 remains difficult to predict, so while we welcome these results we must continue to prepare for a number of future possibilities, including the projected revenue decline against budget in 2021 due to continued COVID impacts and international travel restrictions. We consider the justification for the voluntary redundancy program is sufficiently outlined in the Final Change Plan.</p> <p>Potential workload impact to remaining staff members will be considered as part of the EOI assessment as to whether an individual EOI can result in a VR. There are no 'forced' redundancies proposed under this Voluntary Redundancy Program. Line Managers will be engaged for input in assessment where required. Specific concerns about workload should be raised with your line manager in the first instance.</p> <p>A voluntary early retirement scheme was considered. A decision not to pursue a voluntary early retirement scheme at this point in time was made because:</p> <ul style="list-style-type: none"> <li>• a University-wide VR program is more likely to reduce recurrent salary costs by comparison to a voluntary early retirement scheme;</li> </ul>

		<ul style="list-style-type: none"> <li>• a retirement scheme running parallel to the voluntary redundancy program would create greater complexity;</li> <li>• it also requires ATO approval which could take from 3-6 months;</li> <li>• there are delays in being able to get a voluntary early retirement scheme approved. A VR Program will maximise the financial benefits to the University of a VR program by offering VRs to persons whose positions will not be replaced; and</li> <li>• there are existing mechanisms for staff to engage in retirement planning via pre-retirement contracts</li> </ul> <p>The University reiterates that there are no plans at this time to replace positions that may be made redundant with casual or fixed-term staff.</p>
50	The University received feedback from one of the staff unions 13 October 2020 requesting a range of additional information and advising that they intend to dispute the University's rationale for proposing this voluntary process.	Following a dispute lodged by the NTEU, the University met with them on Friday, 23 October and provided <u>further information</u> .
51	<p>Thank you for the opportunity to provide feedback on the proposed VR program.</p> <p>I oppose the proposed program of voluntary redundancies.</p> <p>Given the documented growth in student numbers at the University of Sydney, no jobs are redundant. I believe that the proposed VR program is not a prudent strategy because any further reduction in staffing will impact on the quality of education and research at our university.</p>	<p>Your feedback opposing the proposed voluntary redundancy program is acknowledged.</p> <p>In reference to your views that "no jobs are redundant" we can clarify that the criteria will not result in an offer of VR where "The staff member's position is still required to be performed". Although the student numbers are more favourable than initially forecast, there is a reduction in forecast budget position and an increase in costs that needs to be managed. The VR program will enable the University to make a decision at the point of assessment about whether the position is required in the future or whether the VR application can be accommodated.</p> <p>A commitment to quality education and research has been considered carefully in designing the program. The assessment criteria that is used to assess EOIs that have been submitted enables the University to use its discretion to only offer a VR where that will not have a detrimental impact to education, research or student experience.</p>

52	<p>I'd like to provide feedback on the VR scheme currently proposed by the University.</p> <p>I strongly disagree with the VR proposal and feel that University management should not proceed with this measure. I believe it is an underhanded way to achieve team restructures which is going to have a huge impact on staff across the University.</p> <p>I'm concerned that where VRs are being requested by the leaders of teams (which is currently occurring within our unit), staff have no avenue to contribute to whether such actions would be appropriate long term for teams. If a team loses its leader through VR, not only are the team left to share the burden of the additional workload, but they are left without an advocate and decision-maker, which will have obvious ramifications for budgeting of staff and job security of staff down the track. This is completely unacceptable. In such cases, it is surely more appropriate for the University to provide an avenue for early retirement to staff considering VR rather than removing the leadership role. However, again – the staff members who will be affected are left out of the decision-making process completely when a VR is being considered.</p> <p>Thank you for your time and I hope the University reconsiders the VR pathway.</p>	<p>Your feedback opposing the proposed voluntary redundancy program is acknowledged.</p> <p>A decision to seek a voluntary redundancy via this program is entirely voluntary and at the discretion of the individual to express interest.</p> <p>In response to feedback received during the consultation on the voluntary redundancy program, the University will implement an additional step of consultation. This supplementary consultation offers staff within the work units where the University intends to offer a VR, the opportunity to provide further feedback on intended acceptance of the VRs and measures to mitigate impacts over a period of 7-days.</p> <p>Any potential workload impact to remaining staff members that will be considered as part of the EOI assessment as to whether an individual EOI can result in a VR. There are no 'forced' redundancies proposed under this Voluntary Redundancy Program. Line Managers will be engaged for input in assessment where required. Specific concerns about workload should be raised with your line manager in the first instance.</p> <p>A voluntary early retirement scheme was considered. A decision not to pursue a voluntary early retirement scheme at this point in time was made because:</p> <ul style="list-style-type: none"> <li>• a University-wide VR program is more likely to reduce recurrent salary costs by comparison to a voluntary early retirement scheme;</li> <li>• a retirement scheme running parallel to the voluntary redundancy program would create greater complexity;</li> <li>• it also requires ATO approval which could take from 3-6 months;</li> <li>• there are delays in being able to get a voluntary early retirement scheme approved. A VR Program will maximise the financial benefits to the University of a VR program by offering VRs to persons whose positions will not be replaced; and</li> <li>• there are existing mechanisms for staff to engage in retirement planning via pre-retirement contracts</li> </ul>
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53	<p>I'm writing to express my concern about the proposed voluntary redundancy program.</p> <p>Based on my own experiences working at the university, and the experiences of colleagues who I'm work with in different faculties and departments, workloads of individual staff members are already too high. It is a daily challenge for me to deliver work at a quality I am proud of, and I systematically need to work 5-10 hours of over-time every week to get through my tasks.</p> <p>Losing positions in our departments would inevitably result in the workload associated with these positions being pushed onto other permanent members of staff who are already overloaded. I would like to call on the university to consider other, more appropriate measures – such as early retirement packages – should the current budget surpluses provide insufficient financial security for the years ahead.</p> <p>On a related note, I have seen people of my generation suffering the last 10 years from the casualisation of the workforce and the rise of the 'gig economy'. I don't want to see a future for universities where we rely even more heavily on a casualised workforce, with no job security.</p>	<p>Your feedback opposing the voluntary redundancy program is acknowledged.</p> <p>Any potential workload impact to remaining staff members that will be considered as part of the EOI assessment as to whether an individual EOI can result in a VR. Line Mangers will be engaged for input in assessment where required. Specific concerns about workload should be raised with your line manager in the first instance.</p> <p>The University reiterates that there are no plans at this time to replace positions that may be made redundant with casual or fixed-term staff.</p>
54	<p>I would like to suggest that the meaning of VR is changed from</p> <p>voluntary redundancy to voluntary retirement.</p> <p>The obvious difference is that with the latter it will be possible to rehire on the academic positions affected. The timing of the hire can be used to achieve intermediate tie savings if necessary, which is the main objective of the proposal with the current insecurity.</p>	<p>A voluntary early retirement scheme was considered. A decision not to pursue a voluntary early retirement scheme at this point in time was made because:</p> <ul style="list-style-type: none"> <li>• a University-wide VR program is more likely to reduce recurrent salary costs by comparison to a voluntary early retirement scheme;</li> <li>• a retirement scheme running parallel to the voluntary redundancy program would create greater complexity;</li> <li>• it also requires ATO approval which could take from 3-6 months;</li> <li>• there are delays in being able to get a voluntary early retirement scheme approved. A VR Program will maximise the financial benefits to the University of a VR program by offering VRs to persons whose positions will not be replaced; and</li> <li>• there are existing mechanisms for staff to engage in retirement planning via pre-retirement contracts</li> </ul>

55	<p>I am writing to add my voice to the chorus of opposition to the proposed voluntary and forced redundancies. As the NTEU points out, these are not justified from a financial perspective.</p> <p>Reducing the number of continuing positions at the university of course weakens the collective bargaining powers of academic staff (including union and non-union members). If that is the managerial agenda then it is a betrayal of the ethos of academic integrity and autonomy at the University of Sydney.</p> <p>A secure and diverse academic staff is critical to maintaining the international reputation of this university, which is among the world's best.</p> <p>No to cuts.</p>	<p>Your feedback opposing the voluntary redundancy program is acknowledged. We acknowledge your view that you do not agree with the rationale of the VR program. The rationale is detailed in the Final Change Plan. No part of the rationale is to weaken collective bargaining power.</p> <p>The VR Program does not prevent academics from engaging in the free and responsible pursuit of all aspects of knowledge and culture through independent research. Seeking a VR through the VR Program is a voluntary measure that is open for individual staff to engage if they want to. The VR Program represents a prioritising of resources in response to financial uncertainty where the removal of the position can be accommodated moving forward.</p> <p>A commitment to maintaining the international reputation through quality education and research has been considered carefully in designing the program. The assessment criteria that is used to assess EOLs that have been submitted enables the University to use its discretion to only offer a VR where that will not have a detrimental impact to education, research or student experience.</p>
56	<p>NTEU Submission on Revised Change Proposal for Voluntary Redundancies at the University of Sydney</p> <p>It is clear to us that university management seeks to push ahead with this program, regardless of the feedback received.</p> <p>There were no significant changes between the Draft Change Proposal and the Revised Change Proposal – little wonder, given that only a couple of days passed between feedback closing and the RCP being issued.</p> <p>While someone was clearly tasked with providing brief responses to submissions in an Appendix, the proposal itself showed few traces of engagement with staff feedback or concerns, and no changes of substance. It is 'Revised' in name only.</p> <p>The Vice-Chancellor's email to all staff earlier this week dropped any pretence that university management might actually be open to persuasion on any matters of significance. Even before feedback on the RCP is closed, he announced that the FCP would arrive early next week, and that colleagues who have expressed interest would be given an answer before the end of the year where possible. The on-going construction of an air of inevitability to this plan even before consultation concludes is deeply disappointing for a university that claims to value openness and</p>	<p>In response to this feedback, the University held a meeting with the Branch President and Industrial Officer of the NTEU. The NTEUs feedback also restates previous feedback given by the NTEU which has previously been considered. The University's further response to the NTEU feedback is as follows:-</p> <ul style="list-style-type: none"> <li>• The University does not agree that it has not considered the feedback that has been given. All feedback has been considered and responded to. Just because the feedback has not resulted in changes to the proposal it does not mean it has not been considered. The University also had the benefit of having received and considered substantive feedback from preliminary consultation and received DCP feedback progressively, all of which was considered. Agreement is not a necessary outcome of consultation.</li> <li>• Although the University is in a better position than anticipated after COVID first hit, this does not mean the University is in a good position, nor in one that means we must not look at ways</li> </ul>



engagement. We urge management to take the views of the NTEU and its thousands of members seriously. And we continue to urge management to put staff and students first through the use of alternative options to manage the pandemic.

We stand by the key points that we made in our submission on the DCP, in particular those concerning:

- The lack of financial justification for job cuts;
- The lack of serious consideration of alternatives to job cuts.

This submission updates some of these points and engages with the commentary on our submission.

Lack of financial justification for job cuts

Having now received further financial information and updates, we remain strongly of the view that these cuts are more about restructuring the workforce than dealing with the pandemic.

The key elements of our current situation which lead us to this conclusion are:

- On the savings side, the austerity measures imposed this year have generated \$242 million of savings.
- On the revenue side, student revenue is down by \$98 million against original 2020 projections.

Of course, given those projections anticipated huge growth in 2020, another way of stating our position with respect to student revenue is that it has grown by \$65 million from 2019-2020.

Other revenue is down by a further \$31 million.

- On the costs side, there are unanticipated COVID-19-related costs of \$67 million.

Where does this leave us, financially?

When we were provided with a copy of the university's 2020 operating budget in late September, the revised budget was forecasting a net operating deficit of \$14.7 million. That forecast deficit was based on a decline in student revenue of \$121 million against the original 2020 budget. But as noted above, we now know the decline in student revenue is actually \$98 million against the original budget.

All other things being equal, this means that there the university is on track for a net operating surplus of around \$8-9 million for 2020.

The current 2021 budget forecast is for further growth in student revenue, of at least another \$40 million more than 2020. And even higher growth is anticipated in subsequent years.

Meanwhile, we have been told that overall staff costs at Sept 2020 are \$48 million lower than the costs anticipated in the original 2020 budget, and around \$13 million higher than in 2019. Should staffing levels remain roughly the same in 2021, a 3%

to reduce our costs moving forward. The COVID-19 impacts and likely anticipated future impacts are not something the University will or should ignore. As has been stated numerous times, the unpredictability of what 2021 will bring, together with the rising cost base of the University and the need to re-commence some of the programs we had paused under the austerity measures, including recruitment, staff travel for research and necessary investment in infrastructure to support staff, students and teaching and research, means we must prudently relieve some cost pressure and we believe the voluntary departures of some staff is a prudent way forward. The University does not agree with the NTEU's financial analysis as set out in the letter and relies on the information provided to Unions and staff previously.

- We have previously provided information to Unions and Staff about the debt principles the University has in place and these have informed the University's decisions about further borrowing. We stand by those decisions and reiterate that this is with an eye to the long term sustainability of the University not just in the short term.
- We have addressed the decision not to pursue a Voluntary Early Retirement Scheme (VERS) at this time both in previous documentation and in the body of the FCP.
- The University does acknowledge that there is an upfront cost to a VR program; we do not know how much the program will cost at this point, as no EOLs have been assessed or accepted. What we do know however is that the upfront cost will be balanced by the ongoing savings within a relatively short time frame, making this a prudent measure.
- The University has stated numerous times and again in this document that it will not approve redundancies where the position is required to be performed. The University has also stated that it is unlikely to approve redundancies that are likely to have a negative impact on research, teaching or on the University meeting its aspirations in regards to these fundamental objectives (refer the assessment criteria). As such the University rejects the notion put forward that calling for EOLs in a VR program will cause the University to damage its



growth in staff costs in 2021 would amount to around \$43 million. The DCP 2021 scenario has student revenue projected to grow by \$61 million.

Further, beyond the reduced costs in operations, the University has significantly reduced its spending on capital expenditure – and these savings are now available to assist the university address any future shortfalls in revenue. And while we were told at the start of the year that the university still had an undrawn \$200 million bank line of credit, this has not yet been required.

In other words, even if we did have an operating deficit, the university does not need job cuts – it has other resources to draw on to get us through the pandemic.

Lack of serious consideration of alternatives to job cuts

Our submission to the DCP noted:

Even if management's most pessimistic projections turn out to eventuate (with only 25% of projected student fee revenue in S1 2021), this could be weathered by drawing on the bank lines of credit and financial reserves that were pre-arranged for 2020, but not actually required. The university should do everything to protect its staff. Borrowing should not be considered only as a 'last resort' that is kept in reserve after job cuts.

The response to this is not really a response, so much as a one-line restatement of the position without any justification:

The University has considered all options and does not believe at this point that going into further debt is the right way forward.

Why not? Why does university management believe that cutting jobs is preferable to accessing pre-arranged lines of credit?

On the matter of Voluntary Early Retirement, part of the argument against this option is that it could take 3-6 months to sort this out with the ATO. Of course, if university management had prioritised this option ahead of Voluntary Redundancies and started working on it earlier in the year, then most likely we would have an answer from the ATO by now. Given the major advantages of Voluntary Early Retirements over Voluntary Redundancies, in potentially reducing costs while not reducing jobs and capacity, it should have been seriously explored ahead of redundancies – especially in a situation where university management itself acknowledges that the immediate 2020 situation is not cause for job cuts.

The costs of Voluntary Redundancies are still unaccounted for We noted in our original submission, and note again here, that redundancy payments are expensive. Further, we noted:

A VR program is expensive to run. Given the current general employment outlook, the

research capability and performance as put forward by the NTEU.

Although the NTEU seems convinced that there is some pre-determined amount of job loss that will occur, this change program has simply provided staff with a purely voluntary opportunity to express interest in a separation. The University has committed to reviewing and assessing these in line with the future requirements of the University and via consultation with staff about what an approval of an EOI might mean for them.

The University knows that it will not be able to approve all requests, however in line with the promise made that in dealing with the impacts of COVID-19, the University would do everything it could to minimise the impact on staff, the University believes that this is the fairest and most prudent way to bring about required labour costs savings (ie by asking for volunteers in order to mitigate against the potential for non-voluntary reductions in the event that the financial impacts of COVID-19 worsen in 2021). The University is disappointed that the NTEU is in opposition, but appreciates its ongoing willingness to communicate and resolve disputes as they have arisen.

	<p>majority of people who are likely to accept a VR are people approaching the end of their career who have had significant levels of service with the University. It is likely that the average cost of a VR may exceed 52 weeks' pay. Considering that the exit process is aiming to have staff leave the University by the end of the year, this means that if the proposal goes ahead, management would be making payments that are the equivalent of the staff members' entire 2021 salary. There would be no savings on these people until 2022, by which time EFTSL will have increased and be almost 4% higher than the 2019 base, and so will actually require more staff to operate the University not less. Considering some high paid academic staff would be receiving almost 2 years of redundancy, in those circumstances there would be no savings made until enrolments are almost 8% higher than 2019, which will require significant increases in staff. The VR program will effectively be paying staff for not working, and the projected numbers of students into the future simply do not justify the expensive program to reduce staff. There is no acknowledgement of these huge VR costs in the change proposal or any engagement with this point in responses. Again, it is a serious point, and deserves a serious response.</p> <p>Further, in discussions about the VR program, it would appear that university management believe there are staff who could leave the institution with no significant effects. We beg to differ. There is no serious acknowledgement, for instance, that if staff who are research-only staff leave the university, our research and supervision capacity will be diminished. That if staff who teach specialist units leave the university, those specialisms may disappear with them, and the diversity of our educational offerings will be diminished. Some programs will be at risk of not meeting professional accreditation requirements. Passing reference to "cessation or reprioritisation of work" as a potential disadvantage hardly engages with the lasting consequences of job cuts in different academic and professional staff functions. The VR program will cause significant damage to the University's reputation and the quality of student experience. These costs will be long-term and are unacknowledged in the</p>	
57	<p>I am very concerned about the proposal of the University management to implement the Voluntary Redundancy Program to reduce staff. We need Professional and Academic staff to help run the university and a loss of these staff members will be detrimental to the key activities that the University prides itself on - Teaching and Research.</p> <p>As an academic researcher, I would not like to face a scenario where myself and colleagues will have to carry out day-to-day administrative and financial tasks ourselves, which will eat into our valuable research time or have to spend precious grant funding on employing admin staff to assist us.</p>	<p>Your feedback opposing the voluntary redundancy program is acknowledged.</p> <p>A commitment to maintaining delivery of quality education and research has been considered carefully in designing the program. The assessment criteria that is used to assess EOLs that have been submitted enables the University to use its discretion to only offer a VR where that will not have a detrimental impact to education, research or student experience.</p>

	I implore the University management to consider alternatives to voluntary redundancies.	<p>Functional impacts and workload impact to remaining staff members will be considered as part of the EOI assessment as to whether an individual EOI can result in a VR.</p> <p>The University has considered all options and will continue to accommodate other alternatives, including taking of leave and voluntary move to part time and simpler measures. Those measures do not avoid fully address the financial challenges sought to be addressed by VRs and we do not consider that only pursuing the other measures is the right way forward.</p>
58	<p>As an ECR, I am told that cutting jobs at levels D and E makes room for the employment of people like me. But I don't see the benefit of being hired into a faculty without a depth of expertise (and I am not sure such hiring will happen, anyway, with the option of casual contracts so tempting to the uni). ECRs need level D and E staff to mentor them. We also need them to design and teach high quality legal courses, and we ECRs learn from teaching alongside them in teaching teams. Likewise, we learn from co-supervising research students with them.</p> <p>Moreover, with student numbers growing (a documented fact), no jobs are redundant. We already seem to be at or beyond our limits in teaching. Any intended permanent loss of staff will impact on the quality of education and research in the law school and across the university.</p>	<p>Your feedback regarding the voluntary redundancy program is acknowledged.</p> <p>The University reiterates that there are no plans at this time to replace positions that may be made redundant with casual or fixed-term staff.</p> <p>In reference to your views that "no jobs are redundant" we can clarify that the criteria will not result in an offer of VR where "The staff member's position is still required to be performed". The VR program will enable the University to make a decision at the point of assessment about whether the position is required.</p> <p>A commitment to quality education and research has been considered carefully in designing the program. The assessment criteria that is used to assess EOIs that have been submitted enables the University to use its discretion to only offer a VR where that will not have a detrimental impact to education, research or student experience. The ability to offer development and mentoring opportunities to other staff could form part of this decision making process if relevant to the role.</p>
59	<p>My feedback is to immediately stop the VR program.</p> <p>My reasons are that I do not believe that the University has sufficiently proven that VRs are financially necessary at this time.</p> <p>Additionally, I do not have faith that the proposed process for accepting or rejecting VRs will be reasonable or just. The people in the positions to make these decisions do not understand the work we do. These decision makers only understand the finances, and</p>	<p>Your feedback opposing the voluntary redundancy program is acknowledged.</p> <p>To assess EOIs the University would make an assessment of an EOI primarily on whether that position can be made redundant (i.e. the position is no longer required to be performed by anyone ) on the basis of the University's requirements, not on financial benefits. This assessment will be made for each eligible EOI that is submitted.</p>

	<p>therefore all decisions will be made with only finances in mind. I am deeply concerned that VRs will result in increased workload on an already overworked workforce and a diminution in critical services.</p>	<p>In response to feedback received during the consultation on the voluntary redundancy program, the University has proposed an additional step of consultation. This supplementary consultation offers staff within the work units where the University intends to offer a VR, the further opportunity to provide feedback on intended acceptance of the VRs and measures to mitigate impacts over a period of 7-days.</p> <p>Workload impact to remaining staff members will be considered as part of the EOI assessment as to whether an individual EOI can result in a VR.</p>
60	<p>I would like to raise a concern regarding the VRP, especially if academics leave and are not replaced. This would further increase the workload and, in my estimation, have the undesirable effect of lowering the quality of education that students receive.</p>	<p>Your concern regarding the voluntary redundancy program is acknowledged.</p> <p>We consider that these concerns have been adequately addressed in the assessment criteria. The criteria outlines that an EOI will not result in an offer of VR where "The staff member's position is still required to be performed". The VR program will enable the University to make a decision at the point of assessment about whether the position is required.</p> <p>A commitment to quality education and research has been considered carefully in designing the program. The assessment criteria that is used to assess EOIs that have been submitted enables the University to use its discretion to only offer a VR where that will not have a detrimental impact to education, research or student experience.</p>
61	<p>I work in an area where there are constant compromises on quality of service and work that can be achieved due to how acutely under resourced we are. As a result there are days where job satisfaction is very low because no one can do a good job with the existing resources.</p> <p>With no prospects for the team to grow in size and an already surmountable increase in workload around the corner in order to save more money for the university I would be horrified if department managers didn't get the final say on whether a VR could be approved or not.</p>	<p>Your feedback regarding the voluntary redundancy program is acknowledged.</p> <p>To assess EOIs the University would make an assessment of an EOI primarily on whether that position can be made redundant (i.e. the position is no longer required to be performed by anyone ) on the basis of the University's requirements, not on financial benefits. This assessment will be made for each eligible EOI that is submitted.</p> <p>In response to feedback received during the consultation on the voluntary redundancy program, the University will implement an</p>

	<p>I think there are probably places where VR may be appropriate but there are places where it cannot be considered, and this knowledge only lies within the teams themselves. Not at executive level.</p> <p>My feedback is that the decisions of managers and teams have more weight than those who make the final call.</p>	<p>additional step of consultation. This supplementary consultation offers staff within the work units where the University intends to offer a VR, the further opportunity to provide feedback on intended acceptance of the VRs and measures to mitigate impacts over a period of 7-days. Workload impact to remaining staff members will be considered as part of the EOI assessment as to whether an individual EOI can result in a VR.</p>
62	<p>I am a Lecturer at the xxx. I would like to raise a concern regarding the VRP, especially if academics leave and are not replaced. This would further increase the workload and, in my estimation, have the undesirable effect of lowering the quality of education that students receive. Given that the university is in a better financial position, it is unclear whether the VRP is necessary. Can we have another webinar explaining why the university is going ahead with the VRP and to have further consultation with all staff?</p>	<p>Your feedback regarding the voluntary redundancy program is acknowledged.</p> <p>To assess EOIs the University would make an assessment of an EOI primarily on whether that position can be made redundant (i.e. the position is no longer required to be performed by anyone) on the basis of the University's requirements, not on financial benefits. This assessment will be made for each eligible EOI that is submitted.</p> <p>In response to feedback received during the consultation on the voluntary redundancy program, the University will implement an additional step of consultation. This supplementary consultation offers staff within the work units where the University intends to offer a VR, the opportunity to provide further feedback on intended acceptance of the VRs and measures to mitigate impacts over a period of 7-days. Given the University has been consulting with staff on the VR Program since 1 September, a further webinar is not planned at this time.</p> <p>A commitment to quality education and research has been considered carefully in designing the program. The assessment criteria that is used to assess EOIs that have been submitted enables the University to use its discretion to only offer a VR where that will not have a detrimental impact to education, research or student experience.</p>
63	<p>I would like to register my concerns about the potential impact of the proposed VR program to both operations and budget.</p> <p>Positions lost to through redundancy cannot be replaced. This comes at a time when we see that our student body and student income are still growing, albeit not as rapidly as in previous years. The savings made this year were made in part by shedding many</p>	<p>Your concerns regarding the voluntary redundancy program are acknowledged.</p> <p>A commitment to quality education and research has been considered carefully in designing the program. The assessment criteria that is used to assess EOIs that have been submitted enables the University to use its</p>

	<p>casual teaching staff. This represents less teaching staff per student, a great loss of institutional knowledge, and increased teaching pressure on existing academic staff. To remain a high-quality teaching institution, and continue to have high student satisfaction, we cannot afford to lose additional staff.</p> <p>Our financial position allows us to retain staff. Our enrolments indicate that current staffing levels need to be maintained. I urge the team to consider “resting” this program, just as we sometimes “rest” units of study. There may indeed be times when redundancies are justified. This is not one of them. Let us retain our position of strength to “build back better” as we move towards our new normal.</p>	<p>discretion to only offer a VR where that will not have a detrimental impact to education, research or student experience.</p> <p>To assess EOIs the University would make an assessment of an EOI primarily on whether that position can be made redundant (i.e. the position is no longer required to be performed by anyone) on the basis of the University’s requirements, not on financial benefits. This assessment will be made for each eligible EOI that is submitted.</p> <p>We acknowledge your view that you do not agree with the rationale the University has proposed regarding the VR program. The rationale is detailed in the Final Change Plan.</p>
64	<p>I wish to provide the following comments on the proposed redundancies at Sydney University.</p> <ol style="list-style-type: none"> <li>1. The student numbers and the University's goals of excellence in teaching &amp; research mean that no jobs are redundant here. We need all hands on deck (including academic and professional staff) to meet these goals and teach the numbers of students that we have.</li> <li>2. Professors are essential to the health of the university. They attract students and PhD candidates, they mentor early career staff, they are an asset to grant applications. Professors need to be valued and maintained.</li> </ol>	<p>Your comments regarding the voluntary redundancy program are acknowledged.</p> <ol style="list-style-type: none"> <li>1. A commitment to quality education and research has been considered carefully in designing the program. The assessment criteria that is used to assess EOIs that have been submitted enables the University to use its discretion to only offer a VR where that will not have a detrimental impact to education, research or student experience.</li> <li>2. We acknowledge the balance of skills and experience required in our workforce to deliver on this commitment outlined in 1. The above assessment criteria will be used to assess all EOIs including those of Professors. Note this program does not seek to target or devalue any specific roles or group of roles in the University.</li> </ol>
65	<p>Thank you for the opportunity to respond to the Revised Change Proposal - Proposed Voluntary Redundancy Program 8 October 2020.</p> <p>We have been advised by leadership in other forums that the PSUs will evaluate if a position in their area can be made redundant. Where a single position is determined to be redundant, there would be no need for a change plan; rather there would be a restructure of processes and activities to facilitate a redundancy and assist remaining</p>	<p>In response to feedback received during the consultation on the voluntary redundancy program, the University will implement an additional step of consultation. This supplementary consultation offers staff within the work units where the University intends to offer a VR, the further opportunity to provide feedback on intended acceptance of the VRs and measures to mitigate impacts over a period of 7-days.</p>

impacted team members to manage their workloads with reduced FTE. The argued advantage for the area of a single redundancy would be that other desired changes being considered could be combined with the VR so that only one change plan would be required.

My main concern here is around consultation with the Faculties supported by the PSUs. A restructuring of workloads and reduction in FTE could potentially impact the level of service provided to the Faculties under the UEM but only the PSU leadership will be determining eligibility of requests. The loss of 1 FTE may not sound significant but say for a team of 5, it would be a 20% reduction in total and would surely involve a redistribution of portfolios and personnel. With the VR change plan being viewed as a vehicle to reduce FTE where other plans are being mooted but these changes not yet being discussed with staff and stakeholders, it is hard to see how workload and activities could be restructured effectively within the VR timeframe to provide a seamless and adequate service level to clients.

How will impacted staff and stakeholders be genuinely consulted about potential proposed redundancies and resulting service levels from restructuring of workloads and activities under this proposal?

Thank you for considering my feedback.



# **Attachment 2: Revised Change Proposal (RCP): Proposed Voluntary Redundancy Program**

**Response to feedback on the DCP**

**8 October 2020**

#	Feedback	Response
1	<p>I would like to provide feedback on the DCP – particularly in relation to the eligibility criteria – point 2 of the document. It reads as follows: Proposed Eligibility Criteria As part of the proposed VR program, the below eligibility criteria would apply. EOIs from eligible employees would then be assessed and considered for approval.</p> <p>Eligible staff The following staff are eligible to submit an EOI in a VR:</p> <ul style="list-style-type: none"> <li>• All continuing staff members, and</li> <li>• All fixed term staff with more than 6 months remaining (at the point of a Final Change Plan being released) until the expiry of their fixed term.</li> </ul> <p>I am a manager of multiple staff at the XXX. I have a particular staff member who is very interested in submitting a EOI for the VR, however, he is (as are all staff at XXX) on a FTC. His contract expires in January 2021. He will therefore NOT have 6 months left on his contract before the FCP will be released. However, this staff member has been a 12 monthly renewal FTC for XX years – so would expect the contract to be renewed as it has done in the past. The way the DCP reads, he will not be eligible – which seems unfair. Can you please advise if he will be eligible due to the nature of his (and many other staff in the XXX) FTC rolling over each year?</p>	<p>The proposed eligibility criteria have been determined to maximise the potential financial benefit of the VR program to the University. At this stage, the University does not intend to make any amendments or changes to the eligibility criteria.</p> <p>As per standard process, fixed-term staff contract renewals occur as needed and are managed in accordance with the requirements of the Enterprise Agreement. Staff should be engaging with their line manager if they have questions relating to their fixed term contract renewal.</p>
2	<p>If my position is lowered from level 9 to level 7 for example, would I be eligible to get redundancy package ?. Thank you for your response, however Im asking specifically about change plans lowering leading to lowering a position, would the staff in that case be eligible to receive a redundancy be it voluntary or normal ?. Also, do you know when we can formally start submitting EOIs?, Thanks</p>	<p>Any staff member that meets the eligibility criteria can choose to express interest in the proposed University-wide Voluntary Redundancy Program. Eligible staff impacted by another change program, can still express interest in a VR if they choose to.</p> <p>Other change programs are being looked at regarding any impacts relating to the proposed VR program and affected staff will be contacted by program sponsors regarding the status of the program. If a staff member has a question about their entitlements related to another change program, the program contact or HR partner for that program will be best placed to assist.</p>
3	<p>I am seriously considering 'packing it in', as they say. Is there any possibility that I might qualify for the 'voluntary redundancy' scheme? If I qualified, it would, obviously, be financially beneficial to me. Thank you for your consideration.</p>	<p>Specific eligibility and assessment information has been published in the Revised Change Proposal and on the staff intranet under the heading Voluntary redundancy process: <a href="https://intranet.sydney.edu.au/employment/vr-program/process.html">https://intranet.sydney.edu.au/employment/vr-program/process.html</a> This includes information on eligibility criteria, expression of interest process, assessment process and timeline, faculty/portfolio review group,</p>

#	Feedback	Response
		how the University determines who is offered a VR, notification of outcomes and next steps.
4	Just wondering what happens to casual staff who have not worked due to Covid-19 and their contracts are due to expire next year.	Casual staff are not entitled to redundancy or severance entitlements and are ineligible to submit an EOI in a VR under the proposed program. As per standard process, casual employment occurs in accordance with the arrangements set out in the of the <a href="#">University of Sydney Enterprise Agreement 2018-2021</a> . Staff should have a conversation with their line manager in the first instance if they have questions relating to their casual employment.
5	This query relates to how VR will 'intersect' with the awarding of honorary titles (Ref: Honorary Titles Policy 2013, Honorary Titles Procedures 2013). If a person is offered VR and 1. if the person would ordinarily be eligible through required length of service and meeting other requirements for award of either a) Emeritus/Emerita title or b) Honorary title, and where they are of an age that the VR effectively constitutes retirement, and where - if departure from the university would ordinarily be through retirement rather than VR - does VR affect the award of these titles? If so, how?	Staff who are offered and accept a voluntary redundancy can be engaged in an honorary capacity or be awarded the Emeritus/Emerita title after their employment ends, subject to their honorary title being approved. Under the <a href="#">University of Sydney Enterprise Agreement 2018-2021</a> , persons will ordinarily be unable to be re-engaged as a paid employee for 18 months from their final date of employment if they accept a voluntary redundancy.
6	In respect of academic staff and future budget calculations etc. I was wondering how the timing of the process intersected with the Academic Promotions round currently underway. Consider a scenario where an academic has a promotion application in from level C to D. If the VR is calculated on a level C basis and the university makes an offer of VR on level C, but the academic is promoted to level D after the VR offer letter has gone out? Will a new offer letter be generated or will the university update its offer? Also, what happens if the academic in question has already accepted and returned the VR offer letter?	Other employment processes, for example promotion and recruitment, are conducted separate to the proposed VR Program.  Enterprise Agreement covered staff who are offered and accept a voluntary redundancy, are paid entitlements outlined in the <a href="#">University of Sydney Enterprise Agreement 2018-2021</a> , calculated using information current at the time that the severance takes effect (i.e. the final date of employment.)
7	I have received the Draft Change Proposal document the VC kindly sent yesterday. I read this through and I do have two questions please.  I realise on Page 8 on the Consultation on Change table it sets out approximate dates for the process and I see that: Staff may express non-binding EOI in VR to assist in consideration of feedback and to incorporate into Final Change Plan and Implementation Plan - and that the approximate date for this is early October.  Question 1: We are taking a short holiday from XXX October to XXX October (the first time we have been away in a year) and we are staying in the countryside where there is no	Expressions of interest are open. It is expected that expressions of interest will be able to be submitted over a four-week period, ending one week following the release of a Final Change Plan in early November 2020. If there are delays to the process, staff will be informed of revised timeframes.  An EOI is non-binding on the employee and the University. Staff can email <a href="mailto:vrprogram@sydney.edu.au">vrprogram@sydney.edu.au</a> to withdraw their EOI submission. Staff made a formal offer of voluntary redundancy will have a specified period to consider the offer. Any offers declined or not accepted during the specified period will lapse.

#	Feedback	Response
	<p>internet. If through tragic bad luck on my part, the expressions of non-binding in VR email is sent out in the time we are away am I still able send an email upon my return to work to say I am interested or is there going to be a set time frame in expressing an EOI for this?</p> <p>I realise also that the document says on Page 5: Following release of a Final Change Plan it is proposed that staff would then have a further week to submit or withdraw an EOI - and the approximate date for this is late October</p> <p>2. Does this mean that even if I was away and missed the first email and it had a specific timeframe I could still put my EOI in late October or would I have needed to respond to the first process in early October, by a specific due date, to be able to go on to the second process in late October?</p> <p>I know I am ahead of myself, but I just want to make sure about things please.</p>	
8	<p>I refer to the Draft Change Proposal, part 3. 'Consultation on Change' and the Expected Timeline (on the webpage) and the statement (p5 of the Draft Change Proposal): 'Following release of a Final Change Plan it is proposed that staff would then have a further week to submit or withdraw an EOI'. Most of the EOI period occurs at a time when the Final Change Proposal is unavailable. I strongly submit that overlaying the period for response to the Revised Change Proposal by staff and unions and most of the EOI period is unacceptable. Further and even more strongly that the provision of only one week after release of the Final Change Proposal to submit or withdraw an EOI is an incredibly short period of time and entirely insufficient. This should be expanded to no less than one month.</p> <p>More broadly, I believe that the whole VR program is much too short: that all phases should be undertaken with more time to consider, discuss and respond to what is arguably the University's most significant proposal for change in the last 50 years (or more). Given the escalated and much larger workloads staff are bearing at this time compared with previously, the change proposal does not afford sufficient time for the vital stages and consideration that it requires.</p>	<p>Your feedback has been considered in response:</p> <p>1. The purpose of allowing staff to submit a non-binding EOI at the time a Revised Change Proposal (RCP) is issued, is to obtain as much feedback from staff as possible, enable staff to indicate their level of interest in a VR, and assist the University in to consider:</p> <ul style="list-style-type: none"> <li>• Whether to proceed with a Final Change Plan (FCP); and</li> <li>• Any additional measures to incorporate in the FCP and Implementation Plan</li> </ul> <p>It is expected that expressions of interest will be able to be submitted over a four-week period, ending one week following the release of a Final Change Plan to decide whether to submit an EOI is sufficient, given the amount of information that has been provided to allow staff to consider whether they will choose to express interest in a VR.</p> <p>2. With respect to the timeframes available to staff to withdraw an expression of interest, EOIs are non-binding and can be withdrawn at any time prior to an offer being accepted by emailing <a href="mailto:vrprogram@sydney.edu.au">vrprogram@sydney.edu.au</a>. In addition to this, staff are also able to decline an offer of a voluntary redundancy.</p>

#	Feedback	Response
		<p>3. The University believes the timeline for consultation is sufficient to allow staff to consider and provide feedback about the proposed VR Program. Staff were notified of the proposed VR program approximately three weeks prior to the DCP being released. During this preliminary consultation period, staff had the opportunity to provide feedback on the proposed change, which was considered to develop the DCP. Following the DCP, staff had an opportunity to provide feedback for a further period of 18 days, and University's response to feedback received including reasons is detailed in the RCP. In addition, staff can submit feedback following the RCP, during the further two week period of consultation.</p> <p>Any unnecessary delay to implementing the VR program will hinder the ability of staff members to access generous redundancy payments and may undermine job security for all staff and the University's capacity to manage and minimise impacts on staff in 2021.</p>
9	I'm interested in knowing more about the VR program. I may sign up, if I'm eligible. Do you have any updated information about the Eol release date, please?	<p>The interest of staff to participate in the proposed Voluntary Redundancy Program is noted. Eligible staff who wish to be considered for a voluntary redundancy can express interest via the link to the EOI form on the VR program page of the staff intranet  <a href="https://intranet.sydney.edu.au/employment/vr-program/process.html">https://intranet.sydney.edu.au/employment/vr-program/process.html</a></p> <p>Expressions of interest are open. It is expected that expressions of interest will be able to be submitted over a four-week period, ending one week following the release of a Final Change Plan in early November 2020. If there are delays to the process, staff will be informed of revised timeframes.</p> <p>Selection criteria is not required to be responded to.</p>
10	I would like to express my interest for voluntary redundancy program and was wondering how would I go about filing for that process.	
11	I wish to submit an EOI for the VR program. Please let me know what I need to do. Is there a form for example.	
12	<p>I'm interested in applying for a Vountary Redundancy and was wondering what the next steps will be please?</p> <p>What will be the deadline for EOI submission?</p> <p>Can you please advise if there will be selection criteria that we need to address when applying?</p>	
13	<p>I am very unhappy with the way my manger has gone about this with our team.</p> <p>The day after voluntary redundancies were announced, &lt;my manager&gt; called a team meeting and told staff &lt;they&gt; would be 'very disappointed with anyone who applies for voluntary redundancy and expects that we speak to &lt;them&gt; first'.</p> <p>It was not an open discussion at all.</p>	<p>The interest of staff to participate in the proposed VR Program is noted. We're sorry to hear you were unhappy with the experience in your team following the announcement. The decision to submit an EOI rests with the individual, not their manager. A <a href="#">Guide for Managers</a> is available to assist them have supportive, informative conversations with their teams about the proposed VR program.</p>

#	Feedback	Response
	<p>I am also worried: since COVID ended the whole team has taken on extra responsibilities. This is because we weren't allowed to re-hire staff who have left.</p> <p>I doubt anyone in the team is redundant because we are barely getting by. But none of us is really working in a role clearly defined by a job description – our roles have all become very ad hoc.</p> <p>Can you please advise: Does this we are eligible for redundancy? Or we will be rejected simply because our boss wants the staff?</p>	<p>We can clarify that all eligible staff who submit an EOI and meet the eligibility criteria will be considered. It is proposed that there is a consistent assessment process for all EOIs. It is proposed that there will be a two-step assessment and approval process that involves:</p> <ul style="list-style-type: none"> <li>• an initial assessment and recommendation by a Faculty/Portfolio group, and</li> <li>• a subsequent review by a Central Review Group who will provide approval or advise of another outcome.</li> </ul>
14	I am interested in VR Program. Please send me the application form.	The interest of staff to participate in the proposed VR Program is noted. Expressions of interest are now open, following the release of the RCP. Eligible staff who wish to be considered for a voluntary redundancy can express interest via the link to the EOI form on the VR program page on the staff intranet.
15	<p>Thanks for the DCP. I agree that this change proposal is both necessary and appropriate. I also welcome the clarification around the roles of the two-level EOI consideration process and the slightly vague definitions of eligibility.</p> <p>In considering the RCP, one possible option would be to clarify that there will be no repercussions for staff that request a Voluntary Redundancy but whose roles are considered critical for the university and hence their EOI is declined. A number of staff have expressed concerns to me that putting in an expression of interest may prejudice further opportunities should they get retained, including promotions or regrading of roles.</p>	<p>Your support for the proposed VR Program is noted.</p> <p>If an individual does not receive an offer of VR after submitting an EOI, the University will not take further action in relation to the employment of that employee, for reasons that they submitted an EOI.</p> <p>Other employment processes, for example promotion, remuneration and recruitment, are separate to the VR Program. Concerns about conduct of staff will be managed in accordance with the usual arrangements outlined in the <a href="#">University of Sydney Enterprise Agreement 2018-2021</a> and Resolution of Complaints Policy 2015</p>
16	I am writing to express my strong support for proposed Voluntary Redundancy Program as presented in the Draft Change Proposal of 17 September 2020.	Your support for the proposed VR Program is noted.
17	I am a full-time continuing academic. I support the VR Program as is and would prefer it was enacted as soon as possible for the sake of individual and institutional certainty.	Your support for the proposed VR Program is noted. The proposed timeframes for the program are outlined on the staff intranet page.
18	<p>I am a CPSU member and I am pleased that the CPSU is conditionally supporting the Draft Change proposal. I would like to see the VR program progress on the planned schedule.</p> <p>The unions must be aware of representing all their members and ensure that the VRs are implemented in a humane manner that supports its members. Some older staff who are over 60 and union members, particularly those with underlying health issues, may see</p>	<p>Your support for the proposed VR Program is noted. We acknowledge that the reasons for expressing interest in a VR are personal to that individual.</p> <p>While the proposed eligibility and assessment criteria does not consider age or health status, staff who meet the eligibility criteria of any age or health status who wish to be considered are encouraged to submit an</p>

#	Feedback	Response
	<p>this VR a means of being able to retire a little earlier and also to remove themselves from the risk of serious health complication through COVID.</p> <p>If the university management and unions cooperate to let older staff go who choose to take the VR they can simultaneously make younger staff who do not wish to be made redundant feel more secure in their jobs and move forward and develop their careers in the university.</p>	<p>expression. To assess EOIs it is proposed that the University would make an assessment of an EOI primarily on whether that position can be made redundant (i.e. the position is no longer required to be performed by anyone departure of the staff member will not be replaced by another staff member) on the basis of the University's requirements, not on attributes of individuals. It is proposed that this assessment is made for each eligible EOI that is submitted.</p>
19	<p>I wish to express my support for the proposed VR Program and accept the University's rationale for this program given the future financial uncertainty and impacts on the University's teaching and research due to COVID-19. This uncertainty has also impacted, and will continue to impact, staff members' personal and professional lives.</p> <p>I have worked at the University for many years and have seen significant growth and positive change in that time. However, as a result of the COVID world we find ourselves in, I believe that like myself, a number of staff would welcome the opportunity for a VR due to various reasons including:</p> <ul style="list-style-type: none"> <li>- acknowledged reduction in work/workload associated with decreased student numbers and more flexible ways of working and learning;</li> <li>- staff nearing retirement or the end of their professional careers;</li> <li>- 'older' staff making way for 'younger'/early career staff to enable them more opportunities for development and growth;</li> <li>- staff who have personal health issues or additional carer's responsibilities due to Covid-19;</li> <li>- staff who have exhausted their career opportunities at the Uni;</li> <li>- a mutually beneficial way to support each other in the current financial position.</li> </ul> <p>I also wish to comment on the VR assessment criteria for EOI. There are a number of DCPs still in progress, including within the VP Operations portfolio. I would recommend that consideration be given to staff included in these current DCPs and who submit an EOI in a VR. This would enable more prudent planning and rationalisation of existing and future positions as part of these change programs.</p>	<p>Your support for the proposed VR Program is noted. We acknowledge that the reasons for expressing interest in a VR are personal to that individual.</p> <p>While the proposed eligibility and assessment criteria does not consider carer status, age or health status, staff who meet the eligibility criteria of any age or health status who wish to be considered are encouraged to submit an expression. To assess EOIs it is proposed that the University would make an assessment of an EOI primarily on whether that position can be made redundant (i.e. the departure of the staff member will not be replaced by another staff member) on the basis of the University's requirements, not on attributes of individuals. It is proposed that this assessment is made for each eligible EOI that is submitted.</p> <p>Other change programs are being looked at regarding any impacts relating to the proposed VR program and affected staff will be contacted by program sponsors regarding the status of the program. All eligible EOIs for voluntary redundancy under this program will be considered regardless of any other change programs in progress.</p>
20	<p>I am writing to provide feedback on the VR program. As someone considering applying for VR I believe it to be a fair and well-considered approach to help mitigate the impacts of the pandemic. Other major universities across Australia are making drastic cuts including large forced redundancies and we are unfortunately not immune to the financial fallout. I think the proposal is fair and far preferable to any future non-</p>	<p>Thank you for your feedback in support of the proposed VR Program. Your comments and support have been noted.</p>



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	voluntary cuts. The union does not speak for all of us. Please consider moving forward as planned.	
21	<p>I am a member of NTEU and DO NOT agree with NTEU to block the VR being offered to all staff in Sydney University. There are quite a number of NTEU members who works with me and we have no say in this current NTEU action as we do not support their decision to block the VR. Those NTEU members who do not agree with NTEU are just ignored in the NTEU meetings.</p> <p>We agree with the Vice Chancellor with this VR program.</p> <p>Thank you.</p>	<p>Thank you for your feedback in support of the proposed VR Program. Your comments and support have been noted.</p>
22	<p>The CPSU NSW acknowledges not merely the disgraceful lack of support from the Federal government but its adoption of actions and strategies which have made matters worse, not better, for Universities, their staff and students, in the midst of this pandemic.</p> <p>The University's Position</p> <p>In response to the DCP the CPSU NSW believes that a summary of the University's reasons for the voluntary redundancies is that it is necessary to relax, to some extent, the current expenditure freeze on things such as travel, infrastructure, equipment and staffing, particularly as these savings measures were formulated early when it appeared the pandemic might be short-lived. A round of voluntary redundancies is argued by the University to be one cost-saving measure that "may ease some of the savings constraints" (our emphasis).</p> <p>To the CPSU NSW, a key issue is the University's view that it will receive \$400 million less in international student revenue than had been expected prior to the pandemic across 2021-2022 with further consequent losses of revenue arising from the student downturn at least to 2025. The DCP states that "shortfalls of this magnitude must be mitigated...[and] increases in domestic enrolments will not be sufficient to address the financial shortfall from international student fee revenue". The proposed VR program is put forward to assist as a "prudent step" the University hopes will provide savings to permit some necessary expenditure but "there is no expectation that a VR alone will solve the expected financial shortfall."</p> <p>Concerns around future involuntary redundancies</p> <p>- Where will the savings come from?</p> <p>We remain unclear and have not been apprised in any meaningful detail of how the \$400 million shortfall of international student revenue predicted for 2021-2022 (not to</p>	<p>The University acknowledges the support expressed by the CPSU NSW for the proposed VR program as a necessary step to ease some of the savings constraints.</p> <p>In response to concerns regarding future involuntary redundancies, the university can confirm that there are no current plans to proceed with an involuntary redundancy program. The University is not in a position to provide further specific detail about how the \$400 million shortfall will be managed, except to say that the proposed VR program is a prudent step given the COVID-19 impacts and significant future uncertainty. There is no expectation that a VR program alone will solve the expected financial shortfall. To meet this expected short fall we will need to continue measures such as travel restrictions, restrictions on hiring, reductions in capital infrastructure spend and related measures currently in place. This is how we will continue to mitigate the effects of COVID. The VR, depending on the number of offers accepted by staff, will mean that the cuts in some of these areas will not have to be as deep in future years as they are at present. Any savings generated from a VR program will allow the University to loosen some of the very severe austerity measures around equipment, travel, recruitment and other measures that will have to continue over the next few years.</p> <p><u>Enrolments:</u> Regarding uncertainty of enrolments in 2021, the University considers that the current timing of a VR program is a prudent step to manage uncertainty, based on projections. Unnecessary delay to taking action will undermine job security for all staff and the University's capacity to manage and minimise impacts on staff in 2021. Decision making regarding individual assessments, the proposed assessment</p>

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	<p>mention ongoing extra costs to ensure COVID safety compliance around the University) will be mitigated, given the University is clear that VRs are just one 'prudent step' in mitigating these losses. A likely way, it seems to us, for the University to mitigate the loss of expected revenue is to cut budgets at a local level and this remains an obvious concern for staff as it would likely lead to involuntary redundancies in 2021, and potentially many of them.</p> <p>- Expected vs actual revenue</p> <p>The CPSU would like it to be clearly understood that the DCP demonstrates that the University has not actually received less revenue from international student fees in 2020 than it did in 2019. According to the financial information the University provided, it received \$46 million more in 2020 than it did in 2019 from international student revenue, although new COVID-related costs (WHS etc) for 2020 are said to be \$67 million. So, the losses are not as actual as they seem but more to do with receiving less than expected. This cuts to the heart of the CPSU NSW message - that it cannot be business as usual in a global pandemic and that University growth ambitions held prior to the pandemic must be rationalised. If the University were to sacrifice staffing in a round of downsizing because it wanted to fulfil pre-pandemic ambitions it would be met with appropriate cynicism and resistance as it must know that it needs to adjust its operations to the realities of the pandemic over the longer term.</p> <p>The CPSU NSW asks the University to specifically address how the \$400 million shortfall will be managed, and if it feels it necessary to recoup all of this sum, given the growth in international student revenue?</p> <p>- Unpredictable enrolments</p> <p>In addition, the enrolment of international students proved better in 2020 than expected and it remains possible this may be the case again in 2021. If this should occur, the University would surely be aware that it would be damaging to rush to staff cuts that may prove excessive in relation to student numbers, as genuine redundancies require the abolition of positions that cannot be simple re-established if numbers increase. The University has also committed in the Enterprise Agreement (clause 50) to seeking "to reduce its use of casual and sessional employment" and the CPSU would oppose compensating for over-enthusiastic and mistaken staff cuts with casual and fixed-term</p>	<p>criteria and assessment process is designed to apply consistency and rigor with these important decisions. It is simply not in the interests of the University to make positions redundant, where this position is still required, as this would impact teaching and research quality, and would not achieve the financial benefits that this program is designed to address.</p> <p><u>Job Security:</u> The University reiterates that there are no plans to replace positions that may be made redundant with casual or fixed-term staff.</p> <p><u>Projected expansion of activities:</u> Given the rationale for the proposed VR program is to manage financial uncertainty there are no current plans to significantly expand existing operations, however it should be noted that if we are to continue to flourish as a world-class institution it is expected that over time the operations of the institution will evolve. Should the University consider introducing changes that would have a significant effect on other staff in the future, the University would consult accordingly under the <u>University of Sydney Enterprise Agreement 2018-2021</u> at that time.</p> <p><u>Clarification on involuntary redundancies:</u> In response to your comment regarding compulsory redundancies, the University can reiterate that there are no current plans to proceed with an involuntary redundancy program in response to the revenue shortfalls generated by COVID. If circumstances change and the University needs to consider other staff measures in the future, including involuntary redundancies, the University would consult accordingly under the <u>University of Sydney Enterprise Agreement 2018-2021</u> at that time.</p> <p><u>Voluntary redundancies:</u> We agree with the views expressed that allowing staff to leave the University voluntarily is likely to reduce the number of staff who may face involuntary redundancies next year.</p> <p><u>Workload / scaling of activities / KPIs:</u> The University is committed to meeting its obligations to staff regarding workload, as outlined in clauses 305 and 318 to 347 the <u>University of Sydney Enterprise Agreement 2018-2021</u>. Accepting some VRs may require cessation and/or re-prioritisation of work across faculties and portfolios. This will be mitigated</p>

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	<p>employment. COVID-19 should not be an opportunity to replace ongoing roles with temporary roles even if such an outcome is not planned.</p> <p>- Concerns around projected expansion of activities</p> <p>We believe these factors need to be taken into account where the University weighs elements of expansion, and a reluctance to borrow further, against staffing cuts that can damage, not only individuals' and families' lives, but also the University's functioning and reputation, due to the potential reduction in the quality and quantity of service provision, teaching, pastoral care for students, institutional knowledge and the inevitable retardation that comes with disruption and reorganization.</p> <p>It must not be forgotten that the University is and has been for years caught in a chronic spiral of rounds of budget cutting, change plans, call-centre rationalisation, replacement of service with FAQs, downgrading of services and redundancies which have already left many work units functioning in a very skinny manner. In a manner somewhat similar to central banks having exhausted their capacity to cut interest rates before a real crisis required it, the University now faces a real crisis, but has no fat to cut with regard to its staffing resources. The obvious answer is to look to temporarily rein in growth ambitions. We believe there are elements of the DCP which could be regarded as acknowledging this but enough ambiguity to leave grounds for genuine concern. The time is right for such ongoing curtailment as this is a crisis hitting the sector globally so other competing institutions are similarly constrained. Failure to show restraint now may be damaging in the long term.</p> <p>The CPSU NSW asks the University to give a more definite commitment to minimising expansion before expected revenue recovers and a more definite statement about its prioritisation of staffing in relation to other costs?</p> <p>- What the University says about involuntary redundancies</p> <p>In this regard, the University has stated that it has "no plans to enter into broad staffing cuts" and that it is hopeful that a VR will be sufficient as a staff measure. However, elsewhere it is clearly stated in the DCP that an advantage of the VR program is that it "may minimise (our emphasis) the requirement for further significant measures impacting staff, such as potential involuntary redundancies ... should revenue projections not be realised.</p>	<p>through planning at a faculty/Portfolio level. Potential workload impact to remaining staff members will form part of the EOI assessment. Prior to the particular VRs being approved, the University will consider whether the staff member's departure would result in significant effects on remaining staff. There may be circumstances where the approval of a VR of a staff member or group of staff as a result of VR would lead to there being significant effects on remaining staff members in the area. Where there will be consequential change in structure with significant effects (as defined in clause 385 of the Enterprise Agreement) on remaining staff members if the EOIs in VRs in the particular area were to be accepted, then a further process of consultation with directly affected staff and unions would be undertaken in respect of any associated changes proposed to accommodate the departures, prior to the particular EOIs being approved.</p> <p><u>Will there be involuntary redundancies arising out of VRs?:</u> The University can confirm that supplementary consultation for the purposes of considering whether to accept an EOI from an individual staff member through the VR Program will not involve proposals to make additional roles redundant.</p> <p><u>Other savings measures:</u> The University acknowledges the suggestions about other cost savings measures including sale of assets, selling naming rights to the Main Quad building. At this time, the University is not willing to implement such measures. The University considers that we have done as much as we can to find savings in non-salary areas such as physical and digital infrastructure and research equipment, travel and discretionary spending and also put in place the hiring freeze. This has been an effective short-term fix for 2020 but has required us to suspend important investments in teaching and research and constrained some of our day-to-day operations. If we are to continue to flourish as a world-class institution the financial austerity measures we have lived with this year are not sustainable in the longer-term. Any salary savings generated through a voluntary process - which we hope will be the only staff measure required - will go towards easing the pressure on other areas of our expenditure, many of which have a direct impact on staff and their</p>

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	<p>In short, the University has been transparent about the fact that, if its current projections are wrong or circumstances change then the executive may need to consider other staff measures, including involuntary redundancies. On their Voluntary Redundancy FAQ page (<a href="https://intranet.sydney.edu.au/employment/vr-program.html.html">https://intranet.sydney.edu.au/employment/vr-program.html.html</a>), the University, in response to the question “Will there be involuntary redundancies in the future?”, states: “We don’t know. After the proposed Voluntary Redundancy Program, the University may consider changes that could result in involuntary redundancies.”</p> <p>We have asked if the University has done any scenario planning around the imposition of budget cuts across the organisation if projections should not be realised, necessitating widespread restructures. The response was that, as the number of VRs that might eventuate is unknown, the University is not in a position to provide detail about future budget positions or expected actions (either at a local portfolio or University level).</p> <p>Our position on Voluntary Redundancies</p> <p>With all of the above factors in mind, and subject to further feedback from members, our position is that we will not be opposing the VR concept because it is plain from the DCP that involuntary redundancies could be considered necessary by the University in 2021 and allowing staff to leave the university voluntarily is likely to reduce the number of staff who may face involuntary redundancies next year. We believe it would be counter-productive to try to prevent staff leaving who wish to do so when that will reduce the involuntary-redundancy pressure on remaining staff.</p> <p>Workload concerns</p> <ul style="list-style-type: none"> <li>- Scaling of activities</li> </ul> <p>However, that position is entirely conditional on the university accounting for the downturn in staffing numbers from VRs by making appropriate adjustments so that workload does not spike as a result. We do not believe that our hard-working and committed members – thanked as such by the Vice Chancellor - should be left to carry the COVID burden by working even harder as their colleagues leave without replacement. Any prospective job losses need to be ameliorated by equivalent reductions in service provision and, as indicated above, the consequences of this for the University’s quality of work and reputation need to be carefully considered. In this</p>	<p>capacity to undertake research and teaching. The VR program is proposed as a prudent step to help the University manage the financial uncertainty that lies ahead.</p> <p>Regarding your question, “Will the University commit to preventing local restructures involving involuntary redundancies arising from the VR program?”, the University can confirm that supplementary consultation for the purposes of considering whether to accept an EOI from an individual staff member through the VR Program will not involve proposals to make additional roles redundant.</p>

#	Feedback	Response
	<p>regard we note the University's comment that it "has no plans to expand operations significantly" and that "accepting some VRs may require cessation and/or re-prioritisation of work across faculties and portfolios. This will be mitigated through planning at a faculty/Portfolio level."</p> <p>- Seeking a clear commitment from the University on workloads</p> <p>Leaving aside the fact that having "no plans to expand operations significantly" should mean that the university can largely get by on international student income that in fact represents an actual \$46 million increase compared to 2019 income, to the CPSU NSW this acknowledgment signals a potential willingness to reduce activity in accordance with staffing but we asked, during preliminary consultation, that there be a clearly stated position, put by the University in writing, that the workload in any PSU, faculty or school will be reduced commensurate to those staffing reductions, so that remaining staff in any work area are not left to add the workload of departed staff to their own. No such guarantee was provided in the DCP. The DCP states only that there are "no plans to expand operations significantly and that roles will not be made redundant unless they are no longer required."</p> <p>Will the University clearly state in writing that the workload in any PSU, faculty or school will be reduced commensurate to staffing reductions, so that remaining staff in any work area are not left to add the workload of departed staff to their own?</p> <p>- Need for careful central oversight</p> <p>We have concerns about what would occur if there was a failure to centrally and carefully monitor and regulate the VR process. Faculty, School and PSU management, whose KPIs depend on the success of their units, will, under a constrained budgetary environment, be responsible for monitoring the output of their units. Units will be striving to produce the best possible results and anything less than that is likely to be seen by management as reflecting poorly on them. As all leadership wishes for various reasons to meet and exceed their KPIs, the danger of not having close central oversight of the VR program and what follows it is that, irrespective of the University's rhetoric around this, the management of individual work units are not going to want their unit's performance of their services to reduce, which will have the effect of producing workload pressures as staff leave. To leave management of this entirely to the local level would simply be the University washing its hands of a very significant problem -</p>	

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	<p>potentially leaving the 'dirty work' to be conducted at the local level while the hands of the upper executive appear 'clean'.</p> <p>Will the University commit to careful oversight of the VR process to mitigate affected managers' expectations that they meet pre-COVID KPIs on work unit achievement?</p> <ul style="list-style-type: none"> <li>- Utilising workload clauses in the Enterprise Agreement</li> </ul> <p>In 2017 the CPSU NSW negotiated on behalf of members to ensure functional professional staff workload clauses exist in the Enterprise Agreement and we will be working with members to communicate with us in order to utilise these clauses where staff consider it to be necessary. CPSU NSW will not hesitate to raise disputes on behalf of our members where we believe that workload management has not been effective. We do believe that staff would be further reassured if matters moved from tentative commitments ("may require cessation ... of work"; "has no plans") to more specific guarantees or a clear delineation of monitoring processes around workload. Policy or guidelines around workload could be temporarily enhanced to increase trust and cooperation through this process. In this regard we note that while there is a policy around the workload of academic staff there is no such policy for professional staff, and this should change. Given the work ethic of many Professional Staff and their dedication to their clients, we remain especially concerned about staff under the Enterprise Agreement working without those hours being recorded or recompensed and encourage the University to communicate with managers to monitor and prevent this occurring, especially in a situation where staffing is being reduced.</p> <ul style="list-style-type: none"> <li>- Opposition to involuntary redundancies arising out of VRs</li> </ul> <p>The CPSU also wishes it to be clearly recognised by staff that the DCP indicates VRs in particular work units could potentially trigger a broader change process in that work area:</p> <p>"There may be circumstances where the approval of a VR of a staff member or group of staff as a result of VR would lead to there being significant effects on remaining staff members in the area. Where there will be consequential change in structure with significant effects (as defined in clause 385 of the Enterprise Agreement) on remaining staff members if the EOIs in VRs in the particular area were to be accepted, then a further process of consultation with directly affected staff and unions would be</p>	

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	<p>undertaken in respect of any associated changes proposed to accommodate the departures, prior to the particular EOLs being approved.”</p> <p>The CPSU opposes VRs in work areas if the ‘significant changes’ should amount to a need for restructures that create broad disruption and involuntary redundancies. This would fly in the face of the many reassurances staff have received both from the Vice Chancellor and the Senior Deputy Vice Chancellor.</p> <p>Will the University commit to preventing local restructures involving involuntary redundancies arising from the VR program?</p> <p>Further cost-saving negotiations</p> <p>Finally, the CPSU NSW also notes the University has committed “that it would speak to staff and their unions about other [savings] measures before [broad staffing cuts should be] undertaken. The CPSU NSW has successfully negotiated with other Universities to reduce labour-related costs in ways that have mitigated job cuts and is willing to discuss such measures with the University should they ultimately prove necessary.</p> <p>We remain concerned that the University is currently unwilling to shed saleable property assets (e.g., some of the farms it owns and the old law school building in Philip St) because the real estate market is not ideal, but we believe the University should consider the serious impact upon its functioning and international reputation that staffing losses will produce and consider weighing this carefully against the losses involved in selling because the market is not ideal or further borrowing at a time when interest rates are historically low and unlikely to rise any time in the foreseeable future. Even if assets are not sold in the depressed market, they might be retained as security underpinning any necessary very low interest loans, and individual assets could be sold, if considered necessary, upon strength returning to the market.</p> <p>The University might also consider other avenues of raising funds ahead of staffing cuts - for instance, how much income might be expected if the university were to sell ‘naming rights’ to the Main Quad building, for example, for a period of time? While few of us may enjoy this prospect we feel it would be far better than the damage to the University and its staff arising from staffing cuts. We note that the University has already done this with the Law school building and its last push for philanthropic income via the Inspired campaign saw the target income figure increased as the original donation figure of \$600 million was reached far ahead of time. Although current</p>	



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	<p>circumstances are different, with this in recent memory, a failure to consider all possibilities would foster cynicism about claims of unavoidable necessity.</p> <p>Conclusion</p> <p>In short, the CPSU NSW believes that the university should protect its reputation in the long term by protecting its most precious asset - its staff - even if this means temporary reductions in growth ambitions and a rationalization of current offerings. The storm the University is facing is also faced by its competitors, and the best method of staying ahead of its competitors is to be best placed to accelerate activities again once that is appropriate. And the best way to do that is to ensure that the university retains the staff to allow it to do this seamlessly as soon as the time is right - a measure which would also ensure it retained its reputation throughout the pandemic.</p>	
23	<p>Thank you very much for your quick response. Much appreciated.</p> <p>Hope &amp; pray that the VR Program will proceed to a revised change plan without any problem. 😊</p>	<p>Thank you for your feedback in support of the proposed VR Program. Your comments and support have been noted.</p>
24	<p>I support the university senior management in this proposal for voluntary redundancy.</p> <p>The unions don't seem to understand that it's up to a staff to volunteer or not.</p>	<p>Thank you for your feedback in support of the proposed VR Program. Your comments and support have been noted.</p>
25	<p>I note that the perceived outcomes of the VR process, have not changed considerably since the preliminary consultation round. So my previous concerns around the vagueness of the perceived benefits, remain. Here are my slight updates to match your slight updates:</p> <p>Any resulting salary savings the proposed VR program provides will assist the University in:</p> <ul style="list-style-type: none"> <li>• managing ongoing costs Again, How? could you outline what will be saved, and how you will redistribute those funds? And, if, as you insist, that you have no clear number in mind, what exactly is the plan here? Free up an uncertain about of money and then figure it out as you go? If there's a plan to shed staff, you should have at least a clear idea of what money you plan to save, and how you plan to use it.</li> <li>• mitigating against the reduction in student revenue and helping better prepare for uncertainties in the future, consequently providing greater future job security for staff, Preparation, innovations and risk projections should be supported by staff, not by stuffing some cash under your mattress, for another even rainier, day. This plan is absolutely not about job security, and it is extremely disingenuous to say so. VR rounds</li> </ul>	<p>The proposed advantages of the proposed VR program are not vague and include:</p> <ul style="list-style-type: none"> <li>“• The proposed VR program is voluntary, and it is entirely at the discretion of the individual to submit an EOI in VR.</li> <li>• Helps the University to pro-actively safeguard its financial stability during a period of significant uncertainty by reducing its recurrent salary costs in respect of those positions that are made voluntarily redundant.</li> <li>• May ease some of the savings constraints impacting critical areas such as research, student support and the hiring freeze.</li> <li>• May minimise the requirement for further significant measures impacting staff (such as potential involuntary redundancies) in the future, should revenue projections not be realised.</li> <li>• Consistent approach across the University.”</li> </ul> <p>In response specific questions and comments on the following points:</p>

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	<p>are extremely expensive. The savings will emerge down the track, once the workforce is all on easily expendable fixed term or casual contracts. This process is about greater insecurity for staff. And we all know this.</p> <p>•easing some of the savings constraints impacting critical areas such as research, education and student support. I note you've dropped the 'may' here. Great, but I strongly argue that research, education and student support will be better serviced/achieved by retaining staff and knowledge. Not by shedding it.</p> <p>This VR round is clearly opportunistic, and has the long term aim of converting our workforce to insecure contracts. The arguments are circular. The idea is posited that a VR process will free up money to end the recruitment freeze... I think we know what recruitment will look like into the future, don't we? There are many points in the DCP where you deny this is the overall plan. But it is difficult to see why there would be any other reason to let go of staff. Please know that staff know this isn't benevolent generosity, this is attack on staff, and staff working conditions, and those that take up a VR, aren't leaving because they want to, they are leaving because they see the writing on the wall of what is to come (higher workloads, worse conditions) so don't take a healthy EOI interest as a measure of success, if you get inundated with responses, it is an indictment on the university not a show of generous collaboration on the part of workers. In your response to the NTEU concerns the DCP states: Only roles that are considered excess to requirements will be approved for redundancy through this process. As evinced by the fact that we've all been working our guts out this year, (as part of an already lean workforce that has undergone multiple restructures already), I think, if you are true to this sentiment, there is not a single job at this institution that is excess to requirements.</p> <p>Withdraw this program, respect your staff.</p>	<ul style="list-style-type: none"> <li>Managing ongoing costs: The University has consistently stated that it has not set a target number of roles that the process must achieve. We can say that any resulting salary savings this proposed VR program provide will assist the University in managing ongoing costs and mitigate against a decline in budgeted student revenue, and help better prepare us for uncertainties in the future.</li> <li>mitigating against the reduction in student revenue and helping better prepare for uncertainties in the future. It is hoped that a proposed Voluntary Redundancy program may minimise the requirement for further significant measures impacting job security (such as potential involuntary redundancies) in the future, should revenue projections not be realised. There are no plans to replace positions that may be made redundant with casual or fixed-term staff.</li> <li>easing some of the savings constraints impacting critical areas such as research, education and student support: The University needs to take necessary steps to minimise future costs and considers the proposed VR program can assist the University to achieve this. The management of staff retention/knowledge risks associated with the possible staff exits will be considered for each EOI that is assessed, and assessment of risk is captured in the proposed assessment criteria "In exercising its discretion to approve a VR, the University would need to be satisfied that the staff member's position is no longer required to be performed."</li> <li>Regarding recruitment, as we now know the impact of Covid will likely continue over a number of years and these austerity measures will need to be relaxed a little to allow for strategic hires, research, travel and building maintenance and equipment. Again, there are no plans to replace positions that may be made redundant with casual or fixed-term staff, rather an opportunity to make a decision at the point of assessment about whether a position is required, moving forward, and benefit from ongoing salary savings as a result of that assessment.</li> <li>The work effort of staff in 2020 is acknowledged however the assessment criteria "The staff member's position is still required to be performed" will enable the University to make a decision at</li> </ul>

#	Feedback	Response
		<p>the point of assessment about whether the position is required, moving forward.</p> <p>The University does not agree that this program should be withdrawn, because it considers it an appropriate step to responsibly safeguard its financial position for the future.</p>
26	<p>Petition to the Vice Chancellor, Dr Michael Spence, We oppose all job cuts at Sydney University and demand that management abandon its attack on jobs, and withdraw the proposed redundancy program immediately. This redundancy program would amount to mass job losses and comes in the context of redundancies faced by staff at International House, the recently announced DCP in FMH that proposes to make 22.5 FTE academic positions redundant, and the news that some university faculties are modelling staff reductions of up to 30%. It also comes in the context of hundreds of casual and fixed-term jobs lost since the start of this year, and hundreds of jobs unfilled due to the hiring freeze. A group of staff have been left to the scrapheap whilst the other group have had workloads increase. The key issue around redundancies, whether voluntary or forced, is that they are cuts to permanent positions. These positions are unlikely to be replaced in the future, and if they ever do return, recent faculty restructures show that they come back at lower classification rates, on worse pay and conditions and as casual or fixed-term roles. Voluntary redundancies are also the first step towards compulsory redundancies, according to the enterprise agreement, and as we have seen recently at other Australian universities. For all these reasons, as union members, we will take a firm stance against this round of voluntary redundancies. We commit to resisting these job cuts, including by: • public and workplace campaigning • insisting on proper consultation, including about the impact on workload for those who remain • lodging disputes over any violation of the terms of the EA We, the undersigned, demand that management abandon its attack on jobs, and withdraws the proposed redundancy program immediately.</p>	<p>In response to your comment regarding mass job losses, the University has not set a target number of roles that this voluntary process must achieve. The University does not intend for the proposed voluntary redundancy program to result in 'mass job losses'. If the University did not proceed with a VR program then there would need to be additional savings from restrictions on travel, purchase of equipment, staff recruitment and other measures currently in place. The university does not consider austerity measures of the current magnitude viable in the long term. A VR assists in easing some of these other cost-saving measures. The number of voluntary redundancies that may result from the proposed program will depend on the number of eligible expressions of interest that are submitted, and the outcomes of the VR Assessment Process. For the University to make a formal offer for voluntary redundancy, they would need to be satisfied that a position is no longer required to be performed.</p> <p>The University acknowledges that other change programs may be underway prior or parallel to the proposed VR program, however each program has its own rationale for being undertaken and will have gone through the appropriate consultation process prior to being implemented.</p> <p>In response to your points regarding negative impacts of voluntary redundancies, potential workload impact to remaining staff members will be considered as part of the EOI assessment. The proposed assessment criteria provides "In exercising its discretion to approve a VR, the University would need to be satisfied that the staff member's position is no longer required to be performed." Furthermore, there are no plans to replace positions that may be made redundant with casual or fixed-term roles, or with roles that have lower classification or pay rates. To assess an expression of interest, it is proposed that the University would make an assessment primarily based on whether that position can be made</p>

#	Feedback	Response
		<p>redundant (i.e. the position is no longer required to be performed) on the basis of the University's requirements.</p> <p>In response to your comment regarding compulsory redundancies, there are no current plans to proceed with an involuntary redundancy program. If circumstances change and the University needs to consider other staff measures in the future, including involuntary redundancies, the University would consult accordingly under the <u>University of Sydney Enterprise Agreement 2018-2021</u> at that time.</p> <p>The University acknowledges the commitments you have outlined. The University is committed to meeting its requirements under the Enterprise Agreement, including consulting with staff on possible change. The University acknowledges that there may be circumstances where the approval of a VR of a staff member or group of staff would lead to significant effects on remaining staff members in that area. In these cases (as defined in clause 385 of the Enterprise Agreement), a process of further consultation with directly affected staff and unions would be undertaken prior to the particular expression of interest in VR being approved.</p>
27	<p>Feedback on DCP for the Proposed Voluntary Redundancy Program from BSSH (Behavioural and Social Sciences in Health)</p> <p>We are strongly opposed to voluntary redundancies. While there may be colleagues among us who wish to take them, we anticipate a negative impact on the University and remaining staff and students. We also reject the financial justification offered as a reason for the redundancies. We see the proposal as a restructure under the cover of Covid.</p> <p>The premise for the staff cuts is false</p> <p>Management's own estimates are that revenue from student fees will actually increase in absolute terms, not decrease, over the next four years. Moreover, 2020 has turned out to be much better than predicted, resulting in a surplus instead of the anticipated \$200m deficit.</p> <p>The negative impact of voluntary redundancies will be very significant</p> <p>1. The University loses:</p> <ul style="list-style-type: none"> <li>• ongoing positions</li> <li>• corporate knowledge</li> </ul>	<ul style="list-style-type: none"> <li>• The University does not agree with your statement that the proposed VR program is a restructure under the cover of Covid-19. As described in the Draft Change Proposal, the VR program is proposed as a prudent step to help the University manage the financial uncertainty that lies ahead. Any resulting salary savings the proposed VR program provides will assist the University in:</li> <li>• managing ongoing costs</li> <li>• mitigating against the reduction in student revenue and helping better prepare for uncertainties in the future, consequently providing greater future job security for staff, and</li> <li>• easing some of the savings constraints impacting critical areas such as research, education and student support.</li> </ul> <p>Predictions of a return to normal student revenues in 2021 are unrealistic while international borders are still closed and the pandemic continues to</p>

#	Feedback	Response
	<ul style="list-style-type: none"> <li>• services and courses, making us less able to do our job and less attractive to prospective students</li> <li>• money, through severance pay-outs</li> </ul> <p>2. Remaining staff will be left with:</p> <ul style="list-style-type: none"> <li>• increased workloads, although there is ample evidence from University staff surveys that it has been too high for many years, even before we lost casual/fixed term staff due to Covid</li> <li>• instability in the workplace through further restructures</li> <li>• job dissatisfaction due to all of the above</li> </ul> <p>Alternatives to cuts in staff or conditions</p> <ol style="list-style-type: none"> <li>1. Borrow: The University has further borrowing capacity and the NSW will guarantee University loans, reducing the cost of loans.</li> <li>2. Reduce executive salaries.</li> <li>3. Reduce management positions and replace the corporate top-down management model with the collegial governance model.</li> <li>4. Push for increases to government funding and pandemic assistance and against Tehan's current proposals.</li> <li>5. Offer early retirement contracts so staff can be replaced if they are ready to leave.</li> <li>6. Use Future Fund: Currently the University's large Future Fund can be drawn upon to pay for redundancy entitlements of staff who are made redundant but the policy should be changed so that it can be drawn upon to cover short-term revenue shortfalls.</li> </ol> <p>For FMH staff, the replacement of the EBA-approved AP&amp;D form with non-EBA-approved forms driving excessive achievements is acting as a 'push' in concert with 'pull' of the proposed VRs by making many academics feel unsure they will be able to live up to these impossibly high new expectations, particularly at a time when many of us are struggling to adjust our teaching in response to Covid."</p>	<p>impact other countries significantly. A focus on revenue growth alone over the next few years fails to take account of the fact that our costs are also rising significantly – through promotions, increments and EA pay increases. The fact remains that the revenue projections are falling well short of our cost growth and this is the basis for the VR proposal.</p> <p>The University has modelled student revenue for the next five years and it is projected that there will be a \$217 million reduction in student fee revenue in 2021 compared to the previous forecast for that year and that the pandemic will continue to impact the University's budget until 2025. The assumptions and modelling are detailed further in the proposal.</p> <p>In response to your points regarding impacts to the University:</p> <ul style="list-style-type: none"> <li>• ongoing positions: The University will only approve an offer for voluntary redundancy following an assessment to determine that the ongoing position is no longer required to be performed</li> <li>• corporate knowledge: if a staff member is offered and accepts an offer for VR, they will work with their relevant line manager to conduct the appropriate offboarding and handover processes. Knowledge transfer and knowledge loss is a potential outcome to be mitigated for any staff member leaving the University, regardless of the circumstances.</li> <li>• loss of services and courses: In exercising its discretion to approve an expression of interest for voluntary redundancy, the University will determine what the needs of the University are moving forward with respect to services and offerings, and the potential impacts of making a role redundant. In approving an EOI, the University would need to be satisfied that a position is no longer required to be performed in future and removing a position wouldn't result in significant effects to student or staff experience.</li> <li>• money, through severance pay-outs: Severance pay outs will be offered in line with the entitlements outlined under the University of Sydney Enterprise Agreement. The University is not offering additional incentives in the form of severance payments. As such, the long-term financial savings gained through the proposed VR program would outweigh short-term payments made to staff who accept an offer for VR.</li> </ul>

#	Feedback	Response
		<p>In response to your points regarding impacts to staff:</p> <ul style="list-style-type: none"> <li>• increased workloads: potential workload impact to remaining staff members will form part of the EOI assessment. This is captured in the proposed assessment criteria “In exercising its discretion to approve a VR, the University would need to be satisfied that the staff member’s position is no longer required to be performed.”</li> <li>• instability through further restructures: there are no current plans to proceed with an involuntary redundancy program or further restructures. If circumstances change and the University needs to consider other staff measures in the future, including involuntary redundancies, the University would consult accordingly under the <u>University of Sydney Enterprise Agreement 2018-2021</u> at that time. In cases where there will be consequential change in structure with significant effects (as defined in clause 385 of the Enterprise Agreement) on remaining staff members as a result of the proposed voluntary redundancy program, a process of further consultation with directly affected staff and unions would be undertaken prior to the particular expression of interest in VR being approved</li> <li>• job dissatisfaction: the University does not believe that the proposed VR program would negatively impact job satisfaction, given offers for VR would only be made considering the potential impact to remaining workloads and there are no plans to proceed with further restructures (including involuntary redundancies). If a staff member has concerns relating to job satisfaction at any time, they are encouraged to speak with their line manager or HR partner to discuss how the University can support them.</li> </ul> <p>In response to your proposed alternatives:</p> <ol style="list-style-type: none"> <li>1. As described in Annexure 3 of the DCP, The University has considered all options and does not believe at this point that going into further debt is the right way forward. Further borrowing itself would increase the interest payments the University would have to make each year which would of course add to our cost base and thus require us to find further savings. Borrowing is a circular argument when it comes to cost reduction.</li> </ol>



#	Feedback	Response
		<p>2. Members of the University Executive have agreed to a 20% reduction in salary for 2020, including the Vice-Chancellor, Senior Deputy Vice-Chancellor, Deputy Vice-Chancellors, Vice-Principals, Executive Dean and Deans.</p> <p>3. The Voluntary Redundancy program is open to all eligible staff, including managers and expressions of interest will be assessed in accordance with the assessment process outlined in the proposal.</p> <p>4. The University remains committed to doing everything we can to sustain the University and support our staff. We are hopeful the Government will work to protect higher education through Covid impacts. The University has also made a submission to the Department of Education on the <i>Job-ready Graduates and Supporting Regional and Remote Students</i> draft legislation, raising concerns about some of the Federal Government's proposed changes and calling for further inquiry and public consultation.</p> <p>5. A voluntary early retirement scheme was considered. A decision not to pursue a voluntary early retirement scheme at this point in time was made because:</p> <ul style="list-style-type: none"> <li>• a University-wide VR program is more likely to reduce recurrent salary costs by comparison to a voluntary early retirement scheme;</li> <li>• a retirement scheme running parallel to the voluntary redundancy program would create greater complexity;</li> <li>• it also requires ATO approval which could take from 3-6 months;</li> <li>• there are delays in being able to get a voluntary early retirement scheme approved. A VR Program will maximise the financial benefits to the University of a VR program by offering VRs to persons whose positions will not be replaced; and</li> <li>• there are existing mechanisms for staff to engage in retirement planning via pre-retirement contracts</li> </ul> <p>6. As described in Annexure 3 of the DCP, Covid can no longer be considered a one off event and the ability to go into further debt or access the future fund are measures that may still yet have to be considered if the assumptions that we have based our modelling on thus far turn out to be incorrect and the situation worsens.</p>



#	Feedback	Response
		<p>The AP&amp;D process sits outside of the VR Program, however, prior to VRs being approved, the University will consider whether the staff member's departure would result in significant effects on remaining staff. There may be circumstances where the approval of a VR of a staff member or group of staff as a result of VR would lead to there being significant effects on remaining staff members in the area. Where there will be significant effects (as defined in clause 385 of the Enterprise Agreement) on remaining staff members if the EOLs in VRs in the particular area were to be accepted, then a further process of consultation with directly affected staff and unions would be undertaken in respect of any associated changes proposed to accommodate the departures, prior to the particular EOLs being approved.</p>
28	<p>NTEU Submission to Preliminary Consultation on Voluntary Redundancies at the University of Sydney</p> <p>The NTEU continues to oppose university management's proposal to undertake a program of Voluntary Redundancies, and we believe this proposal should be withdrawn. As we argue below:</p> <ul style="list-style-type: none"> <li>• There is no justification for job cuts – revenue and EFTSL are not shrinking, neither should the workforce</li> <li>• Given the university's projected revenues during and after the pandemic, redundancies are not required to ease savings measures that affect staff and staffing levels</li> <li>• Even should the financial situation turn out worse than current conservative projections, there are alternatives to voluntary redundancies</li> <li>• The claimed 'benefits' of the program are neither necessary, nor specified in enough detail</li> <li>• The proposed process for accepting expressions of interest contravenes Enterprise Agreement</li> <li>• There are still gaps in the information provided to staff.</li> </ul> <p>1. Lack of justification for job cuts – revenue and EFTSL are not shrinking, neither should the workforce</p> <p>In our submission on the preliminary proposal, we argued that while this measure is being presented as prudent planning for an uncertain future, we believe it is part of a long-term process of restructuring the university workforce. The loss of dozens or hundreds more jobs through Voluntary Redundancies would see permanent jobs replaced with fixed-term and casual jobs that can come and go at management's whim – using job insecurity as a buffer against financial uncertainty.</p>	<p>Your feedback on the proposed change has been considered. The University does not agree with the matters raised by the NTEU, and provides its response to each matter below.</p> <p><u>•Lack of justification for job cuts – revenue and EFTSL are not shrinking, neither should the Workforce</u></p> <p>The University does not agree that there is no justification for the proposed VR program and has outlined a financial rationale based on modelling. Annexure One, the DCP also included the following:</p> <ul style="list-style-type: none"> <li>• under Background and Rationale for Change: <ul style="list-style-type: none"> <li>o identified a projected \$117 million reduction in revenue for 2020 against the original planned budget, and \$67 million in pandemic-related costs for 2020; 28 September 2020 Page 2</li> <li>o key underlying assumptions informing the University's financial planning for the next 5 years, being the expectations around % of international student enrolment;</li> <li>o identified that members of the University Executive had agreed to a 20% reduction in salary for 2020;</li> </ul> </li> <li>• at Annexure Three, the University responded to the NTEU's feedback provided during preliminary consultation, which relevantly included a number of University responses directed specifically at financial matters. This included the financial justification for the proposed change, and the impacts and easing of 2020 saving measures (including whether these non-salary savings measures can be replicated in coming years).</li> </ul>

#	Feedback	Response
	<p>This argument is supported by the further data on university finances and student load that has been provided by university management in response to NTEU requests. Revenue is projected to increase every year from 2020-2025</p> <p>The Draft Change Proposal sets out a series of assumptions that university management are making about the next few years, and then makes the following statement to justify a program of voluntary redundancies:</p> <p>Under this scenario, it is projected that there will be a \$217 million reduction in student fee revenue in 2021 compared to the previous forecast for that year, another \$183 million for 2022 and that the pandemic will continue to impact the University's budget until 2025. We also expect that there will be ongoing pandemic related costs associated with safeguarding staff and students in 2021. Increases in domestic enrolments will not be sufficient to address the financial shortfall from international student fee revenue.</p> <p>Shortfalls of this magnitude must be mitigated (p. 4).</p> <p>Here, the focus is strongly on shortfalls, and readers could be forgiven for thinking that the university's revenue will be shrinking over the coming years, thus justifying a shrinking of the workforce.</p> <p>But the fuller financial information that has now been provided in response to our request paints a clear picture of the revenue situation. Even with these assumptions, revenue is expected to grow.</p> <p>Here are the projected revenues from student fees, based on the assumptions in the Draft Change Proposal:</p> <ul style="list-style-type: none"> <li>• 2019: \$1691 million</li> <li>• 2020: \$1737 million (2019 + \$46 million)</li> <li>• 2021: \$1798 million (2020 + \$61 million)</li> <li>• 2022: \$1962 million (2021 + \$164 million)</li> <li>• 2023: \$2124 million (2022 + \$162 million)</li> <li>• 2024: \$2239 million (2023 + \$115 million)</li> <li>• 2025: \$2381 million (2024 + \$142 million)</li> </ul> <p>[Source: University of Sydney Financial Update, Sept 2019, p. 17]</p> <p>So, while there may be some justification in these projections for a slower-than-expected growth in staff and short-term delays to other university planned projects based on previous budget projections, there is absolutely no justification for cuts to jobs from 2019 staffing levels, which have effectively been held in place for 2020 due to employment restrictions.</p> <p>EFTSL also projected to increase As well as showing increases in revenue over the coming 5 years, the University Financial Update</p>	<p>Moreover, the focus on revenue alone misses the point that our cost base increases significantly each year through such mechanisms as promotion, increment progression and normal EA pay increases. A key here is that the revenue is falling short of that required to meet those cost increases.</p> <ul style="list-style-type: none"> <li>• Redundancies are not required to ease savings measures that affect staff and staffing levels</li> </ul> <p>•<u>Alternatives to voluntary redundancies:</u></p> <p>•<u>Debt</u></p> <p>The University has considered all options and does not believe at this point that going into further debt is the right way forward.</p> <p>•<u>Voluntary Early Retirement</u></p> <p>At this stage, the University has considered but not offered an voluntary early retirement scheme as part of this proposal. A VER scheme requires ATO approval which can take from 3-6 months to achieve and put the University's finances under further pressure for no ostensible gain in flexibility. A University-wide VR program is more likely to reduce recurrent salary costs by comparison to a voluntary early retirement scheme. The University will continue to consider this option outside of the VR Program proposal.</p> <p>•<u>Claimed 'benefits' of the program are neither necessary nor specified in enough detail</u></p> <p>Regarding the NTEU's statement that staff have a right to know which of the savings measures will be prioritised for easing as the revenue situation continues to improve. The University is not in a position to provide further specific detail about how the \$400 million shortfall will be managed, except to say that the proposed VR program is a prudent step given the COVID-19 impacts and significant future uncertainty. There is no expectation that a VR program alone will solve the expected financial shortfall. But any savings generated from a VR program will allow the University to loosen some of the very severe austerity measures around equipment, travel, recruitment and other measures that will have to continue over the next few years.</p>

#	Feedback	Response
	<p>also provides EFTSL projections. These projections clearly demonstrate that the University will need to increase staff over the coming years to meet the work demand. The projection for 2021 is that EFTSL will be down on 2019 levels by less than 0.5%. And for 2022 it will be increased by 3.7% which will increase to 7.9% in 2023. Management has already put into place a recruitment freeze, that has seen significant cuts to staffing levels compared to 2019 levels.</p> <p>A VR program is expensive to run. Given the current general employment outlook, the majority of people who are likely to accept a VR are people approaching the end of their career who have had significant levels of service with the University. It is likely that the average cost of a VR may exceed 52 weeks' pay. Considering that the exit process is aiming to have staff leave the University by the end of the year, this means that if the proposal goes ahead, management would be making payments that are the equivalent of the staff members' entire 2021 salary. There would be no savings on these people until 2022, by which time EFTSL will have increased and be almost 4% higher than the 2019 base, and so will actually require more staff to operate the University not less.</p> <p>Considering some high paid academic staff would be receiving almost 2 years of redundancy, in those circumstances there would be no savings made until enrolments are almost 8% higher than 2019, which will require significant increases in staff. The VR program will effectively be paying staff for not working, and the projected numbers of students into the future simply do not justify the expensive program to reduce staff. A VR program is an expensive exercise which is only able to provide savings over long period. It is not an appropriate program to deal with a short-term decline in EFTSL load, and the program is likely to cost the University more than it would to maintain employment.</p> <p>Redundancies are not required to ease savings measures that affect staff and staffing levels. Indeed, there is now justification for ending the freeze on replacement appointments across the university, which would only restore the size of the workforce to 2019 levels. After all, revenues are predicted to be substantially higher than 2019 in each year from 2020-2025, with enough growth to cover any extra spending to address pandemic-related costs.</p> <p>Further, from the further financial information that was provided to the NTEU, it would appear that the total 2020 pandemic impact is in the order of \$184 million, while the university has made \$242 million in actual savings, leaving a surplus of \$58 million higher than projected in the prepandemic budget (Vice Chancellor's all-staff email, 17 September 2020).</p>	<p><u>•Proposed process for accepting expressions of interest contravenes Enterprise Agreement</u></p> <p>The University does not agree that the proposed process or timing of seeking expressions of interest contravenes its obligations to consult under the Enterprise agreement. The reason for this is:</p> <ul style="list-style-type: none"> <li>• The purpose for inviting voluntary expressions of interest from eligible staff forms part of the consultation on the Revised Change Plan.</li> <li>• The timing will allow the University to obtain as much feedback from staff as possible, to enable staff to indicate their level of interest and to assist the University to consider whether to proceed with a Final Change Plan and any additional measures or refinements that should be incorporated into the Final Change Plan and Implementation Plan.</li> <li>• Following release of a Final Change Plan it is proposed that staff would then have a further week to submit or withdraw an EOI. The University would then assess all EOIs submitted prior to the close date, unless the EOI has been withdrawn.</li> <li>• The University has no intention of implementing the proposed change until an FCP is issued. All assessments on individual EOIs will be completed in accordance with the arrangements set out in the FCP, therefore no outcomes on individual EOIs will be determined until after an FCP is issued.</li> </ul> <p><u>Gaps in required information</u></p> <p>The University has provided relevant financial information in relation to the proposed change. Annexure One to the DCP included key financial information relevant to the proposed change, including:</p> <ul style="list-style-type: none"> <li>• student fee revenue for 2019 (actual vs. budget);</li> <li>• forecast student fee revenue against budget for 2020;</li> <li>• forecast student fee revenue and forecast downturn for 2021; and</li> <li>• forecast overall student downturn and forecast revenue gap for 2021-2025</li> </ul> <p>Further, contrary to the NTEU's statement that the only financial information was in Annexure One, the DCP also included the following:</p> <ul style="list-style-type: none"> <li>• under Background and Rationale for Change:</li> </ul>

#	Feedback	Response
	<p>This surplus is apparently to be used to cover the costs of redundancies. Nowhere in the Draft Change Proposal are the costs of redundancy payments acknowledged as a disadvantage of the proposed program.</p> <p>Alternatives to voluntary redundancies</p> <p>As we have noted above, if the revenue projections current held by university management eventuate, the challenge for the university is not to find 'savings' against current expenditure, but to find ways to contain planned growth in expenditure to within its means. To reiterate – this does not require cuts to the size of the current workforce.</p> <p>Debt</p> <p>Even if management's most pessimistic projections turn out to eventuate (with only 25% of projected student fee revenue in S1 2021), this could be weathered by drawing on the bank lines of credit and financial reserves that were pre-arranged for 2020, but not actually required.</p> <p>The university should do everything to protect its staff. Borrowing should not be considered only as a 'last resort' that is kept in reserve after job cuts. Rather, jobs should be protected at all costs.</p> <p>However, in response to the NTEU's feedback, university management makes clear that it sees things differently:</p> <p>the ability to go into further debt or access the future fund are measures that may still yet have to be considered if the assumptions that we have based our modelling on thus far turn out to be incorrect and the situation worsens (p. 13).</p> <p>Given that even with the relatively conservative scenarios now projected by university management, revenues should return to expected growth levels by 2025. Borrowing, in a context of both historically low interest rates and NSW Government loan guarantees, makes good financial sense.</p> <p>Voluntary Early Retirement</p> <p>We note that university management has considered voluntary redundancies ahead of an early retirement scheme on the following basis:</p> <p>An early retirement process was not considered viable as this would only be available to staff up to retirement age and would need approval from the ATO which could be a lengthy process. This is an option that may be considered in the future if it becomes necessary (p. 13).</p> <p>Given the significant disadvantages and costs of voluntary redundancies, this is a poor rationale. We make the following points:</p>	<p>o identified a projected \$117 million reduction in revenue for 2020 against the original planned budget, and \$67 million in pandemic-related costs for 2020;</p> <p>o key underlying assumptions informing the University's financial planning for the next 5 years, being the expectations around % of international student enrolment;</p> <p>o identified that the University Executive had agreed to a 20% reduction in salary for 2020;</p> <p>• at Annexure Three, the University responded to the NTEU's feedback provided during preliminary consultation, which relevantly included a number of University responses directed specifically at financial matters. This included the financial justification for the proposed change, and the impacts and easing of 2020 saving measures (including whether these non-salary savings measures can be replicated in coming years). The materials accompanying the DCP also identified savings achieved in 2020 through the severe austerity measures, identifying \$242M in savings (or deferred costs).</p> <p>The University considers "planned expenditures contained in the forward budgets for 2021-25" to be commercial in confidence and are not "relevant financial information" for the purpose of this change proposal. However, as outlined in the letter to the NTEU dated 28 September 2020 the University has previously provided information identifying revenue, expenditure and operating margin from the 2020 budget papers and the projections against that budget, in good faith.</p>

#	Feedback	Response
	<ul style="list-style-type: none"> <li>Given the 2020 outcome, there is no immediate urgency to find salary savings, so the idea that approval from the ATO would be a 'lengthy process' does not make this an obstacle. We also note that other universities, with much smaller HR and legal teams, have managed to navigate this process with the ATO this year.</li> <li>Given the wider economic context, with rising unemployment, we can anticipate that most of the staff who might express an interest in voluntary redundancy will be nearing retirement age. So, this is not an obstacle either.</li> <li>While as we have noted, there is no necessity for cutting salary costs, there are nonetheless potential salary savings to be made if senior academics who take early retirement are replaced with early career academics – thereby also providing desperately-needed employment across a sector with few positions being created for the current generation of graduates.</li> </ul> <p>Claimed 'benefits' of the program are neither necessary nor specified in enough detail. The Draft Change Proposal (p. 5) makes the following claims for the benefits of the program:</p> <p>Any resulting salary savings the proposed VR program provides will assist the University in:</p> <ul style="list-style-type: none"> <li>managing ongoing costs</li> <li>mitigating against the reduction in student revenue and helping better prepare for uncertainties in the future, consequently providing greater future job security for staff, and</li> <li>easing some of the savings constraints impacting critical areas such as research, education and student support.</li> </ul> <p>As we have demonstrated above, redundancies are not necessary for managing ongoing costs, which can be adequately managed in the projected revenue scenarios. Nor is there an actual reduction in student revenue in absolute terms.</p> <p>Further, the NTEU is not at all re-assured by vague statements about future job security, when university management offers no actual commitments to job security as a result of this program.</p> <p>The vague promise of "easing some of the savings constraints" is also cause for concern. It is absolutely true that 2020 savings constraints have had harmful impacts on staff – be it the refusal to replace vacant positions, the withdrawal of internal research funding, or upgrades to research equipment.</p> <p>As we have noted above, it is now clear that there is no requirement for any job cuts through redundancies in order to "ease" some of the savings constraints, given that it</p>	

#	Feedback	Response
	<p>appears the university will achieve a considerable surplus for 2020 as a result of better-than-expected revenue. Further, the NTEU believes that staff have a right to know which of the savings measures will be prioritised for easing as the revenue situation continues to improve. If there is no specified target for savings through a voluntary redundancy process, we understand that University management cannot state exactly what would be eased. But it surely can share priorities it has set – or are we to believe that absolutely no planning has been done here? Our point here is that (a) redundancies are not needed in order to begin easing 2020 savings measures, and (b) if one of the promised benefits of the process is further easing of those measures, in order for staff to be able to assess the merits of the proposal, management must be transparent about its priorities – which savings measures are first in line for easing? What are the key priorities? From the statement in the Draft Change Proposal, staff do now know whether the savings from redundancies will be used to engage corporate consultants for more change proposals, to fund new construction projects, or to unlock internal research grants such as the re-entry fellowships for staff returning from parental leave that have been frozen. Proposed process for accepting expressions of interest contravenes Enterprise Agreement</p> <p>The NTEU contends that the process being followed is in breach of the Agreement. The Agreement does not allow for the implementation of any part of the process until the FCP is released. Calling for, or even allowing, expressions of interest is prejudging the outcome of the process.</p> <p>Permitting EOIs during the process unreasonably influences the process. It may lead to determinations that would not have otherwise be made and even though it is “optional” to express an EOI before the FCP, it places unreasonable pressure and expectations on staff. To ensure that the process correctly follows the EA, the calling for EOIs must not occur until after genuine consultation has finished, and only if an FCP determines that the VR program will proceed.</p> <p>Gaps in required information</p> <p>Despite the welcome provision of extra information in response to NTEU requests, there is still information which we consider to be essential to this process which has not been provided.</p>	

#	Feedback	Response
	<p>In particular, while the Vice-Chancellor provided a headline figure of \$242 million of savings in 2020 in his email of Sept 17 to launch the change process (a figure that was not included anywhere in the Draft Change Proposal itself), crucial details about these savings have not been provided.</p> <p>In disputing the Draft Change Proposal, the NTEU sought details of the contributions to 2020 savings made by:</p> <ul style="list-style-type: none"> <li>• the hiring freeze;</li> <li>• the non-renewal of fixed-term contracts;</li> <li>• the travel bans;</li> <li>• the savings achieved through reductions in SSP costs;</li> <li>• the savings achieved by the reduction in unit offerings; which have in turn led to a reduction in casual employment;</li> <li>• the reduction of capital works; and</li> </ul> <p>Staff are not able to understand the actual extent of any problems without this information.</p> <p>Further, based on the information that the University has provided in the DCP and in response to the NTEU, we also believe that it is important that staff see the planned expenditures contained in the forward budgets for 2021-25.</p> <p>As we have noted above, the projected situation for these years is growth, albeit slower than expected. Any reductions in growth estimates can therefore be addressed through reductions in planned expenditure growth which must have been built in to the original projections. Staff should know how the extra revenue was going to be spent, in order to be able to make an informed decision about the relative merits of redundancies against other options.</p>	
29	<p>Thank you for the invitation to provide the following feedback:</p> <p>Rationale for the change</p> <p>I don't find the stated rationale for the change convincing. In particular, I have the following questions:</p> <ul style="list-style-type: none"> <li>• Since the further financial information provided on 28/9/20 demonstrates that staff cuts aren't necessary, why are reductions in staff numbers being sought?</li> <li>• How would an expensive redundancy program save the University any money in the cited time-frame?</li> </ul> <p>Timing for submission of EOI</p>	<p>Thank you for providing feedback on the proposed change program.</p> <p>The University does not agree that "that staff cuts aren't necessary". As described in the Draft Change Proposal, the VR program is proposed as a prudent step to help the University manage the financial uncertainty that lies ahead. Any resulting salary savings the proposed VR program provides will assist the University in:</p> <ul style="list-style-type: none"> <li>• managing ongoing costs</li> <li>• mitigating against the reduction in student revenue and helping better prepare for uncertainties in the future, consequently providing greater future job security for staff, and</li> </ul>



#	Feedback	Response
	<p>Since consultation for this change plan doesn't conclude until the Final Change Proposal is issued, how is it reasonable (or even possible) for EOIs to be submitted before consultation is complete? I understood that we staff are being asked for our feedback about whether this change plan should proceed. If this consultation is genuine, then you should wait until the process is complete before embarking on the plan. Otherwise it looks like you're not actually interested in staff feedback.</p> <p>VR assessment process</p> <p>If any redundancies are going to occur, then all affected staff must be able to provide feedback about the consequences for the work unit.</p> <p>Looking at the EA (section 385), I can't imagine any redundancy arising from this proposal which wouldn't trigger a consultation process on one of these grounds:</p> <p>(b) change to the composition, operation or size of the University's workforce or to the skills required of staff;</p> <p>(c) elimination or diminution of job opportunities (including opportunities for promotion or continuing employment);</p> <p>(e) reallocation of a significant proportion of the duties and responsibilities of staff.</p> <p>Generally, it seems obvious to me that removing positions is likely to result in both increased work for the staff left behind and reduced services, because the staff left behind simply can't manage the whole workload. All staff left behind must be given the opportunity to comment on the likely consequences of any redundancy before that redundancy happens.</p> <p>General comment</p> <p>I do not think that the University should proceed any further with this plan. Redundancies will have serious negative consequences for staff, students and the future of the University. I don't see any benefits to the University in this plan.</p>	<ul style="list-style-type: none"> <li>• easing some of the savings constraints impacting critical areas such as research, education and student support.</li> </ul> <p>While redundancies represent a one-off cost, the University would make salary savings year-on-year from disestablishing a position, where the position is no longer required.</p> <p>The University is inviting voluntary expressions of interest from eligible staff as part of the consultation on the Revised Change Plan. The reason for this is:</p> <ul style="list-style-type: none"> <li>• The timing will allow the University to obtain as much feedback from staff as possible, to enable staff to indicate their level of interest and to assist the University to consider whether to proceed with a Final Change Plan and any additional measures or refinements that should be incorporated into the Final Change Plan and Implementation Plan.</li> <li>• Following release of a Final Change Plan it is proposed that staff would then have a further week to submit or withdraw an EOI. The University would then assess all EOIs submitted prior to the close date, unless the EOI has been withdrawn.</li> <li>• The University has no intention of implementing the proposed change until an FCP is issued. All assessments on individual EOIs will be completed in accordance with the arrangements set out in the FCP, therefore no outcomes on individual EOIs will be determined until after an FCP is issued.</li> </ul> <p><u>VR assessment process.</u></p> <p>Accepting some VRs may require cessation and/or re-prioritisation of work across faculties and portfolios. This will be mitigated through planning at a faculty/Portfolio level. Potential workload impact to remaining staff members will form part of the EOI assessment. Prior to the particular VRs being approved, the University will consider whether the staff member's departure would result in significant effects on remaining staff. There may be circumstances where the approval of a VR of a staff member or group of staff as a result of VR would lead to there being significant effects on remaining staff members in the area. Where there will be consequential change in structure with significant effects (as</p>

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		defined in clause 385 of the Enterprise Agreement) on remaining staff members if the EOIs in VRs in the particular area were to be accepted, then a further process of consultation with directly affected staff and unions would be undertaken in respect of any associated changes proposed to accommodate the departures, prior to the particular EOIs being approved.
30	<p>Thanks for the opportunity to provide feedback on the DCP (released 17/9/20, with additional material on 28/9/20) for the Proposed Voluntary Redundancy Program.</p> <p>I am opposed to this program for the following reasons:</p> <ul style="list-style-type: none"> <li>• Job cuts are unnecessary.</li> <li>• Redundancies will increase staff workloads.</li> <li>• Redundancies will reduce services.</li> <li>• Redundancies will reduce general staff opportunities for promotion.</li> <li>• Redundancies will reduce research excellence and limit HDR opportunities.</li> <li>• Since the people most likely to put in an EOI are those with the longest service, this plan will result in the unnecessary and untimely loss of valuable skills and experience.</li> <li>• All of the above will have negative consequences for the University's reputation and future performance.</li> <li>• There aren't any redundant jobs. I've yet to come across a general or academic staff member at the University of Sydney who isn't fully engaged in necessary work. This seems to be a fundamental flaw in the proposal.</li> </ul> <p>Further comments on the DCP:</p> <p>Job cuts are not financially necessary</p> <ul style="list-style-type: none"> <li>• In June, the VC informed staff that job cuts would only occur if the financial situation worsened. The financial information provided by the University demonstrates that the situation has not worsened. Further, the most pessimistic future scenario can be met by the University without job cuts.</li> </ul> <p>No coordinated restructure plan</p> <ul style="list-style-type: none"> <li>• Any restructure should be driven by a coordinated plan for the work unit: changes that are designed to improve functioning. On the face of it, these redundancies have no overarching coordination and are being driven purely by individuals' desire to</li> </ul>	<p>Thank you for your feedback.</p> <p>The University does not agree with the reasoning provided for opposing the proposed program. As described in the Draft Change Proposal, The VR program is proposed as a prudent step to help the University manage the financial uncertainty that lies ahead. Any resulting salary savings the proposed VR program provides will assist the University in:</p> <ul style="list-style-type: none"> <li>• managing ongoing costs</li> <li>• mitigating against the reduction in student revenue and helping better prepare for uncertainties in the future, consequently providing greater future job security for staff, and</li> <li>• easing some of the savings constraints impacting critical areas such as research, education and student support.</li> </ul> <p>Further <a href="#">financial information</a> in addition to the DCP document was also released to all staff on the 28<sup>th</sup> of September.</p> <p>The University has detailed in the DCP and RCP that it would need to be satisfied that the staff members position is no longer required to be performed when assessing whether an EOI can be accepted. The University has therefore proposed a two-stage assessment process that incorporates circumstances in which the University would not ordinarily approve a VR, including where:</p> <ul style="list-style-type: none"> <li>• the removal of the position would have a significant detrimental impact on the educational experiences of students, or particular research functions and/or outputs;</li> <li>• the staff member's position is still required to be performed. (i.e. their departure cannot be accommodated without having to replace them), and</li> </ul>

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	<p>leave the University. This makes it look like there is no strategic planning for the University, which would be appalling.</p> <ul style="list-style-type: none"> <li>The alternative is that there is a hidden agenda here to target certain units; such underhandedness would be even more appalling.</li> </ul> <p>No guarantee of consultation about redundancies</p> <ul style="list-style-type: none"> <li>Although any redundancy arising from this proposal is bound to require a formal change proposal according to S385 of the EA, this language of the proposal implies that consultation will only occur in exceptional circumstances. If staff affected by a redundancy are not fully consulted about the implications of that redundancy before it happens, then the University will be in breach of the EA.</li> </ul> <p>Not genuine consultation</p> <ul style="list-style-type: none"> <li>The DCP states that “staff will be able to submit a non-binding EOI at the time that a Revised Change Proposal is issued”.</li> <li>This current consultation process is to assess whether the plan should proceed. Proceeding with the plan before consultation is complete is a very strong indicator that this consultation process is not being taken seriously.</li> <li>For genuine consultation to be seen to occur, the proposal must not be proceeded with until the Final Change Proposal has been issued, therefore no EOIs should be submitted until after the Final Change Proposal is issued.</li> </ul>	<ul style="list-style-type: none"> <li>The staff member’s employment costs are fully (or substantially) externally funded, or their departure would not comply with contractual or legal obligations to a third party.</li> </ul> <p>The University does not agree that genuine consultation is not taking place. The proposal acknowledges that prior to particular VRs being approved, the University may need to ‘pause’ so it can consider if the positions removal would result in significant effects on remaining staff. In this case, there may be some expressions of interest which the University is willing to consider, however they may be expected to have a significant effect on other staff within the work unit. In this instance the staff member expressing interest will be notified that their application is paused, pending further review and consultation with significantly affected staff as per clause 385 of the Enterprise Agreement.</p> <p>Whilst EOIs are able to be submitted from the release of this RCP, in line with the timing for submissions outlined in the proposal and Draft Implementation Plan, an EOI would only be actioned and assessed if the change proceeds to a Final Change Plan. The purpose of releasing EOIs at the RCP stage is to obtain as much feedback from staff as possible, to enable staff to indicate their level of interest and to assist the University in considering whether to proceed with a Final Change Plan and any additional measures or refinements that should be incorporated into a Final Change Plan and Implementation Plan. Following release of a Final Change Plan it is proposed that staff would then have a further week to submit or withdraw an EOI. The University would then assess all EOIs submitted up to that date, unless the EOI has been withdrawn by the staff member.</p>
31	<p>Thank you for the opportunity to provide feedback.</p> <p>Its still not clear why the university, even though 2020 has not been the financial disaster predicted, that VRs are being considered. Clearly the financial situation is not that dire as some very expensive professional staff roles have recently been advertised externally, including the use of recruitment agents. Can we honestly not find adequately qualified and experienced staff amongst existing professional staff that could be redeployed without the need for recruitment agents?</p>	<p>Thank you for your feedback.</p> <p>As described in the Draft Change Proposal, the VR program is proposed as a prudent step to help the University manage the financial uncertainty that lies ahead. Any resulting salary savings the proposed VR program provides will assist the University in:</p> <ul style="list-style-type: none"> <li>managing ongoing costs</li> </ul>

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	<p>Why have preretirement contracts not been considered? A budget forecast is a forecast not an ironclad document – if it was wrong for 2020, how does the University know its not going to be wrong in 2021 and beyond? Student enrolments are increasing and it's the ability of the University to provide outstanding teaching and student services that will encourage students to choose us over competitors. Likewise, engaging with our corporate partners and other external stakeholders. These things work best when academic staff and professional staff work together and leverage each other's expertise. If academic staff are sessional contractors, what is going to be their capacity to innovate and adapt best practices?</p> <p>If qualified and experienced professional staff are reduced, a wealth of corporate knowledge walks out the door and student services and programs suffer. Where is the incentive to invest extra time, care and goodwill into our work if everything is based on short term contracts and casual labour ?</p> <p>Its also not clear why "travel and recruitment" is listed as a reason for VRs. Surely travel for the foreseeable future is out – and attendance at overseas conferences and conventions is not on the cards. Like the rest of the world, zoom and online tools can be utilised very effectively. And as for recruitment – see the above point. There are so many committed and dedicated people working here – is all the goodwill to be squandered?</p>	<ul style="list-style-type: none"> <li>mitigating against the reduction in student revenue and helping better prepare for uncertainties in the future, consequently providing greater future job security for staff, and easing some of the savings constraints impacting critical areas such as research, education and student support.</li> </ul> <p>Further <a href="#">financial information</a> in addition to the DCP document was also released to all staff on the 28<sup>th</sup> of September.</p> <p>Outside of this proposed program, the University's <a href="#">temporary savings measures</a> include a pause on certain recruitment activities which require an exception approval process. Where there are exceptional circumstances that warrant the requirement for a new partially or fully operationally funded resource, a robust approval process must be followed before advertising or an offer of employment can be made. This includes the use of recruitment agencies as part of a sourcing strategy.</p> <p>There is no expectation that a VR alone will solve the expected financial shortfall. But any savings generated from a VR program will allow the University to loosen some of the very severe austerity measures around equipment, travel, recruitment and other measures that will have to continue over the next few years.</p> <p>The University has considered other voluntary measures to reduce salary related costs. Staff are able to consider :</p> <ul style="list-style-type: none"> <li>changing from <a href="#">full-time work to part-time work</a> or decreasing their part-time hours on a temporary (e.g. 6 months) or permanent basis</li> <li>taking a <a href="#">career break</a> or <a href="#">leave without pay</a> for an agreed period</li> <li>applying for the reduced working weeks / purchased annual leave scheme.</li> </ul> <p>These options are already available to staff under our <a href="#">leave</a> and <a href="#">flexible work</a> policies. Staff who are interested in taking these options up should to discuss them with their manager.</p> <p>At this stage, the University has considered but not offered a voluntary early retirement scheme as part of this proposal. A University-wide VR</p>

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		program is more likely to reduce recurrent salary costs by comparison to a voluntary early retirement scheme. The University may consider this option outside of the VR Program proposal.
32	The University received feedback from one of the staff unions requesting a range of additional information and advising that they intend to dispute the University's rationale for proposing this voluntary process.	The University has met with representatives of the union and provided a formal response to their feedback. You can read the <a href="#">University's response (pdf, 99KB)</a> as well as the <a href="#">additional information we have provided to the union (pdf, 772KB)</a> on the intranet.
33	<p>The University of Sydney Casuals Network opposes this Draft Change Proposal on Voluntary Redundancies in the strongest possible terms.</p> <p>This program has been framed as a way for senior staff to make way for their junior colleagues, offering them a better chance at gaining a permanent position. As the 'junior' colleagues this program is supposedly designed to help, we reject this characterisation entirely.</p> <p>Management at The University of Sydney have an appalling track record when it comes to supporting casual and fixed-term staff. In recent years, they have:</p> <ul style="list-style-type: none"> <li>• Overseen a dramatic increase in the amount of insecure work at the university. Currently more than a quarter of all teaching at the university is performed by casual staff and over half the administrative work is done by staff on insecure and fixed-term contracts.</li> <li>• Been responsible for millions of dollars of underpayment for casual staff. This includes underpaying employee entitlements for professional casual employees that management admitted to on 13 August 2020, but extends well beyond this. Wage theft is an open secret at The University of Sydney, and precarious workers are especially exploited through systematic wage theft. The Casuals Network is currently conducting an audit into wage theft at the university, with some staff underpaid more than \$10,000 at mid-semester.</li> <li>• Repeatedly blocked efforts by junior staff to convert to permanent positions, despite the Enterprise Agreement allowing them to do so because of the essential and ongoing nature of their work. Management have given no indication that they care about junior staff moving into permanent work, and this program is no different.</li> </ul> <p>This program will do nothing to improve work for junior staff at the University. Experience shows that when a position is made redundant, whether voluntarily or forced,</p>	<p>Your feedback opposing the proposed voluntary redundancy program is acknowledged.</p> <p>Whether the reference to "junior" or "senior" staff is in relation to age or length of service, the University does not agree that program has been framed by the University as way to "a way for senior staff to make way for their junior colleagues, offering them a better chance at gaining a permanent position". The reason for this is:</p> <ul style="list-style-type: none"> <li>• The rationale for the proposed VR program has been clearly outlined as mechanism to reduce spending on salary in response to financial uncertainty faced by the University.</li> <li>• A genuine redundancy can only occur by definition where the University determines that the staff member's position is no longer required to be performed. Positions declared redundant will not be replaced.</li> <li>• Assessment criteria aimed to determine which role is a genuine redundancy provides a consistent approach to assessment of VRs across the University.</li> <li>• All eligible EOIs will be considered, regardless of the age or length of service of the employee. In exercising discretion to approve a VR, the University will need to be satisfied that the staff member's position is no longer required to be performed. A person's age will not be a relevant factor to consider when evaluating whether a position is required to be performed.</li> <li>• The University is seeking strategic and expert advice on workplace diversity and inclusion in relation to the design of the proposed voluntary redundancy program.</li> </ul>

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	<p>it's gone forever, and the work that remains falls on the shoulders of the staff who are still employed. This work will especially fall to precarious staff, who will continue to face systematic wage theft, chronic uncertainty and a total lack of career progression. Under this scheme, there will be even fewer permanent positions, and more precarious ones, and it will be harder, not easier, for junior staff to build a career at the university. This program is not about saving the university or giving junior workers a chance. It is a restructure by stealth.</p> <p>We oppose the proposed voluntary redundancy draft change proposal in the strongest terms.</p>	<p>As per standard process, casual employment occurs in accordance with the arrangements set out in the of the <a href="#">University of Sydney Enterprise Agreement 2018-2021</a>. Staff should have a conversation with their line manager in the first instance if they have questions relating to their casual employment.</p> <p>The University's response to the payroll error review is available at: <a href="https://intranet.sydney.edu.au/employment/pay/your-pay/payroll-error-review.html">https://intranet.sydney.edu.au/employment/pay/your-pay/payroll-error-review.html</a>.</p> <p>The University does not agree with the statement that “the proposed program will do nothing to improve work for junior staff at the University.” Participation in the proposed VR program is voluntary for eligible staff which improve job security for all staff and the University's capacity to manage through financial uncertainty.</p> <p>The University does not agree that the proposed program is a “restructure by stealth.” The University is undertaking consultation with staff about the proposal with the process outlined in clauses 386-396 of the <a href="#">University of Sydney Enterprise Agreement 2018-2021</a> and has been clear about the proposed rationale being to reduce spend on salaries, where eligible staff want to voluntarily depart, and the University determines that it does not need the position moving forward. The proposed change aims to minimise impacts of potential involuntary job losses on staff in 2021.</p>
34	In relation to the voluntary redundancy program payments – can you tell me who bares the cost? Is this costed centrally by the university or do individual department budgets have to bare the cost of any redundancy payments.	For this proposed VR program, payment of entitlements made to individuals who accept a voluntary redundancy will made through a central University budget, and not through individual department budgets.
35	<p>Thank you for the opportunity to provide feedback on the proposed change regarding voluntary redundancies. I acknowledge that this is an extremely difficult time to manage a university. The government response in assisting the universities during covid19 has been disappointing on top of the detrimental higher education reforms that the government is currently trying to push through parliament.</p> <p>I do have concerns regarding the Voluntary Redundancy Program. My concerns are:</p> <ul style="list-style-type: none"> <li>- The university had originally forecasted that there would be a deficit for semester two, however based on actuals the projection is now a positive variance. This is</li> </ul>	<p>Your feedback about the proposed voluntary redundancy program is acknowledged. The design of the proposed VR program takes into account concerns about the staff exits through voluntary redundancies impacting on education and research outcomes. This is addressed through the assessment criteria in Annexure 2:</p> <p>“Without limiting the University’s discretion, set out below are examples where the University would ordinarily not approve a VR:</p>



#	Feedback	Response
	<p>due to the hard work of staff at the University of Sydney who have contributed significantly in making the university the great institution it is today and therefore attracting and retaining students. My concerns are if staff leave in one swift go through voluntary redundancies and are not replaced then it jeopardises the product offering provided by the University of Sydney. Also we are unsure of what the numbers will be next year. If borders re-open for term 1 next year and covid19 cases continue to remain low, hopefully international students will be able to return. Sydney will be an attractive place for students to study, however if a number of staff positions have been lost and the quality of our service offering is reduced, this could cause significant harm to reputation of the university in the short, medium and long term which will have a longer lasting impact on the financials of the university.</p> <p>- Does the university have the capacity to implement such an wide spread change plan in units all across the university successfully? My concern in rolling a VR program out in one go is that certain areas will become under resourced and important student facing roles could be lost for good. I have heard this expressed by staff who are want to take VR however they do not believe their role will be replaced. They will not express an interest as they see their role as being very important and are putting their students interests first and will not leave their job due to this risk their job will disappear.</p> <p>- Would the university consider this proposal in a phased approach by area rather than the current widespread program currently being proposed? A phased approach would ensure that the change plan for each area is completed with staff consultation, which will enable staff to provide feedback on the impact of the loss of certain roles and provided their input on the impact of the proposed restructure? I feel that this would be missed under the current process.</p>	<ul style="list-style-type: none"> <li>the removal of the position would have a significant detrimental impact on the educational experiences of students, or particular research functions and/or outputs”</li> </ul> <p>Your concerns about the uncertainty about the status of international borders in 2021, the unpredictable path of the COVID-19 pandemic are shared by the University. The proposed VR program aims to reduce the financial impact of the proposed uncertainty on the University.</p> <p>The University is committed to meeting its obligations under clause 385 of the <a href="#">University of Sydney Enterprise Agreement 2018-2021</a> to consult and will plan resources accordingly to meet these obligations.</p> <p>Prior to the particular VRs being approved, the University will consider whether the staff member's departure would result in significant effects on remaining staff. There may be circumstances where the approval of a VR of a staff member or group of staff as a result of VR would lead to there being significant effects on remaining staff members in the area. Where there will be consequential change in structure with significant effects (as defined in clause 385 of the Enterprise Agreement) on remaining staff members if the EOLs in VRs in the particular area were to be accepted, then a further process of consultation with directly affected staff and unions would be undertaken in respect of any associated changes proposed to accommodate the departures, prior to the particular EOLs being approved.</p>
36	<p>A number of colleagues have expressed interest in an early retirement scheme as an additional component to the VR program. I haven't seen any comments or explanation of why that is not considered in the DCP and I think that will be very useful to address.</p>	<p>A voluntary early retirement scheme was considered. A decision not to pursue a voluntary early retirement scheme at this point in time was because:</p> <ul style="list-style-type: none"> <li>a University-wide VR program is more likely to reduce recurrent salary costs by comparison to a voluntary early retirement scheme;</li> <li>a retirement scheme running parallel to the voluntary redundancy program would create greater complexity;</li> <li>there are delays in being able to get a voluntary early retirement scheme approved. A VR Program will maximise the financial benefits to the University of a VR program by offering VRs to persons whose positions will not be replaced; and</li> </ul>



#	Feedback	Response
37	<p>Rather than pursue voluntary redundancies, could the University instead offer an incentive for staff to take early retirement?</p> <p>If this is not an option, please state the reasons for not offering an incentive for early retirement.</p>	<ul style="list-style-type: none"> <li>• there is existing mechanisms for staff to engage in retirement planning via pre-retirement contracts.</li> </ul> <p>A voluntary early retirement scheme was considered. A decision not to pursue a voluntary early retirement scheme at this point in time was because:</p> <ul style="list-style-type: none"> <li>• a University-wide VR program is more likely to reduce recurrent salary costs by comparison to a voluntary early retirement scheme;</li> <li>• a retirement scheme running parallel to the voluntary redundancy program would create greater complexity;</li> <li>• there are delays in being able to get a voluntary early retirement scheme approved. A VR Program will maximise the financial benefits to the University of a VR program by offering VRs to persons whose positions will not be replaced; and</li> <li>• there is existing mechanisms for staff to engage in retirement planning via pre-retirement contracts.</li> </ul>
38	<p>It concerns me that the figures on which this proposal are based are misleading. The figures provided for income shortfalls are not real shortfalls. They are relative to aspirational goals that are well above inflation. If one scales the 2019 income by inflation at 3% there is only a negligible shortfall in 2020 and 2021 based on the figures provided. The higher aspirational figures are not relevant because the additional costs that would have gone with them (to cope with larger student numbers, etc.) are mostly also not incurred and other universities are similarly affected, so relative standing is not much changed.</p> <p>It's fine to have a VR program but the information that goes with it should be more realistic, not based on the value of unfulfilled wishes.</p>	<p>The University does not agree that the financial information provided is misleading. Moreover, the revenue shortfalls have to be placed in the wider context that our costs are rising each year, through such programs as promotions, increment progression and EA salary increases. Our annual cost increase is significantly higher than inflation. The University considers the information is relevant to consider the VR program is proposed in response to forecast because expenditure, including staff resourcing levels, will need to align with budget.</p> <p>The University set out in the DCP projections for 2021 enrolments under the scenario of commencing international students for semester 1 at 65% of the original projection and for semester 2 at 80% (and 74% for continuing international students). The financial information also contains a further projection as a "downside-scenario" and is based upon 25% of commencing international students in semester 1 and 50% in semester 2 (with 74% of continuing as with the other scenario), to indicate that the University has considered scenarios that are more serious than the one proposed as the basis for the DCP.</p> <p>The University explained in the DCP that it cannot maintain the same capital expenditure reduction for 2021 in the coming years. The total savings in 2020 were outlined in the DCP or accompanying material.</p>

#	Feedback	Response
		Future savings measures will continue to be reviewed and will be determined for 2021, including taking into account further revenue figures, VR savings. This will form part of consideration by University Executive.
39	With current voluntary redundancy program, I would strongly request that university provide staff members assistance on taxation information on Employment Termination Payments.	Individual's should consider seeking independent financial, taxation or other advice to check how the general information relates to unique circumstances of the individual. A Financial Advisor can be accessed through UniSuper or other licenced providers, usually at a cost. The University will not provide or fund Financial or Tax advice to any individuals and has determined that it is the individual's responsibility to consider their own circumstances and seek their own advice.
40	I will be putting in an EOI and would like the process to be sped up as it is causing a lot of anxiety for me. I would like to add that age should be taken into consideration when considering EOI in that staff who are about to retire (aged 55+) be given priority in their application.	<p>The interest of staff to participate in the proposed Voluntary Redundancy Program is noted.</p> <p>The proposed VR Program timeframes have been determined having regard to the obligations under the <a href="#">University of Sydney Enterprise Agreement 2018-2021</a>, related to consultation over change and redundancy notice periods. Clause 405 of the <a href="#">University of Sydney Enterprise Agreement 2018-2021</a>, outlines a 12-week notice period, following an offer of voluntary redundancy. It is expected that staff whose employment with the University ends under this voluntary redundancy program will leave their employment with the University from mid-February 2021. For persons who are offered and accept a voluntary redundancy in some instances by mutual agreement with their line manager, it may be possible to end their employment earlier than the date outlined in their letter or take some accrued leave during the notice period in accordance with the Leave Policy.</p> <p>In response to feedback suggesting the University should priorities staff who are nearing retirement age, we can confirm that all eligible EOIs will be considered, regardless of the age of the employee. In exercising discretion to approve a VR, the University will need to be satisfied that the staff member's position is no longer required to be performed. A person's age will not be a relevant factor to consider when evaluating whether a position is required to be performed.</p>

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41	<p>Specific selection/assessment criteria that will be used to determine which people who submit EOLs are offered a VR have not been notified, and it is presumed they will not be divulged and subject to managerial prerogative. Nevertheless, it appears 'logical' that the University will opt to 'lose' staff who it determines are poorer performers over high performing staff. And/or select people from poorer performing over higher performing Units. Question: How will the University manage the VR so that it does not become a process of rewarding (through sizeable payouts) the 'poor' performers? it is not a confidential question and as such I request that it (and this follow up) be submitted for consideration in the Revised Change Plan. In regard to that, I wish here to add a request accompanying the issue I raised: that management provide much more detail regarding the specific criteria that will be used in assessing VR EOLs. While there are 'criteria' these are extremely broad and don't provide enough specificity for a staff member to reasonably consider whether it is worthwhile to submit an EOL.</p>	<p>The specific assessment criteria used to determine who will be offered a VR has been outlined in the DCP and RCP.</p> <p>The University has discretion on whether to approve an EOL in a VR. In exercising its discretion to approve a VR, the University would need to be satisfied that the staff member's position is no longer required to be performed.</p> <p>Given that the University has discretion and will need to consider all EOLs on a case by case basis, it is not practical to further detail the factors the University may consider for each individual position that it assesses.</p> <p>Without limiting the University's discretion, set out below are examples where the University would ordinarily not approve a VR:</p> <ul style="list-style-type: none"> <li>• The removal of the position would have a significant detrimental impact on the educational experiences of students, or particular research functions and/or outputs.</li> <li>• The staff member's position is still required to be performed. (i.e. their departure cannot be accommodated without having to replace them), and</li> <li>• The staff member's employment costs are fully (or substantially) externally funded, or their departure would not comply with contractual or legal obligations to a third party.</li> </ul> <p>Where staff members who hold the same or similar positions submit EOLs in VRs, an assessment may take into account other relevant factors, including:</p> <ul style="list-style-type: none"> <li>• staff whose departures would result in the least operational impact will be preferred; and</li> <li>• the relative knowledge, skills, experience, and performance of the staff.</li> </ul> <p>The University does not agree with the suggestion that 'poor' performers are rewarded through this process. Entitlements paid to staff who are offered and accept a voluntary redundancy are outlined in the <a href="#">Part J of the University of Sydney Enterprise Agreement 2018-2021</a> . The conditions outlined in the Enterprise Agreement were set by agreement</p>

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		<p>with University of Sydney staff following majority of staff voting in support of the conditions, and approved by the Fair Work Commission.</p> <p>Throughout the expression of interest period, all eligible EOIs will be considered. In exercising its discretion to approve a VR, the University would need to be satisfied that the staff member's position is no longer required to be performed (see Annexure 2 of the RCP).</p> <p>Performance might only be a factor for consideration where staff members who hold the same or similar positions submit EOIs and the University is able to approve some but not all of the EOIs. In this circumstance, an assessment may take into account other relevant factors including:</p> <ul style="list-style-type: none"> <li>• staff whose departures would result in the least operational impact will be preferred; and</li> <li>• the relative knowledge, skills, experience and performance of the staff.</li> </ul> <p>2. In response to your comment regarding specificity of assessment criteria, the University is comfortable with the amount of detail provided both in the DCP and the RCP, as they outline the set of consistent assessment criteria that will be applied as well as additional factors to be considered where employees who hold the same or similar positions have submitted an EOI. The University needs to have broad discretion within the stated assessment criteria to determine what the needs of the University are moving forward, and what the potential impacts are of making a role redundant.</p>
42	*The text of this submission has subsequently been removed from publication at the request of the individual who made the submission.	<p>All eligible expressions of interest will be considered throughout the VR assessment process. A VR program can potentially accommodate the desire of some staff to depart, recognising that COVID-19 has also presented real challenges for staff, each of whom have individual and unique family and health circumstances and the necessity for different ways of working in response to COVID-19. Staff who meet the eligibility criteria of any health status who wish to be considered for a VR can submit an expression of interest.</p> <p>For every eligible expression of interest, an assessment will be conducted to determine whether an offer for VR can be made. In exercising its</p>

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		<p>discretion to approve a VR, the University would need to be satisfied that the staff member's position is no longer required to be performed. Assessments will be made in consideration of the needs of the University moving forward, as well as the potential future impacts of making a role redundant.</p> <p>The University has existing mechanisms in place to support staff whose capacity to work is impacted by illness and injury or to support staff who may not be able to perform their role due to a medical condition. The proposed VR program is separate to the University's policies for managing injury and illness. If a staff member has concerns about their ability to perform in their role, we would encourage that they reach out to their line manager or Staff Health Support for a confidential conversation.</p>
43	<p>The rationale and approach is well explained, however I have few questions on the assessment process (in bold below):</p> <p>“Under the VR program, it is proposed that there is a consistent assessment process for all EOIs. It is proposed that there will be a two-step assessment and approval process that involves:</p> <ul style="list-style-type: none"> <li>• an initial assessment and recommendation by a Faculty/Portfolio committee, and [NP: How transparent this process is going to be? Will communication prior to the release of RCP, and RCP itself include the names and titles of the committees performing initial assessment? Further, what is the level of engagement between the committee and the staff member applying for VR? Will staff member be involved in discussions and know early enough what the proposal will be from the committee going to the CRG?]</li> <li>• a subsequent review by a Central Review Group who will provide approval or advise of another outcome. [NP: Similarly to the above, will there be communication prior to the release of RCP, and in RCP itself to include the name of the CRG members within each area, and what will be the level of communication with the staff member once the expression of interest is sent?]</li> </ul> <p>The composition of the Faculty/Portfolio committee is proposed to include the relevant University Executive (UE) Member (Chair), 2-3 nominees from the relevant leadership team and support from an HR Partner.</p> <p>In large Faculties/Portfolios it may be the case that separate committees are established for academic and professional staff assessment processes. The composition of the</p>	<p>The interest of staff to participate in the proposed Voluntary Redundancy Program is noted.</p> <p>The specific criteria used to determine who will be offered a VR has been transparently outlined in the DCP and RCP. The University has discretion on whether to approve an EOI in a VR. In exercising its discretion to approve a VR, the University would need to be satisfied that the staff member's position is no longer required to be performed.</p> <p>The RCP or the FCP will not include the names of the Faculty/portfolio groups performing the initial assessment. Although some preliminary planning about assessment group composition may take place, the number and composition of the committees will be finalised when EOIs close for staff submission.</p> <p>In most cases there will be no direct engagement between the committee and the staff member applying for VR. This is because the assessment will predominantly focus on the University's requirement for the role moving forward. The staff member submitting an EOI outlines their interest to engage with the EOI process through an online form.</p> <p>Will staff member be involved in discussions and know early enough what the proposal will be from the committee going to the CRG?]</p>

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	<p>committee will follow gender equity principles in ensuring there is appropriate representation.</p> <p>The Faculty/Portfolio committee is not a decision maker and will provide a recommendation to the Central Review Group. The Central Review Group will be the decision maker for all VRs across the University as part of the proposed VR program. This will be comprised of the Senior Deputy Vice-Chancellor, Vice-Principal (Strategy) and Vice-Principal (Operations), with support from Human Resources.</p> <p>Throughout the VR assessment process, the Faculty/Portfolio committee or Central Review Group may seek information and context from the relevant Manager to support the assessment of whether the position can be declared redundant and the departure accommodated."</p> <p>Further, my substantive role is XXX in XXX. I have been seconded to XXX since March 2020.</p> <p>Considering that I was expecting a change to impact my substantive role at some point in the future as an outcome of the Chief Data and Analytics Officer change plans (<a href="https://intranet.sydney.edu.au/contacts-campuses/services/strategy-office/chief-data-and-analytics-officer-role-consultation.html">https://intranet.sydney.edu.au/contacts-campuses/services/strategy-office/chief-data-and-analytics-officer-role-consultation.html</a>) which have been paused in February 2020, I would like to now express my interest in this voluntary redundancy program.</p>	<p>The Central Review Group members are already outlined and includes:</p> <ul style="list-style-type: none"> <li>• The Senior Deputy Vice-Chancellor;</li> <li>• Vice-Principal (Strategy);</li> <li>• Vice-Principal (Operations); and</li> <li>• support from HR.</li> </ul> <p>Communication with the staff member once the expression of interest is submitted includes:</p> <ul style="list-style-type: none"> <li>• email acknowledgement of receipt of EOI; and</li> <li>• email outcome</li> </ul> <p>There may be some expressions of interest which the University is willing to consider, however they may be expected to have a significant effect on other staff within the work unit. In this instance the staff member expressing interest will be notified that their application is paused, pending further review and consultation with significantly affected staff as per clause 385 of the <a href="#">University of Sydney Enterprise Agreement 2018-2021</a>.</p>
44	<p>I have reservations about the proposed assessment process and the way that consultation will be set up. My reservations stem from the potential for the faculty/portfolio committees to not fully grasp the implications of a staff member's VR on the remaining staff in the department or unit or on local functioning.</p> <p>The proposed committees are small in membership and drawn only from leadership teams. In my long (XXX years) experience working at this university, leadership teams unfortunately sometimes have a very hazy grasp of the work that is actually done by many staff multiple layers below them in our hierarchical structures. Although HR partners will also be part of these committees, in large portfolios with specialist roles, the HR partners may also not have a full and deep understanding of the work that is actually done and the potential impacts of a staff member's VR.</p> <ul style="list-style-type: none"> <li>• What are the specific mechanisms proposed to ensure that these committees are made aware of the potential adverse impacts on remaining staff in order to determine when secondary consultation is necessary?</li> </ul>	<p>We acknowledge your concern that persons making/ supporting decisions will not have a detailed understanding of the position they are assessing. A number of mechanisms for input into decision making include:</p> <ul style="list-style-type: none"> <li>• Throughout the VR assessment process, the Faculty/Portfolio committee or Central Review Group may seek information and context from the relevant Manager to support the assessment of whether the position can be declared redundant and the departure accommodated.</li> <li>• Non-Member advisory support to the Central Review Group will include the Chair of the Academic Board for Academic EOIs, the Deputy Vice-Chancellor Research for research advice, and the Executive Dean &amp; Pro Vice-Chancellor as faculty representative.</li> <li>• Other specialist advisory advice will be sought by the Central Review Group as required.</li> </ul>

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	<p>In my view the criteria in Annexure 2 are not adequate to identify potential negative impacts on remaining staff or loss of specialist functions that could be significant locally or in a dispersed way, and not obvious at the level of whole of university functioning.</p> <ul style="list-style-type: none"> <li>Will the committees ask managers, team leaders and supervisors in potentially affected areas for input, in recognition of their deeper understanding of the work done in the department or unit?</li> </ul> <p>I don't believe we have many staff sitting around twiddling their thumbs - just about everybody I know is performing vital work on behalf of the university. While certain course offerings may depend on individual academic staff with particular interest to teach them, professional staff are performing specific functions generally because the university needs this work to be done.</p> <ul style="list-style-type: none"> <li>What is the practical basis for determining whether or not the staff member's function is still required?</li> </ul> <p>I appreciate the scope for multiple committees in some faculties/portfolios, based on academic and professional staff, but I suggest that this scope be widened to allow for multiple committees for large and complex professional staff portfolios such as the Research Portfolio. This would facilitate better understanding of the potential impacts due to more specific knowledge of work being done in different areas.</p> <p>The supplementary consultation needs to be augmented with a clearer process for working out when it will come into play. The committees should be directed to undertake preliminary consultation on all possible impacts to minimise the risk of overlooking a significant impact on remaining staff or a significant local / specialist loss of function.</p> <p>I believe many staff are currently overworked or have unsustainable work demands and I am very concerned about the potential for significant workload increases on staff who remain in areas where a VR is implemented. However, the hiring freeze also has this kind of impact. The university needs to consider how work demands can be made more sustainable across the institution generally, whatever the reasons.</p>	<ul style="list-style-type: none"> <li>Prior to the particular VRs being approved, the University will consider whether the staff member's departure would result in significant effects on remaining staff. There may be circumstances where the approval of a VR of a staff member or group of staff as a result of VR would lead to there being significant effects on remaining staff members in the area. Where there will be consequential change in structure with significant effects (as defined in clause 385 of the Enterprise Agreement) on remaining staff members if the EOLs in VRs in the particular area were to be accepted, then a further process of consultation with directly affected staff and unions would be undertaken in respect of any associated changes proposed to accommodate the departures, prior to the particular EOLs being approved.</li> </ul> <p>We do not consider that it is useful to prescribe more detailed criteria that contained in Annexure 2, because the proposed criteria will enable positions to be considered carefully on a case by case basis by the assessment groups.</p> <p>The assessment groups will consider input of line managers and other relevant stakeholders as detailed above. Care will be taken to ensure that assessment criteria is considered carefully. It is not in the interest of the University to approve VRs where the position is still required to be performed. The work effort of staff is acknowledged however the assessment criteria "The staff member's position is still required to be performed" will enable the University would make a decision at the point of assessment about whether the position is required, moving forward.</p> <p>Widening the scope "to allow for multiple committees for large and complex professional staff portfolios such as the Research Portfolio" is not considered for two reasons:</p> <ul style="list-style-type: none"> <li>We believe that the proposed process allows for input by relevant stakeholders</li> <li>Acknowledging that the decision to express interest is personal and sensitive therefore it is important to minimising the number of persons who have visibility of EOLs unnecessarily.</li> </ul>



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45	<p>We are writing to provide feedback on the above DCP on behalf of the NHMRC Clinical Trials Centre (CTC) Executive. The CTC is a research centre based within the Faculty of Medicine and Health (FMH) and comprises approximately 190 professional staff and 50 academic staff working across a breadth of more than 100 individual research projects and programs that are externally funded by competitive grants, government, and industry partnerships.</p> <p>The CTC develops and implements studies to improve global health outcomes. As an externally funded research group, the CTC works with major national and international collaborators to bring together world-leading experts in clinical trials (design, methods, and conduct), biostatistics, patient-reported outcomes, health economics, translational research, research synthesis, and health technology assessment on studies to maximise impact. Since our beginning in 1988, we have been involved in over 200 clinical trials involving more than 80,000 participants and 800 researchers around the world. These trials have improved health outcomes in cancer, cardiovascular disease, diabetes, neonatology, and perinatal health.</p> <p>We have reviewed the Draft Change Proposal for a Proposed Voluntary Redundancy Program at the University of Sydney, dated 17/09/2020. We understand the rationale for and initial description of the program, including the possible advantages and disadvantages of the change.</p> <p>In terms of specific feedback from the CTC Executive, we would like to note that while there is value in the proposed 'consistent assessment process for all EOIs' under VR assessment process, appropriate consideration should be given to the impact on an externally funded research group like the CTC. Our ability to deliver on our significant program of contracted work (projected income in 2020 is \$50M) means that the vast majority of CTC positions are required moving forward. The CTC Executive does not believe that realisation of the potential financial benefits of the VR program is possible within an externally funded research group like the CTC. We note that the two-step assessment and approval process includes Faculty/Portfolio input, which should provide a mechanism for CTC to provide this input if any EOIs from existing, essential CTC staff are received. We will separately advocate to FMH that input from the CTC Director should be requested in the case of any EOIs from our Centre.</p> <p>We note that one of the potential disadvantages of the proposed VR program is that the University's inability to accept a VR due to a position still being required may increase dissatisfaction by the staff member. One way to safeguard against this might be to provide more guidance to staff on what positions are still required, for example</p>	<p>Potential workload impact to remaining staff members will form part of the EOI assessment.</p> <p>The proposed VR program is designed to consider the variety of arrangements that involve externally funded roles at the University. The proposed criteria used to assess an EOI includes:</p> <p><i>"Without limiting the University's discretion, set out below are examples where the University would ordinarily not approve a VR:</i></p> <ul style="list-style-type: none"> <li><i>• <u>The removal of the position would have a significant detrimental impact on the educational experiences of students, or particular research functions and/or outputs.</u></i></li> <li><i>• <u>The staff member's position is still required to be performed. (i.e. their departure cannot be accommodated without having to replace them), and</u></i></li> <li><i>• <u>The staff member's employment costs are fully (or substantially) externally funded, or their departure would not comply with contractual or legal obligations to a third party.</u>"</i></li> </ul> <p>Throughout the VR assessment process, the Faculty/Portfolio committee or Central Review Group may seek information and context from the relevant Manager to support the assessment of whether the position can be declared redundant and the departure accommodated.</p> <p>The reason that externally funded roles were not explicitly excluded from eligibility is that there are some unique arrangements related to external funding and the University wanted to consider on a case by case basis against the criteria that has been proposed. The University believes that the proposed criteria will enable sound decisions.</p> <p>To enable to consistent application of assessment of EOIs, it is not possible to provide further guidance to staff on what positions are still required, as assessments will not occur until interested staff have had an opportunity to voluntarily submit an EOI.</p>

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	positions in externally funded research groups like the CTC. We fully appreciate the need to balance this with the noted advantage of the proposed VR program being genuinely voluntary, providing all staff with the discretion to submit an EOI in VR. We are grateful for the opportunity to provide this input and if required, would be happy to provide further input as an externally funded research group.	
46	<p>Two comments.</p> <p>This is an abrogation of management duties: it is up to management, not each individual person, to identify any redundant employment positions.</p> <p>If a position is deemed redundant (whether identified via a VR request or via careful consideration by management), then that should trigger a change process for the work unit. This program, alone, does not satisfy the "managing workplace change" clauses of the EBA.</p>	<p>1. As per of the proposed voluntary redundancy program, eligible staff are invited to express interest in voluntary redundancy. This is to gauge interest in the program and understand which staff wish to pursue a voluntary redundancy. Throughout the expression of interest process, staff will not make an assessment to identify redundant employment positions.</p> <p>A formal VR Assessment process will then take place for each expression of interest, to determine whether the position is required to be performed in future. The assessment will involve appropriate representation from University 'management'. An initial recommendation will be provided by a Faculty/Portfolio Committee. A Central Review Group will review the recommendations and make the final determination on behalf of the University. Throughout the assessment process, the Faculty/Portfolio and Central Review Group will seek information and context from the relevant manager to support the assessment of whether the position can be declared redundant.</p> <p>2. There may be circumstances where the approval of a VR of a staff member or group of staff as a result of VR would lead to there being significant effects on remaining staff members in the area. Where there will be consequential change in structure with significant effects (as defined in clause 385 of the Enterprise Agreement) on remaining staff members if the EOIs in VRs in the particular area were to be accepted, then a further process of consultation with directly affected staff and unions would be undertaken in respect of any associated changes proposed to accommodate the departures, prior to the particular EOIs being approved.</p> <p>As such, prior to the particular VRs being approved, the University may need to 'pause' on notifying of an outcome so it can consider whether the</p>

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		staff member's departure would result in significant effects on remaining staff
47	I have read the FAQ's and I was wondering if you can please explain this for me? I am currently on maternity leave and not due back till May 2021. "Parental Leave – the notice period will be extended by any period of paid Parental Leave which falls within the 12-week notice period"	In accordance with the <a href="#">University of Sydney Enterprise Agreement 2018-2021</a> , the University will provide staff with 12 weeks written notice where an individual receives an offer of voluntary redundancy. The notice period would be extended by any period of paid parental leave that falls within the 12 week notice period (clause 407 of the <a href="#">University of Sydney Enterprise Agreement 2018-2021</a> ).
48	I would like to know if you need to work the 12 weeks notice or can you elect to leave the university earlier than this. In that case do you still receive the 12 weeks pay or only up until the date you actually work to?	Clause 405 of the <a href="#">University of Sydney Enterprise Agreement 2018-2021</a> outlines a 12-week notice period, following an offer of VR. It is proposed that staff whose employment with the University ends as a result of the proposed VR Program will have an end date of mid-February 2021. If there are delays to the process, staff will be informed of revised timeframes. It is not possible to extend your end date. Staff will generally be expected to work the notice period unless otherwise agreed. A staff member can access accrued leave entitlements during the 12-week notice period by agreement with their line manager as per the leave policy.
49	I have a question regarding the recent announcement that the deadline for contributing feedback on the DCP has been extended until 6 October: Does this delay mean that the notification of outcome and offers of VR will also be delayed? Or does the time of notification of outcome remain scheduled for late November, as previously mentioned?  I am of the view that this VR Program should be implemented without any further delays.	We acknowledge your feedback suggesting the VR program should be implemented without delay. The current expected timeframes for the VR Program are outlined on the <a href="#">Staff intranet</a> and accommodate the feedback period extension. Notification of outcomes is currently scheduled for Late November 2020. Staff will be informed of any delays and revised timeframes.
50	I am curious whether a later than February termination date would be negotiable. It's obviously a terrible job market right now, and the Christmas period makes November-January not a good one for anyone seeking academic positions.	If a staff member is offered a voluntary redundancy, their end date will be outlined in the letter of offer. Clause 405 of the <a href="#">University of Sydney Enterprise Agreement 2018-2021</a> outlines a 12-week notice period, following an offer of VR.  Ordinarily, the University will not allow termination dates to be extended (except where required in relation to parental leave). This approach has been considered to help maximise the benefits of the proposed Voluntary Redundancy Program for the University.
51	Could you please answer the following questions for me?	1. Partial voluntary redundancies are not available under the proposed VR program, however changing from full-time work to part-time

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	<ol style="list-style-type: none"> <li>1. Are partial voluntary redundancies a possibility? i.e. Can someone in a full-time continuing position get a partial VR and remain in a part-time continuing position?</li> <li>2. Is it possible to accept a voluntary redundancy but request that it not take effect until mid-February 2021?</li> <li>3. Related to query 2, can some annual leave be taken at half pay, thus extending the leave period?</li> </ol>	<p>work or decreasing your part-time hours on a temporary (e.g. 6 months) or permanent basis is already available to staff under our leave and flexible work policies. Staff who are interested in taking these options up should discuss them with their manager.</p> <ol style="list-style-type: none"> <li>2. Yes, it is expected that staff who accept a voluntary redundancy will take effect from mid-February 2021.</li> <li>3. No, an employment end date will be outlined in the letter offering a VR and is ordinarily unable to be extended. Accrued leave entitlements may be accessed during the notice period by agreement with your line manager as per the leave policy.</li> </ol>
52	<p>Are you able to provide any information on how redundancy payouts would be taxed? Is there a tax-free proportion? I gather that for compulsory redundancies, payouts are largely protected from taxation, but what about the proposed USyd package? All help appreciated,</p>	<p>Termination payments will be taxed in accordance with Australian Tax Office rules for redundancies. Staff can find general information about redundancy payments and how they are taxed on the Redundancy Payments page of the ATO website (<a href="https://www.ato.gov.au/Individuals/Working/Working-as-an-employee/Leaving-your-job/Redundancy-payments/">https://www.ato.gov.au/Individuals/Working/Working-as-an-employee/Leaving-your-job/Redundancy-payments/</a>)</p> <p>If a staff member wishes to understand how this general information relates to their unique circumstances, they should consider seeking independent financial or taxation advice. The University of Sydney is not a financial advisor, as such, any information we provide is general in nature.</p>
53	<p>The draft Change Proposal does not make clear whether for professional staff who were initially employed on an ongoing casual basis with regular days of attendance, prior to the casual role being converted to a permanent position which included those duties, those years will be counted as years of continuous service in any redundancy calculation. Many professional staff have had years of back to back contracts which stopped at Christmas shut down and then resumed when the Uni reopened and are in this position. Can this please be clarified.</p>	<p>Clause 60 (part B) of the <a href="#">University of Sydney Enterprise Agreement 2018-2021</a> outlines that periods of casual employment do not count as service for the purpose of determining a staff member's entitlement to any benefit provided for under the Agreement, which requires a minimum period of qualifying service or which is determined on the basis of length of service.</p> <p>For the purposes of severance payments, Clause 419 (i) provides exception for Academic staff only, where Casual service will count towards Continuous Paid Service if it exceeds two consecutive semesters with a minimum of three hours per week of teaching.</p>

#	Feedback	Response
54	I recently had my Long Service Accrual date reviewed and it was moved back to when I started working with the University full time casual role. Is this the date that would be used for VR? The occupancy date in myhronline has not been amended to this date, and still shows the date 9mnths later when I was made full time continuing. If the LSL date has been amended, it would make sense that the occupancy date should be amended to align with that wouldn't it?	Long service leave accrual dates can be different to the service date to calculate severance. The <a href="#">University of Sydney Enterprise Agreement 2018-2021</a> Clause 420 explains the circumstances where casual service is considered when calculating severance: "(i) for Academic staff only, Casual service will count towards Continuous Paid Service if it exceeds two consecutive semesters with a minimum of three hours per week of teaching."
55	I am wanting to know with certainty, whether market loading as paid in some schools/disciplines on a year to year basis, are included in the salary used in the calculation of a voluntary redundancy package. These are usually stated as a percentage rather than an annual amount	If a staff member is entitled to a market loading at the point in time that VR entitlements are calculated (i.e. of the final date of employment), then the market loading would be used in the calculation of a Voluntary Redundancy Payment.
56	The Draft Change Management Plan does not specify if superannuation will be paid on 1. Annual Leave, 2. Long service leave and/or 3. The severance payment and that is also not clear from the self-service calculator. Please provide more specific details on this aspect.	Superannuation is paid on ordinary time earnings, so is not applied to severance payment or accrued leave entitlements paid on exit.  On the calculator tool, there is a severance amount on is outlined on the estimate page "Severance calculations" this forms part of the "total payment gross" on the same page.
57	I have two more questions - this time about how we receive the payment of the package.  1. Can this be in two parts? One in financial year 2020 -21 and the other in financial year 2021- 22?  2. If this is possible would the second payment allow me to qualify to make a substantial voluntary contribution to my super in 2021-22? I have made an appointment to speak to a Unisuper Consultant also.	The University has an obligation to pay employee entitlements payments in accordance with the <a href="#">University of Sydney Enterprise Agreement 2018-2021</a> . For this reason, the University cannot withhold all or part of the payment that a departing employee is entitled to.
58	Can you please confirm the severance estimate given is tax free as the VC mentioned this VR is considered to be 'genuine redundancy' by the ATO?	Termination payments will be taxed in accordance with Australian Tax Office rules for redundancies. Staff can find general information about redundancy payments and how they are taxed on the Redundancy Payments page of the ATO website ( <a href="https://www.ato.gov.au/Individuals/Working/Working-as-an-employee/Leaving-your-job/Redundancy-payments/">https://www.ato.gov.au/Individuals/Working/Working-as-an-employee/Leaving-your-job/Redundancy-payments/</a> ).  Under the proposed VR program, a voluntary redundancy involves voluntary, agreed cessation of employment where the University determines that the staff member's position is no longer required to be

#	Feedback	Response
		performed. Considering these criteria, ordinarily, the voluntary redundancy meets the ATOs definition of a 'genuine redundancy'. It is important to note that the ATO may consider a Voluntary Redundancy as 'non-genuine' in certain circumstances, such as an employee being at or older than pension age. It is therefore important that staff consider seeking independent financial or taxation advice to understand how this general information relates to their personal and unique circumstances.
59	<p>1. I believe that the University does not “ordinarily” approve requests for extended leave to be taken prior to a termination date in a VR while in cases of retirement or involuntary redundancies this is quite often approved. Can the University please reconsider this for long standing staff members who may be applying for a VR ? This would assist tax payments given the termination date will go into the next financial year and will assist staff with their Superannuation who may have planned to work another couple of years. While the University states that it is not foreseeing any involuntary redundancies at this stage I am not confident that this will not be the case</p> <p>2. I just tried to calculate an potential estimate for a VR and I not sure if the 12 weeks notice period in the form of payment that is usually provided in a Redundancy situation is being offered as part of the VR? I couldn't see anything in the EA that prohibited it from being offered? Can you please clarify?</p>	<p>1. If a staff member is offered a voluntary redundancy, their end date will be outlined in the letter of offer and is ordinarily unable to be extended. Clause 405 of the <a href="#">University of Sydney Enterprise Agreement 2018-2021</a> outlines a 12-week notice period, following an offer of VR. Staff whose employment with the University ends as a result of the proposed VR Program will have an employment end date from mid-February 2021.</p> <p>Ordinarily, the University will not allow termination dates to be extended using accrued leave (except where required in relation to parental leave). This approach has been considered to help maximise the benefits of the proposed Voluntary Redundancy Program for the University. A staff member can access accrued leave entitlements during the 12-week notice period by agreement with their line manager as per the leave policy.</p> <p>2. There are no current plans to proceed with an involuntary redundancy program. If circumstances change and the University needs to consider other staff measures in the future, including involuntary redundancies, the University would consult accordingly under the <a href="#">University of Sydney Enterprise Agreement 2018-2021</a> at that time.</p> <p>3. Staff accepting a VR would ordinarily be expected to work throughout the 12 week notice period, however this may be varied or paid in lieu of notice by mutual agreement. The 12 week notice period is not included in the calculation of a voluntary redundancy payment as this is ordinarily worked out.</p>
60	<p>I discussed with the dean the option of VR.</p> <p>Can you please let me know what a payout figure would be ?</p>	<p>A self-estimate calculator tool is used to provide an estimate of entitlements on termination of employment due to voluntary redundancy. Estimates provided via this tool are indicative estimates only and should</p>



#	Feedback	Response
		not be relied on as a final calculation. If you require accessibility support for using the calculator, please contact the Shared Service Centre.
61	<p>I understand that those staff with leave entitlements are not able to exhaust that leave prior to redundancy formally kicking in. Is this negotiable? Many staff members have held off taking annual leave and long service leave due to the work needing to be done due to the impact of Covid-19. Those staff (full disclosure- I'm one of them) are at a disadvantage over other staff who have been able to take their LSL and annual leave before the VR call was made. Those who have taken the leave were able to accrue additional leave during that time and therefore there is an inequity in how the LSL and annual leave entitlements are received by staff.</p> <p>Although I've not yet determined if I will submit an EOI, this is an important consideration for me.</p>	<p>A staff member can access accrued leave entitlements during the 12-week notice period by agreement with their line manager as per the leave policy. An employment end date will be outlined in VR offer letter and is ordinarily unable to be extended. Any remaining entitlements to annual leave, pro-rata annual leave loading, accrued long service leave will be paid following an person's final date of employment.</p>
62	<p>Is the current VR a genuine redundancy as per ATO's definition? There is a serious taxation implication on Employment Termination Payment, and therefore the University should be very transparent about it.</p> <p>Can you please give me an indication that this question was already addressed in the current VR change draft? Please let me know which page, or the link.</p> <p>Thank you and best wishes,</p>	<p>Termination payments will be taxed in accordance with Australian Tax Office rules for redundancies. Staff can find general information about redundancy payments and how they are taxed on the Redundancy Payments page of the ATO website (<a href="https://www.ato.gov.au/Individuals/Working/Working-as-an-employee/Leaving-your-job/Redundancy-payments/">https://www.ato.gov.au/Individuals/Working/Working-as-an-employee/Leaving-your-job/Redundancy-payments/</a>).</p> <p>Under the proposed VR program, a voluntary redundancy involves voluntary, agreed cessation of employment where the University determines that the staff member's position is no longer required to be performed. Considering these criteria, ordinarily, the voluntary redundancy meets the ATO's definition of a 'genuine redundancy'. It is important to note that the ATO may consider a Voluntary Redundancy as 'non-genuine' in certain circumstances, such as an employee being at or older than pension age. It is therefore important that staff consider seeking independent financial or taxation advice to understand how this general information relates to their personal and unique circumstances.</p>
63	<p>I have been in discussion with colleagues and would appreciate a response to the following questions on the VR process.</p> <p>1. I understand that the notice period of 12 weeks would mean staff who had accepted a voluntary redundancy would finish in February 2021. Will staff who wish to leave the university before that time be allowed - and be paid out the notice period?</p>	<p>1. Notice period / payment in lieu Payment in lieu of notice may be available by mutual agreement with the University. If you are offered and accept a voluntary redundancy, your employment will end on the date specified in the offer (unless an alternative date is agreed to by you and the University), and if you are covered by the Enterprise Agreement, entitlements are paid in</p>



#	Feedback	Response
	<p>2. Can you explain the statement on the redundancy estimation calculator provided on the spreadsheet "For tax purposes, your severance payment would not be regarded a genuine redundancy and you will not be eligible for concessional tax treatment on that payment". I plan to seek financial advice but why would a voluntary redundancy not be considered a genuine redundancy?</p> <p>3. What would be the potential reason(s) for an Eol not being accepted; will feedback be provided with a reason for this? Is there an appeal process?</p> <p>4. Will the Eol include an option for staff to provide their reason for seeking a voluntary redundancy?</p>	<p>accordance with Part J of the University of Sydney Enterprise Agreement 2018-2021(for applicable staff) which provides for entitlements such as notice (or payment in lieu of notice), severance payment and payment in lieu of accrued leave entitlements in accordance with Part F of the University of Sydney Enterprise Agreement 2018-2021.</p> <p>2. Taxation of severance payments Redundancy entitlements made as a result of this program will be taxed in accordance with Australian Tax Office rules for redundancy. There are also some upcoming webinar (7 October 2020) hosted by UniSuper which provide general information about tax treatment of redundancy payments. <a href="https://intranet.sydney.edu.au/employment/vr-program.html.html#unisuper">https://intranet.sydney.edu.au/employment/vr-program.html.html#unisuper</a>. This information is general. The University of Sydney is not a financial adviser. You should consider seeking independent financial, taxation or other advice to check how the general information relates to your unique circumstances. The wording on the calculator your refer to relates only to possible financial implication for person's who enter into further employment prior to the redundancy taking effect. Under the Enterprise Agreement, persons will ordinarily be unable to be re-engaged as a paid employee for 18 months from their final date of employment if they accept a voluntary redundancy.</p> <p>3. Assessment Outcome Without limiting the University's discretion, set out below are examples where the University would ordinarily not approve a VR:</p> <ul style="list-style-type: none"> <li>• The removal of the position would have a significant detrimental impact on the educational experiences of students, or particular research functions and/or outputs.</li> <li>• The staff member's position is still required to be performed. (i.e. their departure cannot be accommodated without having to replace them), and</li> <li>• The staff member's employment costs are fully (or substantially) externally funded, or their departure would not comply with contractual or legal obligations to a third party.</li> </ul>

#	Feedback	Response
		<p>After assessment, the individual will be notified if their application is declined, paused for consultation, or able to proceed to an offer of voluntary redundancy. If an expression of interest is declined it is because the University requires the position in the future.</p> <p>Questions about the outcome of an EOI, can be emailed to <a href="mailto:vrprogram@sydney.edu.au">vrprogram@sydney.edu.au</a> in the first instance.</p> <p>4. EOI Application process We acknowledge that the reasons for expressing interest in a VR are personal to that individual. The proposed eligibility and assessment criteria does not consider an individual's motivation, rather all staff who meet the eligibility criteria who wish to be considered are encouraged to submit an expression. To assess EOIs it is proposed that the University would make an assessment of an EOI primarily on whether that position can be made redundant (i.e. the departure of the staff member will not be replaced by another staff member) on the basis of the University's requirements, not on attributes of individuals. It is proposed that this assessment is made for each eligible EOI that is submitted.</p>
64	<p>Following discussion with colleagues we have the following questions regarding the VR process</p> <ol style="list-style-type: none"> <li>1. Can you explain the statement on the redundancy estimation calculator For tax purposes, your severance payment would not be regarded a genuine redundancy and you will not be eligible for concessional tax treatment on that payment . I understand the need to get independent financial advice but why would a voluntary redundancy not be considered a genuine redundancy?</li> <li>2. I understand that the notice period of 12 weeks would mean staff who had accepted a VR would finish in February 2021. Is it possible that staff could leave the university before that time and be paid out the notice period?</li> <li>3. If an Eoi is not accepted will staff receive feedback on the reasons for this?</li> <li>4. Will the Eoi include question(s) on why the staff member is seeking a VR?</li> </ol>	<p>1. Taxation of severance payments Redundancy entitlements made as a result of this program will be taxed in accordance with Australian Tax Office rules for redundancy. There is also an upcoming webinar (7 October 2020) hosted by UniSuper which provides general information about tax treatment of redundancy payments. <a href="https://intranet.sydney.edu.au/employment/vr-program.html.html#unisuper">https://intranet.sydney.edu.au/employment/vr-program.html.html#unisuper</a>. This information is general. The University of Sydney is not a financial adviser. You should consider seeking independent financial, taxation or other advice to check how the general information relates to your unique circumstances. The wording on the calculator your refer to relates only to possible financial implication for person's who enter into further employment prior to the redundancy taking effect. Under the Enterprise Agreement, persons will ordinarily be unable to be re-engaged as a paid employee for 18 months from their final date of employment if they accept a voluntary redundancy.</p>

#	Feedback	Response
		<p>2. Notice period / payment in lieu It is possible for payment in lieu of notice to be available by mutual agreement between the individual and the University. If you are offered and accept a voluntary redundancy, your employment will end on the date specified in the offer (unless an alternative date is agreed to by you and the University), and if you are covered by the Enterprise Agreement, entitlements are paid in accordance with Part J of the University of Sydney Enterprise Agreement 2018-2021 (for applicable staff) which provides for entitlements such as notice (or payment in lieu of notice), severance payment and payment in lieu of accrued leave entitlements in accordance with Part F of the University of Sydney Enterprise Agreement 2018-2021.</p> <p>3. Assessment Outcome After assessment, the individual will be notified if their application is declined, paused for consultation, or able to proceed to an offer of voluntary redundancy. If an expression of interest is declined it is because the University requires the position in the future.</p> <p>Without limiting the University's discretion, set out below are examples where the University would ordinarily not approve a VR:</p> <ul style="list-style-type: none"> <li>• The removal of the position would have a significant detrimental impact on the educational experiences of students, or particular research functions and/or outputs.</li> <li>• The staff member's position is still required to be performed. (i.e. their departure cannot be accommodated without having to replace them), and</li> <li>• The staff member's employment costs are fully (or substantially) externally funded, or their departure would not comply with contractual or legal obligations to a third party.</li> </ul> <p>4. EOI Application process We acknowledge that the reasons for expressing interest in a VR are personal to that individual. The proposed eligibility and assessment criteria does not consider an individual's motivation, rather all staff who meet the eligibility criteria who wish to be considered are encouraged to submit an expression. To assess EOIs it is proposed that the University</p>

#	Feedback	Response
		would make an assessment of an EOI primarily on whether that position can be made redundant (i.e. the departure of the staff member will not be replaced by another staff member) on the basis of the University's requirements, not on attributes of individuals. It is proposed that this assessment is made for each eligible EOI that is submitted.
65	<p>1. I have continuous service with the university commencing XX/XX/XXX as an academic. I am currently Level X Step X. The first XX years of service was XFTE. The next XX years has been XFTE. Can you please advise how I can use the calculator to calculate the VR \$ figures given there are 2 different fractional quantum?</p> <p>I have done a calculation based on the thinking that the VR calculator would not be able to handle 2 different FTE periods and would assume 1.0FTE for the whole period since the start date. So I did an adjustment to the commencement of service date to pro rata XX yrs XFTE into a later than actual start-date. Is this how it should be done or some other way?</p> <p>2. I receive both base salary and market loading (in Business School). Does the VR severance payment calculator use the base rate or base rate + market loading?</p> <p>Taking account of these element, the annual salary that shows in the calculator is \$XX which is neither the Enterprise agreement base salary nor the base rate + market loading.</p> <p>I look forward to advice on how to use the calculator in these circumstances. I understand an actual amount is provided upon submission of and EOI (not now) but advice about how to use the calculator at this point is important.</p>	<p>A self-estimate calculator tool is used to provide an estimate of entitlements on termination of employment due to voluntary redundancy. Estimates provided via this tool are indicative estimates only and should not be relied on as a final calculation. Staff requiring accessibility support for using the calculator, can contact the Shared Service Centre.</p> <p>If a staff member is entitled to a market loading at the point in time that VR entitlements are calculated, then the market loading would be used in the calculation of a Voluntary Redundancy Payment.</p>
66	<p>XXX is my name and I am a XXX at Camden farms.</p> <p>I am interested in applying for the voluntary redundancy, are you able to tell me what the pay out figure would be for me.</p> <p>Thank you for time.</p>	<p>Thank you for your interest in the proposed VR Program.</p> <p>A <a href="#">self-estimate calculator tool</a> can be used to provide an estimate of entitlements on termination of employment due to voluntary redundancy. Estimates provided via this tool are indicative estimates only and should not be relied on as a final calculation.</p> <p>If a staff member is made an offer of voluntary redundancy, they will receive a redundancy estimate alongside their formal offer letter.</p>
67	<p>At university, we talk about voluntary and involuntary redundancy. At ATO, there are so-called genuine and non-genuine redundancy (<a href="https://www.ato.gov.au/Individuals/Working/Working-as-an-employee/Leaving-your-job/Redundancy-payments/">https://www.ato.gov.au/Individuals/Working/Working-as-an-employee/Leaving-your-job/Redundancy-payments/</a>). These different names cause lots of confusions.</p>	<p>Under the proposed VR program, a voluntary redundancy involves voluntary, agreed cessation of employment where the University determines that the staff member's position is no longer required to be performed.</p>

#	Feedback	Response
	<p>Taxation is quite different on ETPs for genuine and non-genuine redundancy. What are the relations of voluntary and involuntary redundancy to genuine and non-genuine redundancy?</p> <p>Staff members with such question should not be simply asked to seek answers from personal financial advisors. University should provide support to answer the question and accordingly provide taxation information on ETPs for these two different redundancy.</p>	<p>Considering these criteria, ordinarily the University expects that the voluntary redundancy under the proposed VR Program meets the ATO's definition of a 'genuine redundancy'. It is important to note that the ATO may consider a Voluntary Redundancy as 'non-genuine' in certain circumstances, such as when a person at is older than pension age. Staff should consider seeking independent financial or taxation advice to understand how this general information relates to their personal and unique circumstances.</p>
68	<p>I thought it was mentioned in the VR town hall meeting that this was a "genuine" redundancy for tax purposes. The VR calculator tool states "For tax purposes, your severance payment will not be regarded a genuine redundancy".</p> <p>Please advise which is correct? The advice given in the town hall meeting or the statement in the VR calculator tool?</p> <p>Also, I can't see a point in anyone taking VR if their annual &amp; long service leave entitlements will not be taxed at the 31.5% concessional rate, and if their severance pay including the 4 week's notice period are not tax free.</p>	<p>Thank you for your question about the proposed Voluntary Redundancy Program.</p> <p>The statement "For tax purposes, your severance payment will not be regarded a genuine redundancy" in the calculator tool is refers to the implications for re-employment in the previous sentences. That is, if prior to your redundancy taking effect, there is an arrangement (either written or verbal) for you to be re-employed (in any type of employment) after any Termination Date. Ordinarily the University expects that the voluntary redundancy under the proposed VR Program meets the ATO's definition of a 'genuine redundancy'. It is important to note that the ATO may consider a Voluntary Redundancy as 'non-genuine' in certain circumstances, such as when a person at is older than pension age.</p> <p>Severance payments and payments of leave entitlements and any payments of notice made in lieu will be taxed in accordance with Australian Tax Office rules for redundancy. Staff should consider seeking independent financial or taxation advice to understand how this general information relates to their personal and unique circumstances.</p>





THE UNIVERSITY OF  
SYDNEY

# University of Sydney Financial Update



We acknowledge the tradition of  
custodianship and law of the Country on  
which the University of Sydney campuses  
stand. We pay our respects to those who  
have cared and continue to care for Country.












THE UNIVERSITY OF  
**SYDNEY**

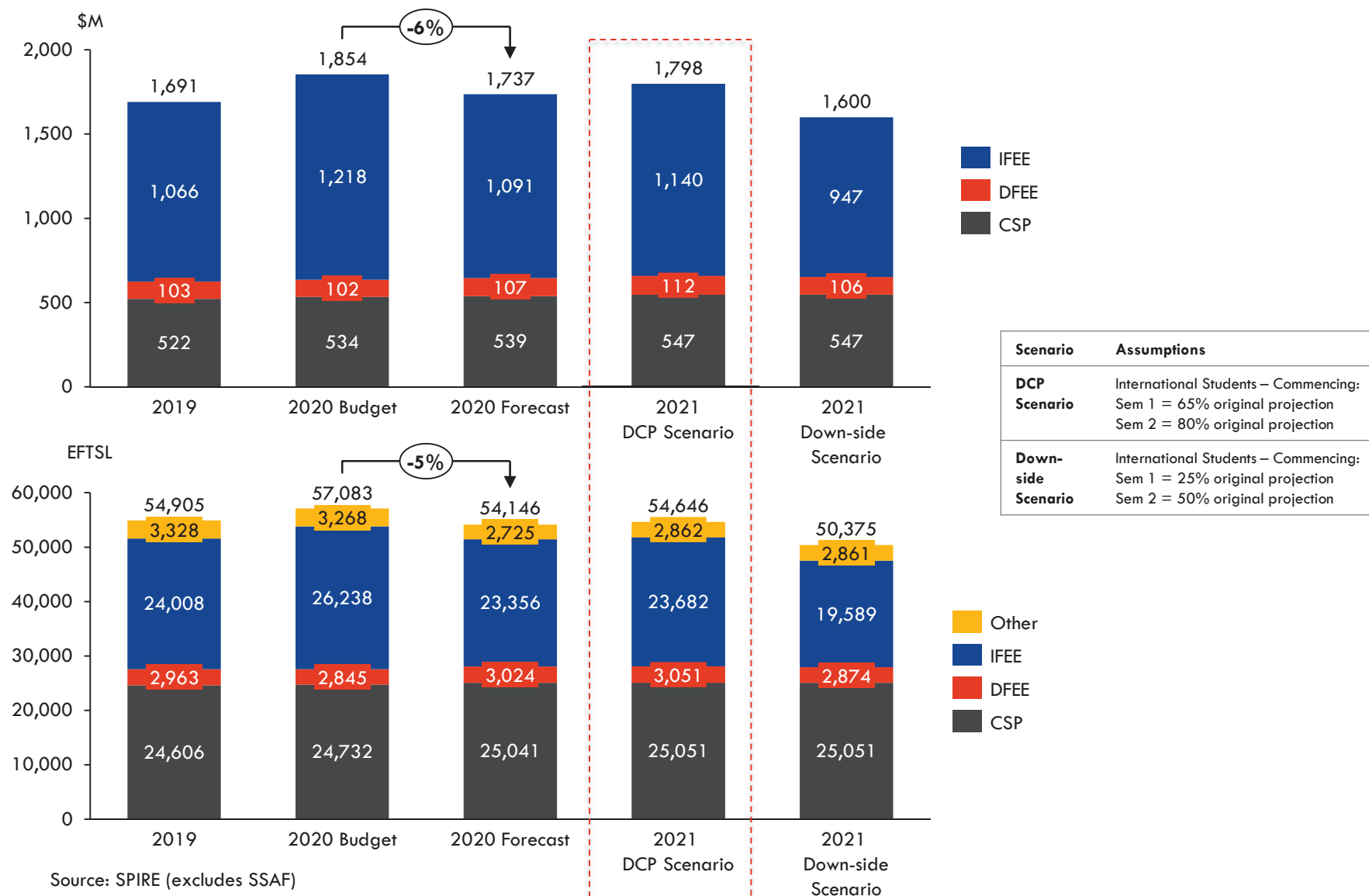


# 2020 Student Fee Forecast and 2021 Projections

## Our revenue assumptions are conditional on a stable external operating environment

	The COVID-19 pandemic continues to ebb and flow as it is at the moment.
	International borders remain closed until after Semester 1 2021 begins.
	The prospect of on campus study remains plausible for enrolling students in Semester 2 2021.
	CSP rates for 2021 are aligned with the current funding agreement - i.e. they are not impacted by the federal government's "Job ready graduates proposal".
	There will be no change to the current Chinese Government Policy on recognition of online study.
	Australia will retain its current competitive position for higher education vis a vis other countries.
	We will keep our student fees in line with current pricing.
	There will be no significant changes in pricing for courses at other Australian universities.
	There will be no change to post-study work rights.

# 2020 Student Fee Forecast and 2021 Projections



# Financial Shock Recovery Plan 2017

## Context of the 2017 Financial SRP

- A priority institutional risk is the risk that “we commit ourselves to fund more than we have the ability to bring in”
- The university has recently looked at a number of options enabling it to fund the current and future strategic plans and capital works. This modelling is based on the assumption that the currently forecasted revenue and expenditure figures are accurate
- The university has limited liquidity over the next five years and will be locked into a number of building contracts
- Should an external event occur that materially reduces our revenue or requires additional expenditure, we will realise the above risk if we have no other mitigation options
- FAC has requested a Financial Shock Recovery Plan to identify potential courses of action available should Usyd experience an ‘income shock’
- The objective of the Financial SRP is to sustain the solvency of the University for a short period, to enable the Executive and governance forums of the University to prepare a plan to respond to the new operating environment

# Potential Risk Mitigation Scenario Bundles 2017

Both Scenarios below bundle together a number of mitigation options to achieve total savings of around \$250M over 3 years, \$150M over 2 years.

The scenario below utilises diversified fee revenue, non pay reductions and a resetting of teaching delivery costs. It reduces strategic spend by 25%.



Priority	Item	Year 1 (\$m)	Year 2 (\$m)	Year 3 (\$m)	Total Savings
1	Increasing diversified IFEE Revenue	6.4	26.3	38.4	71.1
1	Consultants and contractors	6.3	6.3	6.3	18.8
1	Discretionary spend (travel, entertainment)	5.4	5.4	5.4	16.3
1	Suspend strategic investment spend: Opex & Capex	16.5	19.0	23.8	59.3
2	Reset teaching deliver costs	15.1	16.0	16.9	48.0
2	Freeze on bonus payments	4.6	4.7	4.8	14.1
2	Events Margin	4.2	4.2	4.2	12.6
2	Repairs and maintenance	4.8	4.8	4.8	14.4
<b>Total</b>		<b>63.3</b>	<b>86.7</b>	<b>104.6</b>	<b>254.6</b>

The scenario below utilises no fee revenue options but several non pay reductions and a hiring freeze. It also reduces strategic spend by 25%.



Priority	Item	Year 1 (\$m)	Year 2 (\$m)	Year 3 (\$m)	Total Savings
1	Discretionary spend (travel, entertainment)	5.4	5.4	5.4	16.3
1	Redeployment of general purpose gifts	10.0	20.0	20.0	50.0
1	Suspend strategic investment spend: Opex & Capex	16.5	19.0	23.8	59.3
1	Hiring freeze	13.3	21.2	21.9	56.4
1	Part time work / Leave of absence	2.9	3.0	3.2	9.1
2	Repairs and maintenance	4.8	4.8	4.8	14.4
2	Freeze on bonus payments	4.6	4.7	4.8	14.1
2	Scholarships	6.5	6.5	6.5	19.5
2	Events Margin	4.2	4.2	4.2	12.6
<b>Total</b>		<b>68.2</b>	<b>88.8</b>	<b>94.6</b>	<b>251.6</b>

# Debt Principles

## 2018



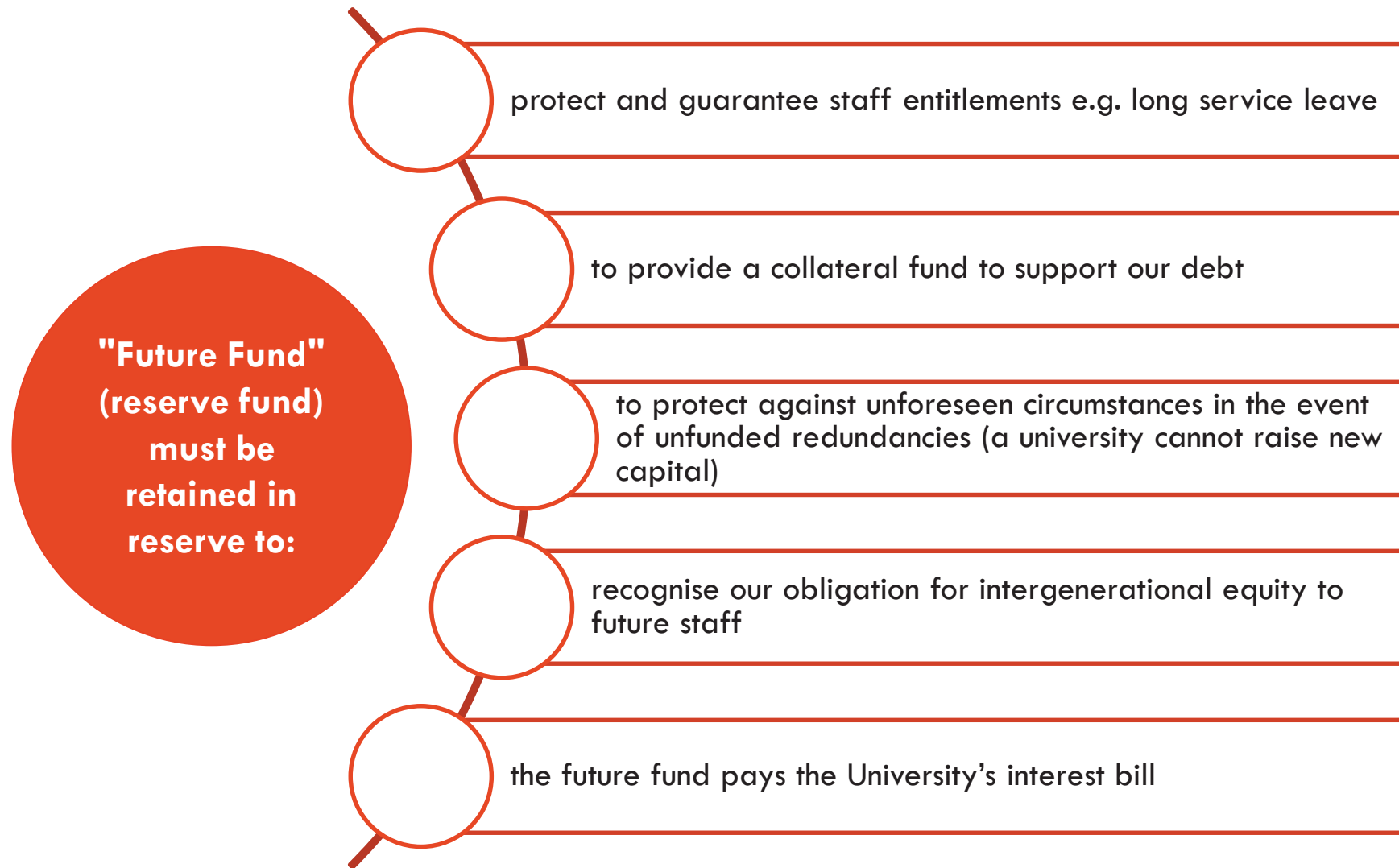
Submission To	Finance and Audit Committee
Date	16 October 2018
Item No	4.1

#### THE REVISED DEBT PRINCIPLES

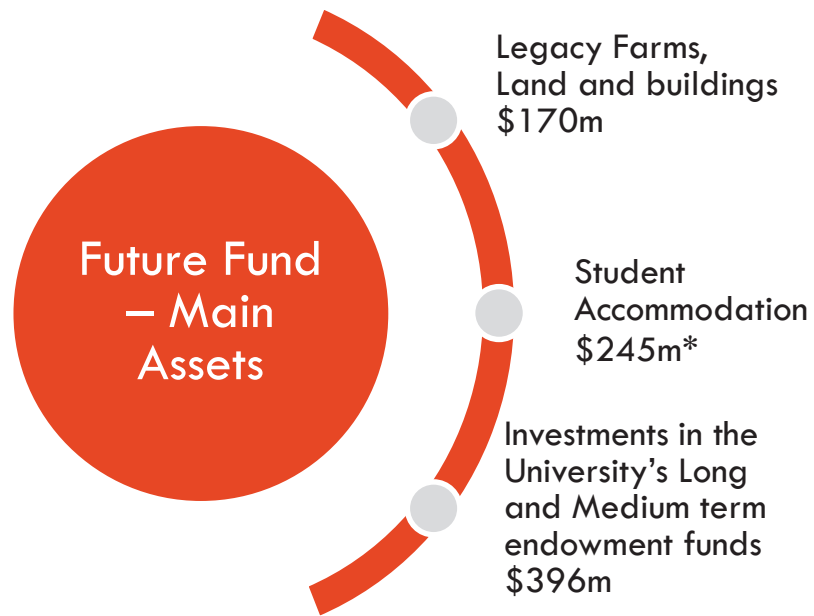
1. The University will configure its business and funding arrangements in a manner that maintains a credit rating one notch below sovereign.
2. *While it is acceptable for the University to raise debt where its capital expenditure programs exceed the size of its operating surpluses, in the long term (the point at which capital expenditure is less than operating surpluses and debt is able to be repaid from such surpluses) the University should have no interest bearing debt other than that applicable to specific separable income generating assets.*  
  
*In determining the appropriate tenor of its debt, the University may take into account a range of factors including the existing debt profile, diversification, interest cost, refinance risk, debt market trends and the University's future projections of operating surpluses and capital expenditure.*
3. The University has three primary funding needs; operating expenses, campus capital assets such as teaching facilities and separable income generating assets. These classifications will govern the management of debt.
4. An undrawn capacity in short term debt will be maintained to cover operating deficiencies. This should be repaid quickly, with discretionary spending and hiring formally constrained when projections suggest that this layer of debt is likely to be drawn on a 12 month time horizon.
5. The University's total debt referable to capital expenditure on campus capital assets will be subject to a cap based on a multiple of available annual operating cash flow. The limit will rise or fall in alignment with the University's capacity to generate operating cash flow, thereby aligning debt levels with the University's growth or erosion in debt servicing potential.
6. Debt for separable income generating assets may be structured to correspond to the life and value of the underlying asset (and/or income flows).
7. The gross debt limit incorporating all forms of interest bearing debt will be governed by reference to the ratio of Net Debt(ND) divided by ND + Equity and shall not exceed 15%.

# Future Fund Principles

# Principles and Purpose of the Future Fund



# Future Fund



\*Student Accommodation is only realisable through securitisation of cash flows, circa 100-120m.

*Total Future Fund as at 31 December 2018*

- The fund serves as a sinking fund to repay the debt and a source of income to cover the interest on the debt, which comprises of bonds and borrowing facilities.
- There are imminent debt maturities.
- As a fund of funds, the University's Long Term fund is partially illiquid containing investments in Private Equity, Hedge funds and fund managers with restricted redemptions.
- In current distressed markets, approximately \$180m would be available from liquidation of fund holdings.

# Pre-Covid 2020 Budget Papers

# 2020 Budget

	FULL YEAR		
	Budget \$'M	Forecast \$'M	For Vs Bud \$'M
<b>Discretionary Excluding Programs</b>			
Student Fees	1,872.1	1,750.4	(121.8)
Other Revenue	307.7	277.3	(30.3)
Less: International Student Agents Commission	40.9	37.9	2.9
Net Revenue	2,138.9	1,989.7	(149.1)
Academic Salary	520.0	489.5	30.5
Part Time Teaching	76.7	73.0	3.7
Professional Salary	540.9	509.3	31.5
Annual Leave	(4.6)	(2.0)	(2.5)
Scholarships	86.2	74.2	12.0
Other Non Salary Expenses	386.2	341.6	44.6
Savings Non-Delivery Contingency		45.1	(45.1)
<b>OP. MARGIN - DISCRETIONARY Excl. Programs</b>	<b>533.4</b>	<b>459.0</b>	<b>(74.4)</b>
Operating Margin - COVID / Programs / Infrastructure	(224.5)	(225.6)	(1.1)
<b>OPERATING MARGIN - DISCRETIONARY</b>	<b>308.9</b>	<b>233.4</b>	<b>(75.5)</b>
<b>OPERATING MARGIN - TIED (incl. AASB15 impact)</b>	<b>4.3</b>	<b>7.0</b>	<b>2.7</b>
<b>OMI</b>	<b>313.2</b>	<b>240.4</b>	<b>(72.8)</b>
<b>OPERATING MARGIN - SUPPORT (incl. AASB15 impact)</b>	<b>122.7</b>	<b>(2.2)</b>	<b>(124.9)</b>
<b>TOTAL OPERATING MARGIN</b>	<b>435.9</b>	<b>238.2</b>	<b>(197.7)</b>
Depreciation & Amortisation	228.9	217.0	11.9
Borrowings	27.5	34.0	(6.5)
Net Elimination Items	(0.0)	2.0	(2.0)
<b>NET OPERATING MARGIN</b>	<b>179.6</b>	<b>(14.7)</b>	<b>(194.3)</b>

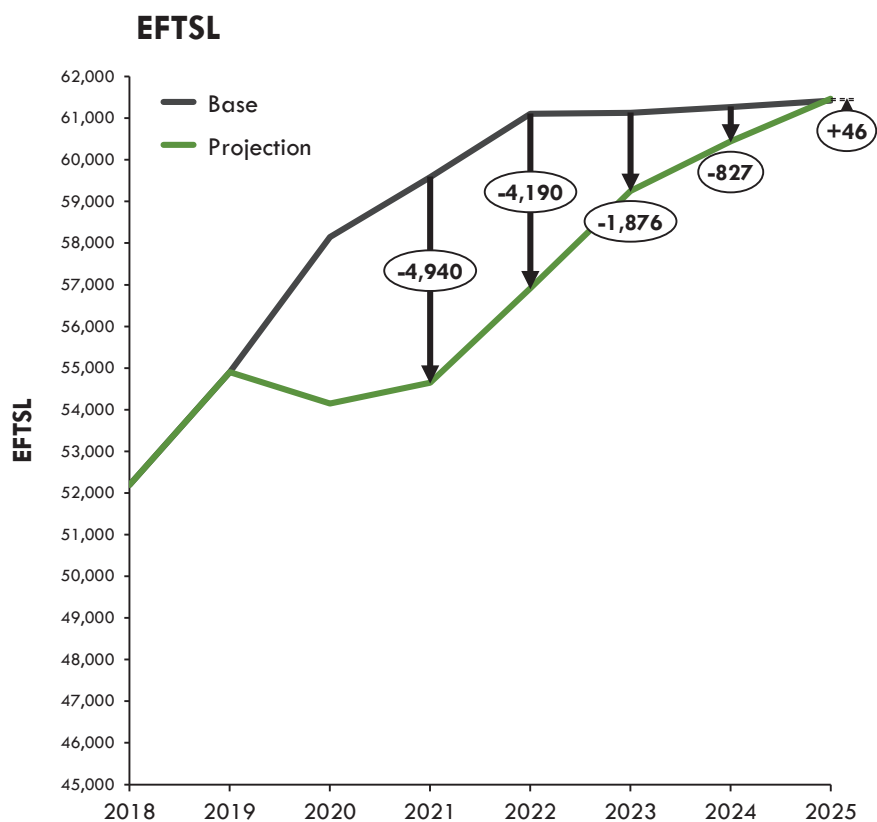
\*Budget includes full year AASB 15 impact

# **Long term financial plan**

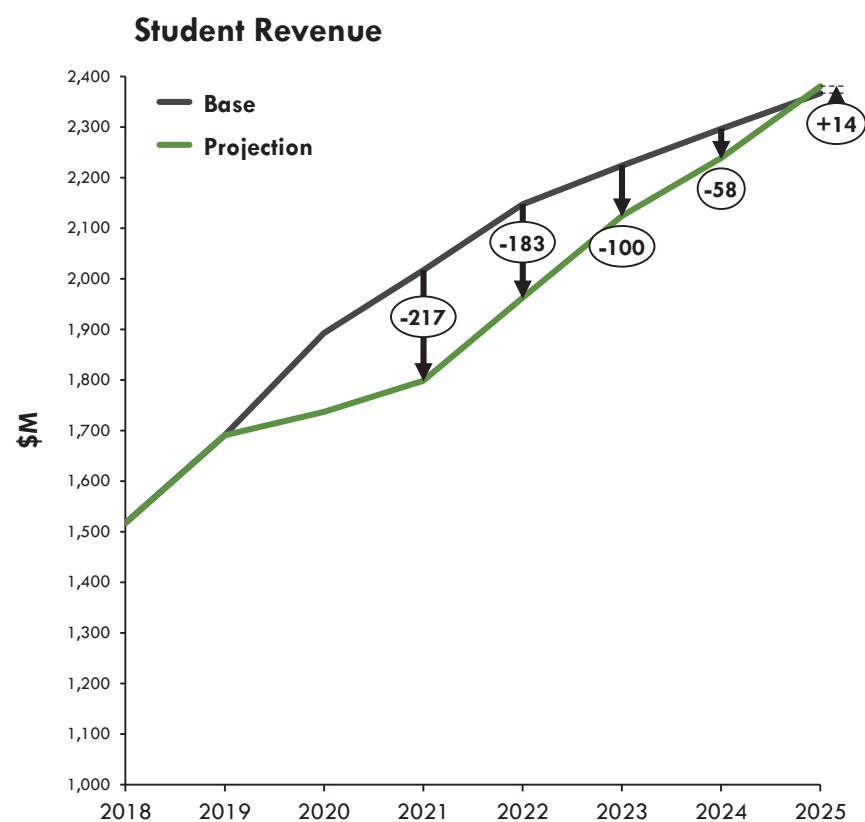
Original and Revised  
Projections to 2025



# Long Term Plan compared to Projection



	2018	2019	2020	2021	2022	2023	2024	2025
Base	52,199	54,905	58,146	59,586	61,105	61,127	61,268	61,423
Projection	52,199	54,905	54,146	54,646	56,915	59,251	60,441	61,469



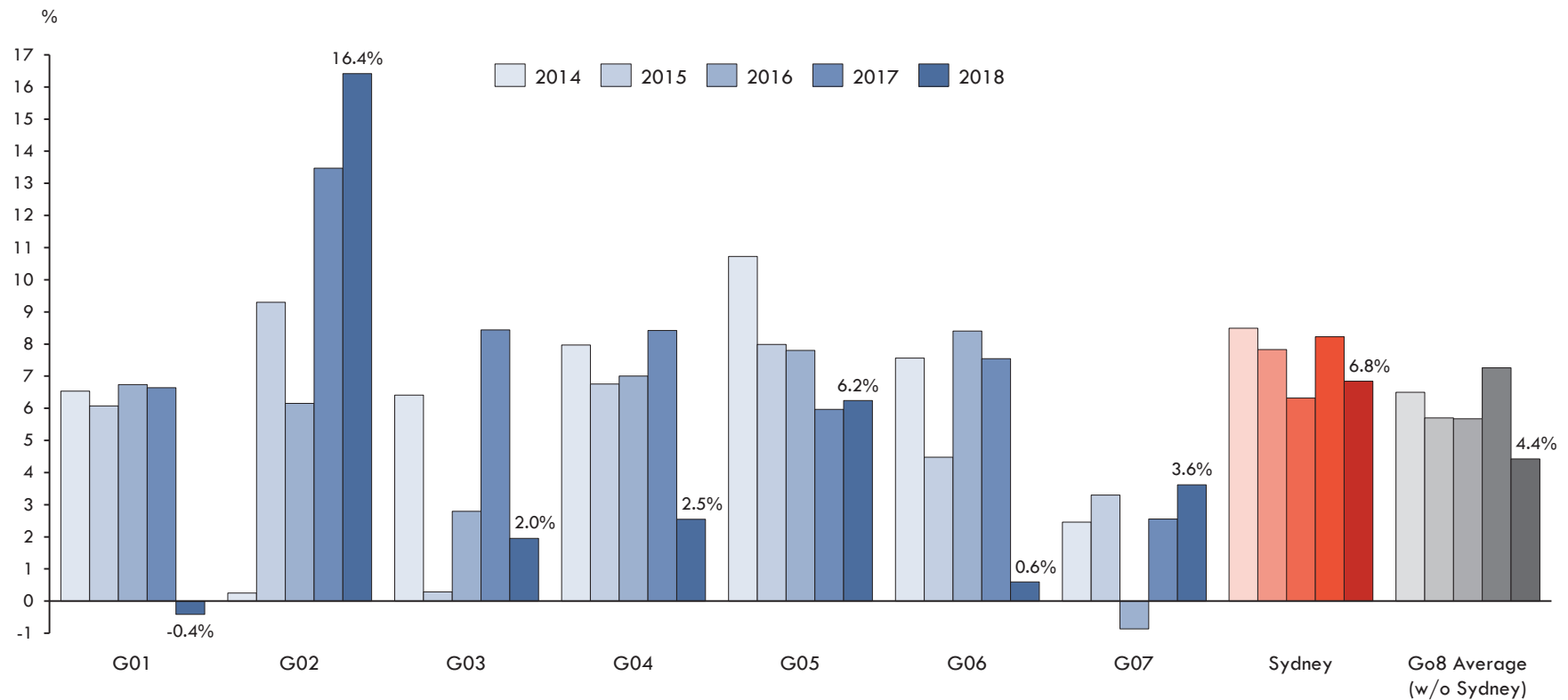
	2018	2019	2020	2021	2022	2023	2024	2025
Base	1,517	1,691	1,893	2,015	2,145	2,224	2,297	2,367
Projection	1,517	1,691	1,737	1,798	1,962	2,124	2,239	2,381

# Go8 Comparisons

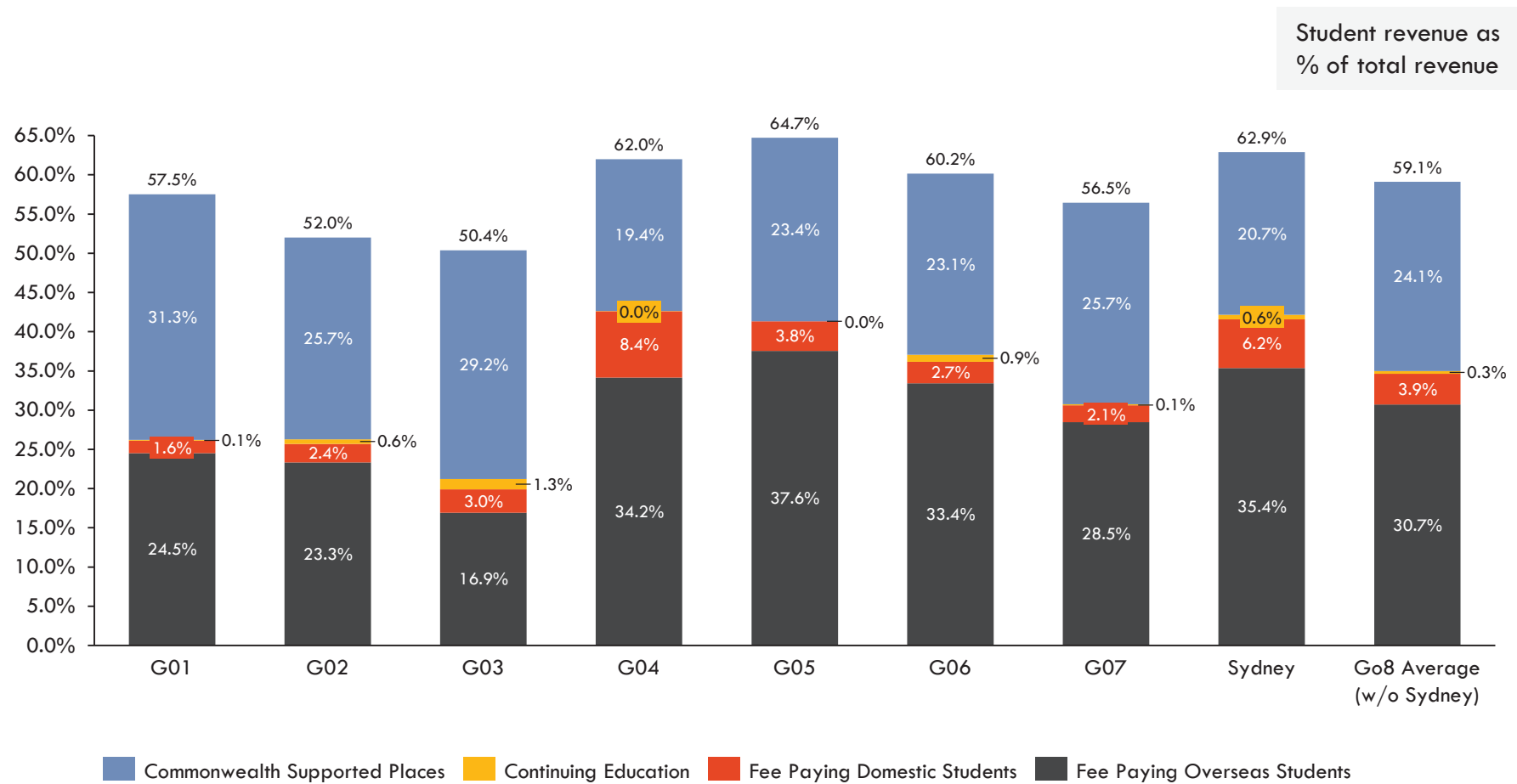
Go8 Comparisons up to 2018

# Operating Margin (% of revenue)

Sydney's operating margin as a % of revenue has been significantly above the Go8 average

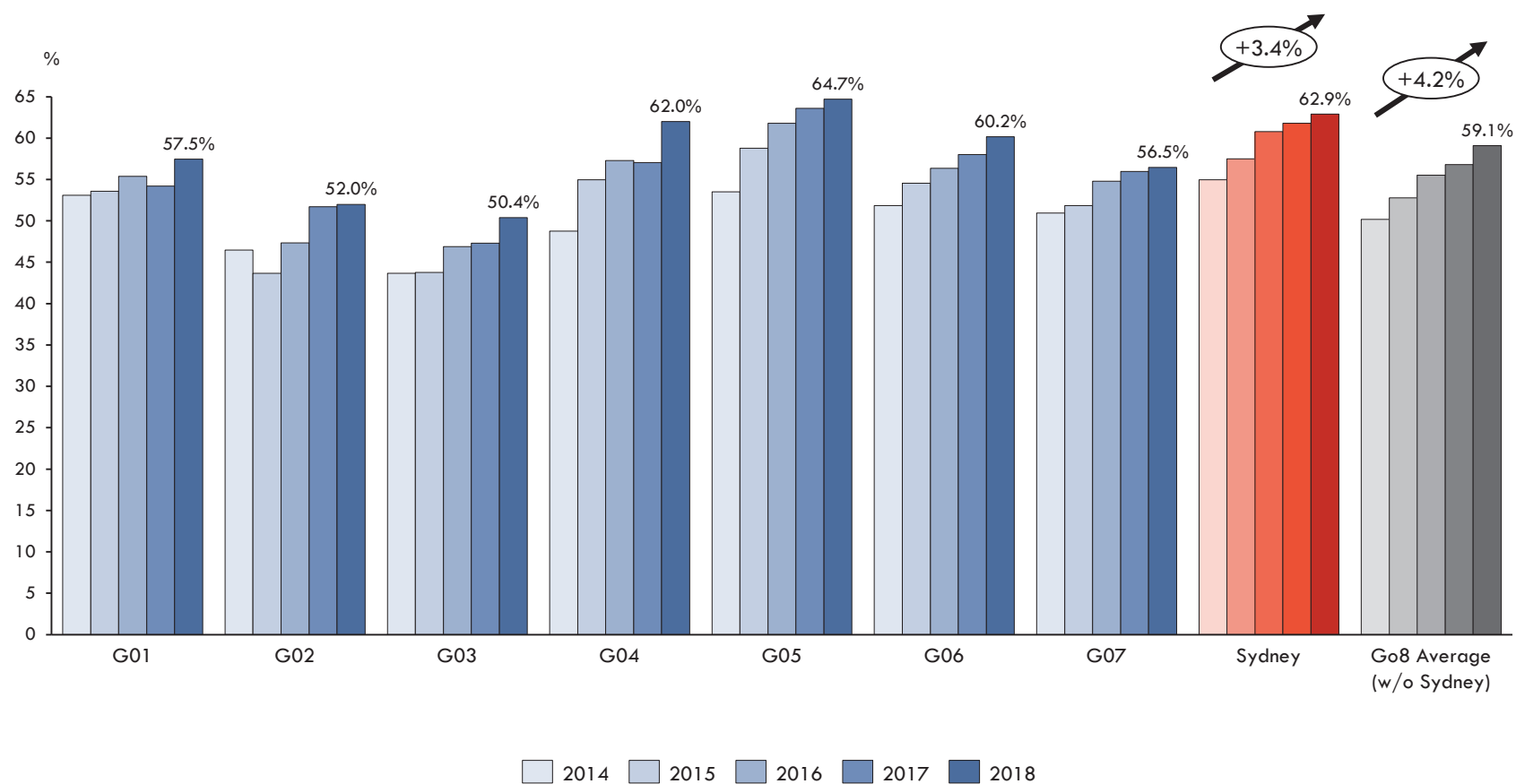


# Student Fees (incl CSP) to Total Revenue in 2018



Note: CSP is regarded as government income in statutory reporting

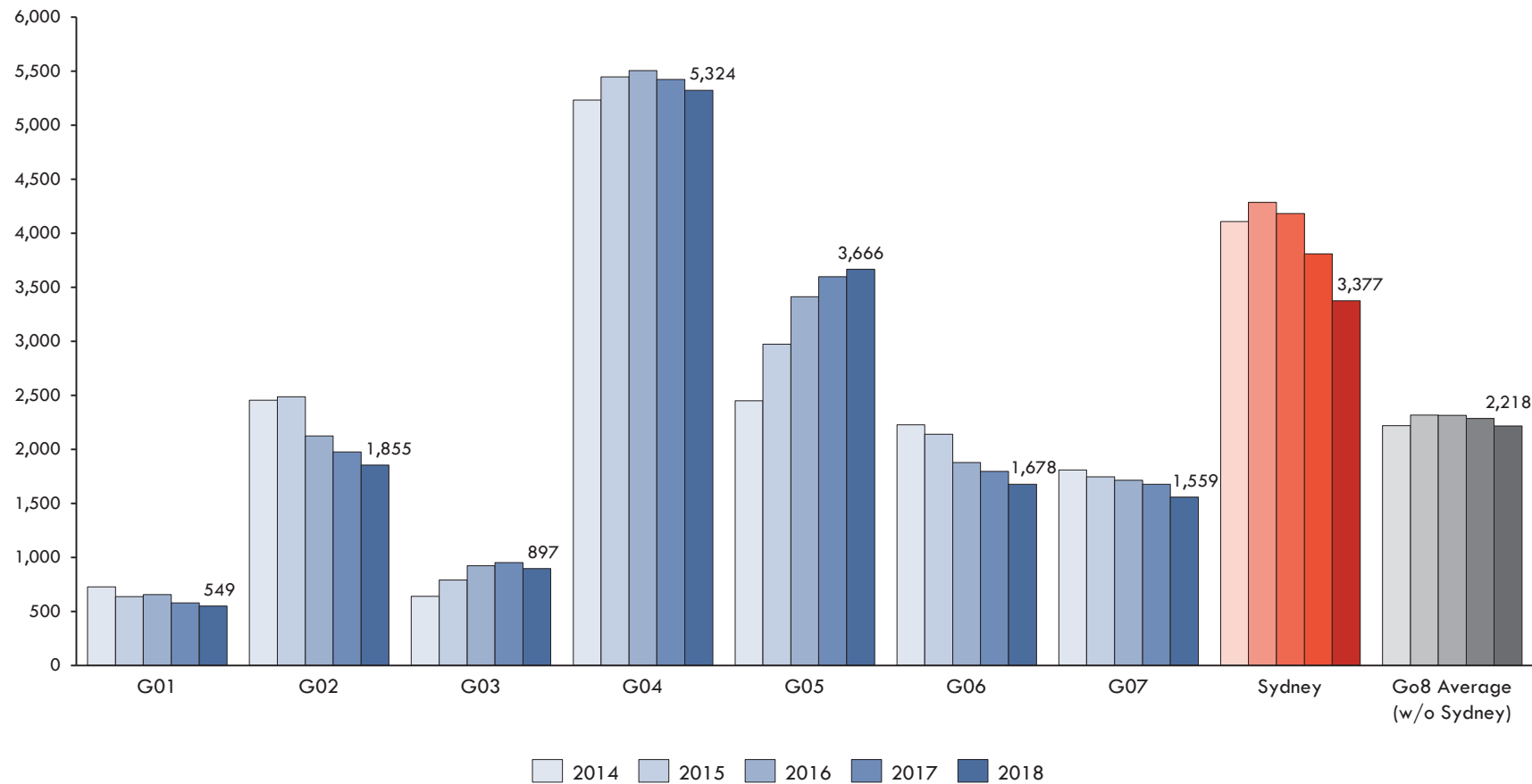
# Student Fees (incl CSP) to Total Revenue (%)



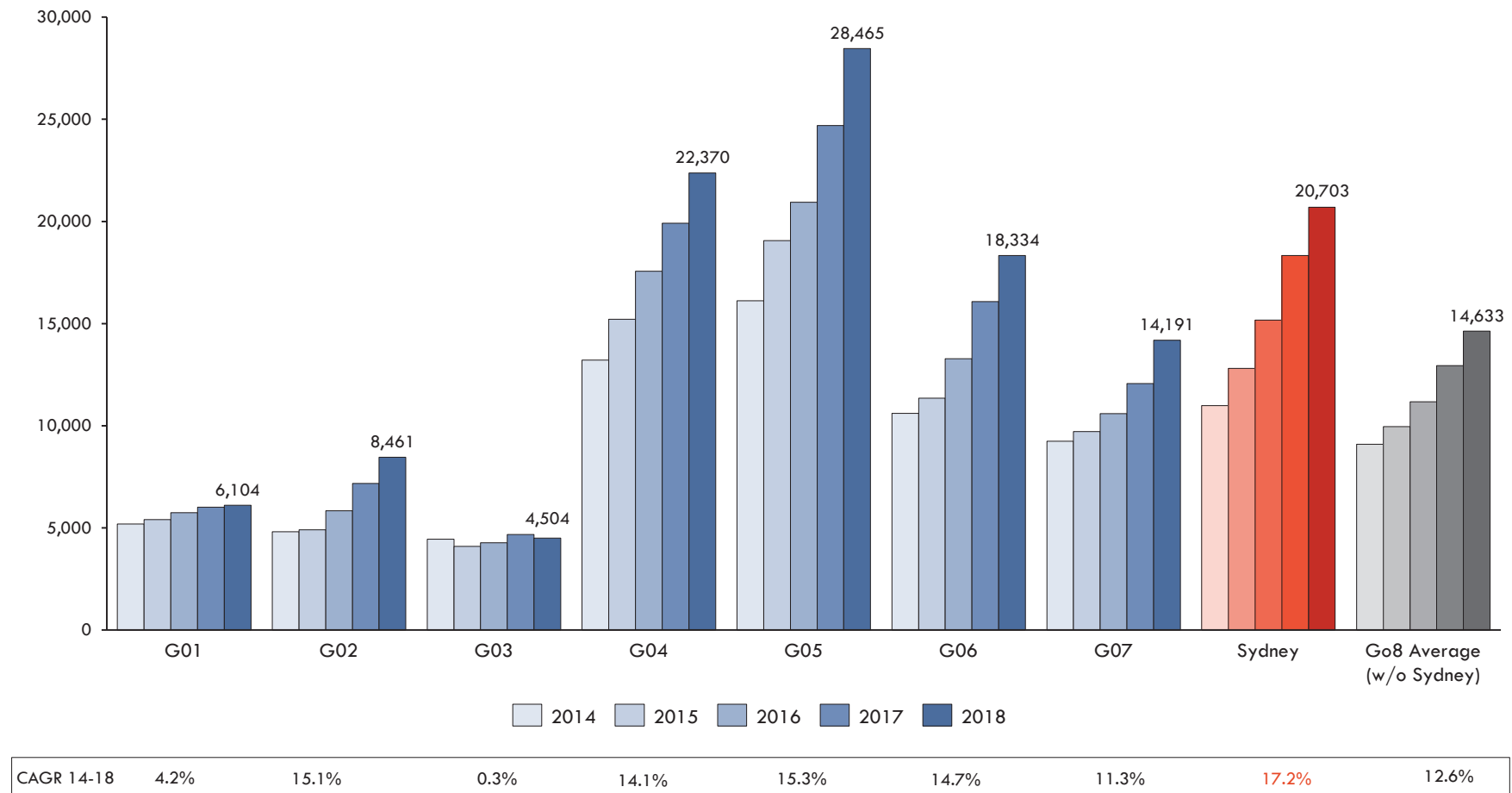
Note: CSP is regarded as government income in statutory reporting

# Fee Paying Domestic Students (EFTSL)

Sydney has a marked reduction in domestic fee paying students but in a declining market.

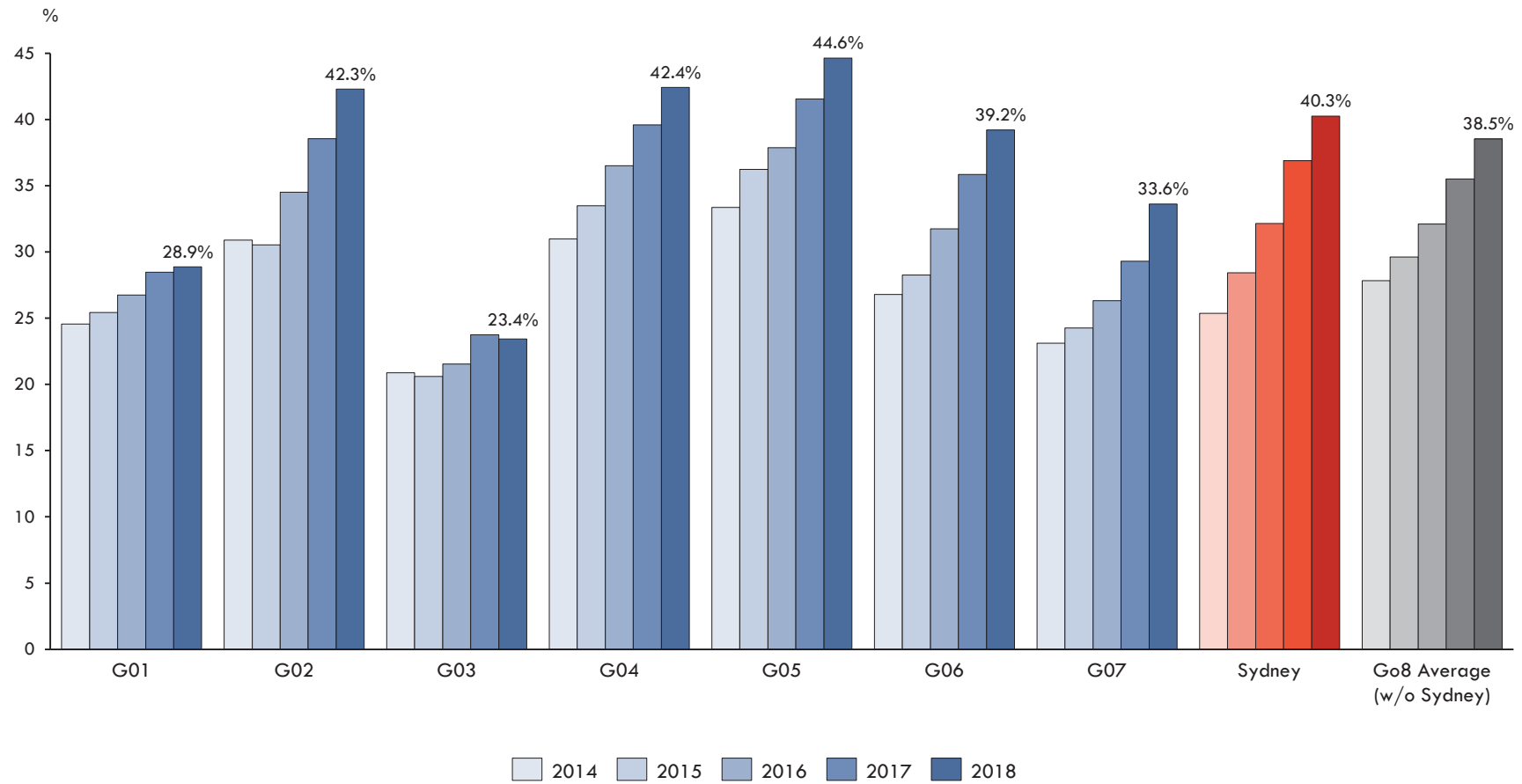


# Fee Paying Overseas Students (EFTSL)

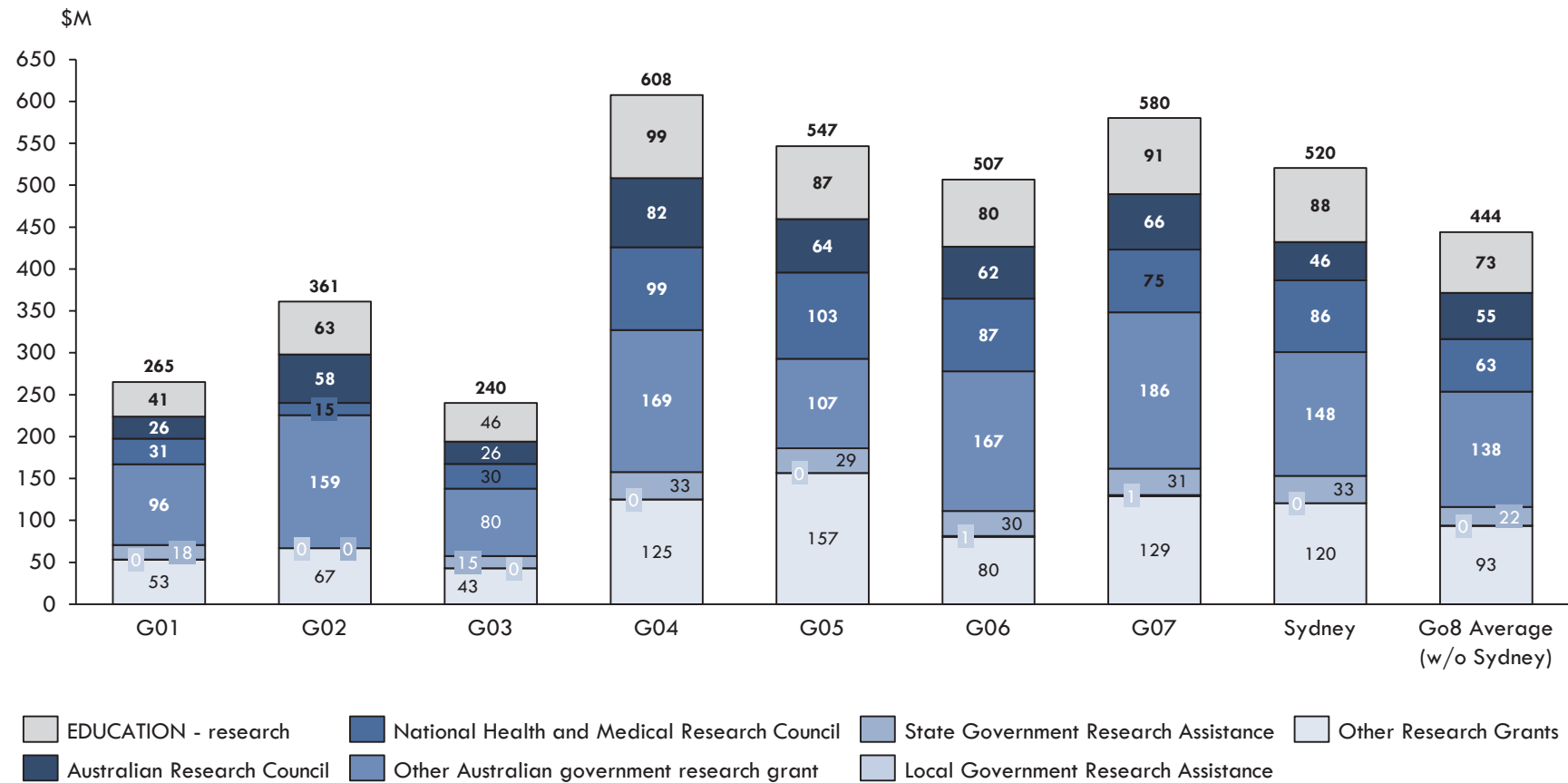




# International Mix (EFTSL %)

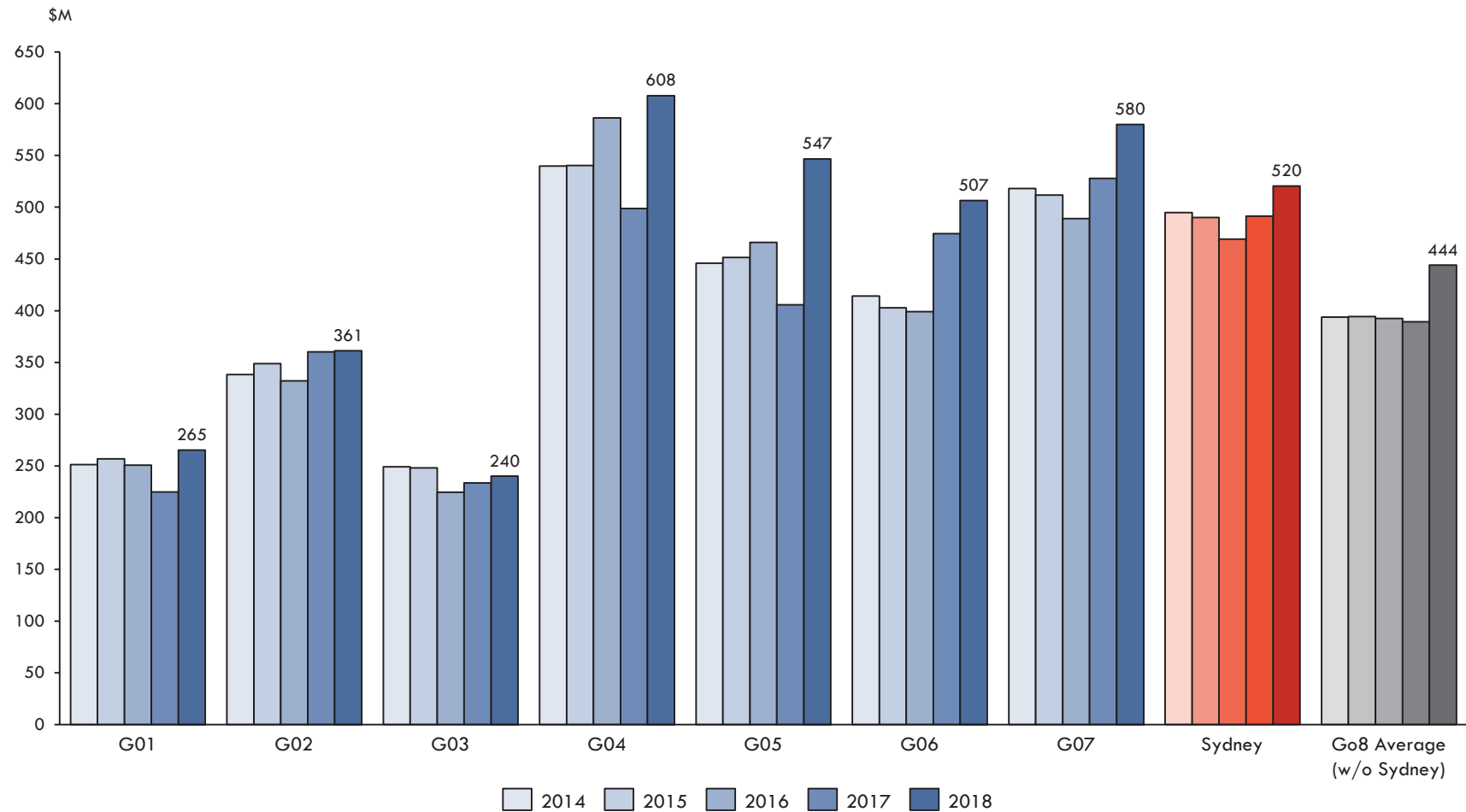


# Research Grant Income in 2018 (\$M)



# Research Grant Income (\$M)

Sydney's trend on research grant income was broadly in line with the Go8.



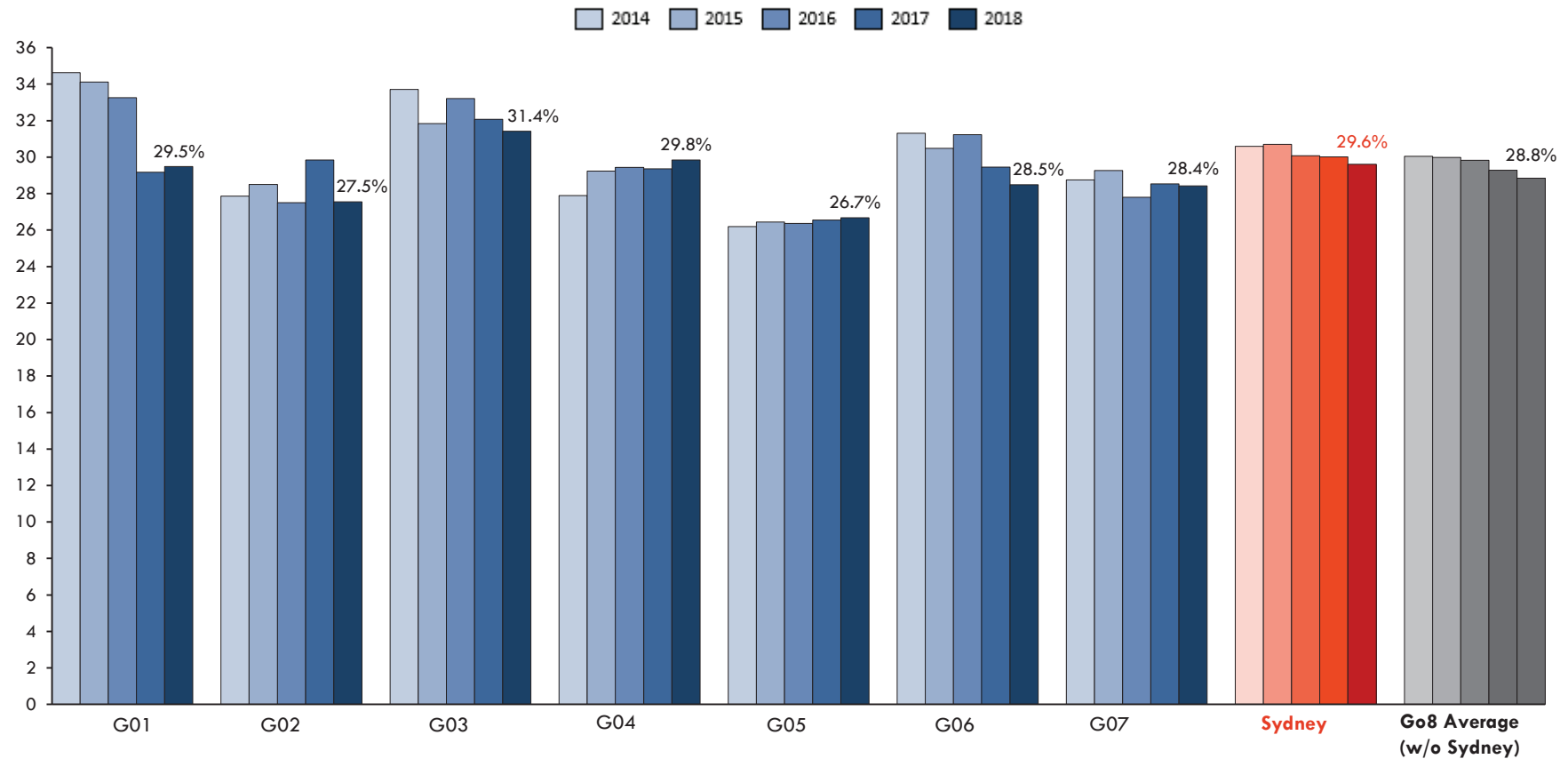
# Go8 Comparisons - Staffing

Go8 Comparisons up to 2018

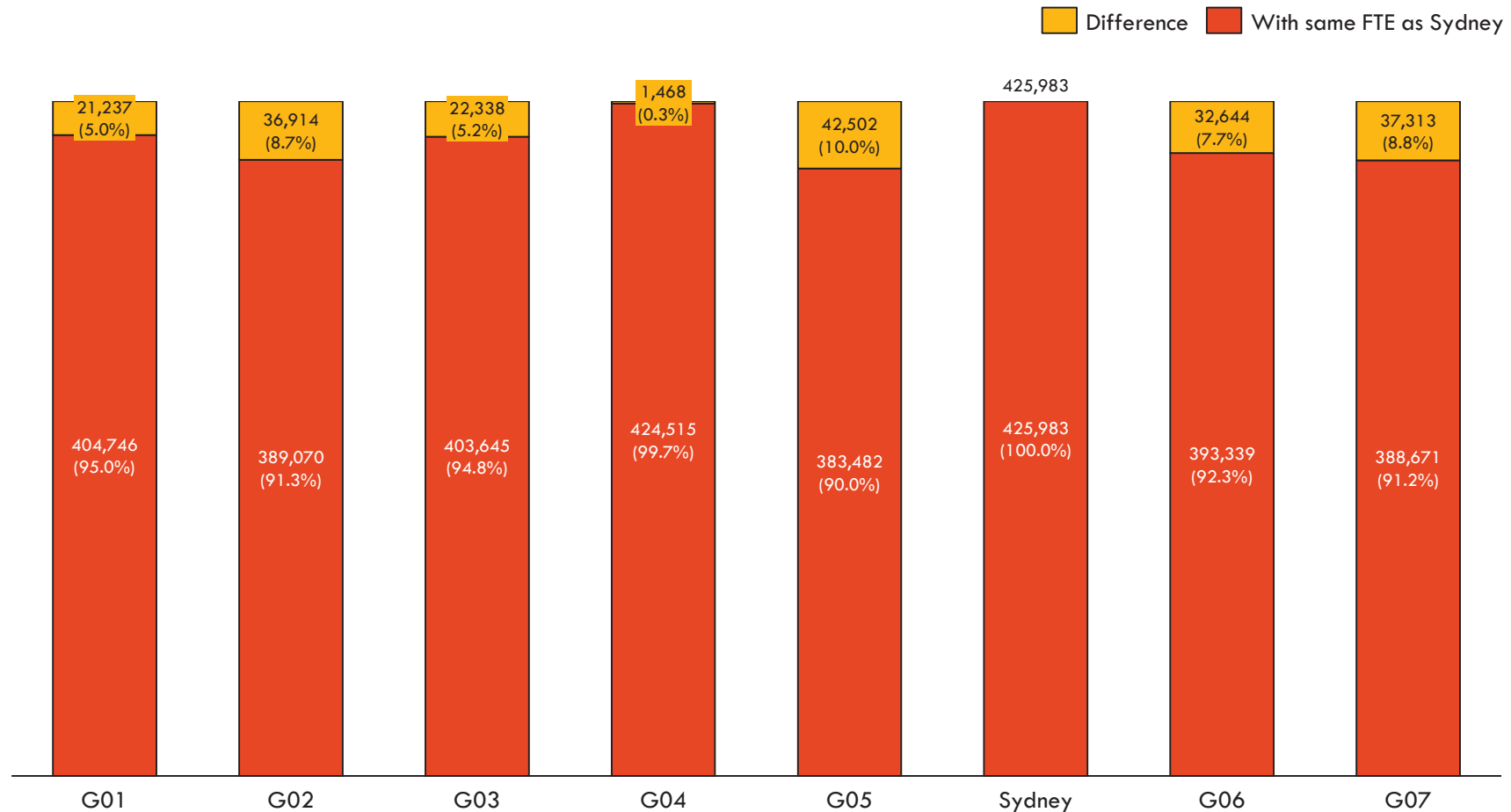
# Total Academic Staff

Expenditure on academic staff (inclusive of Casuals) as a proportion of total expenditure is slightly above the Go8 average.

Academic Employee Benefits (including Casuals) to Total Expenditure (%)



# If we applied Sydney's academic FTE to other university salary rates their cost advantage would range between \$1.5M lower and \$43M lower

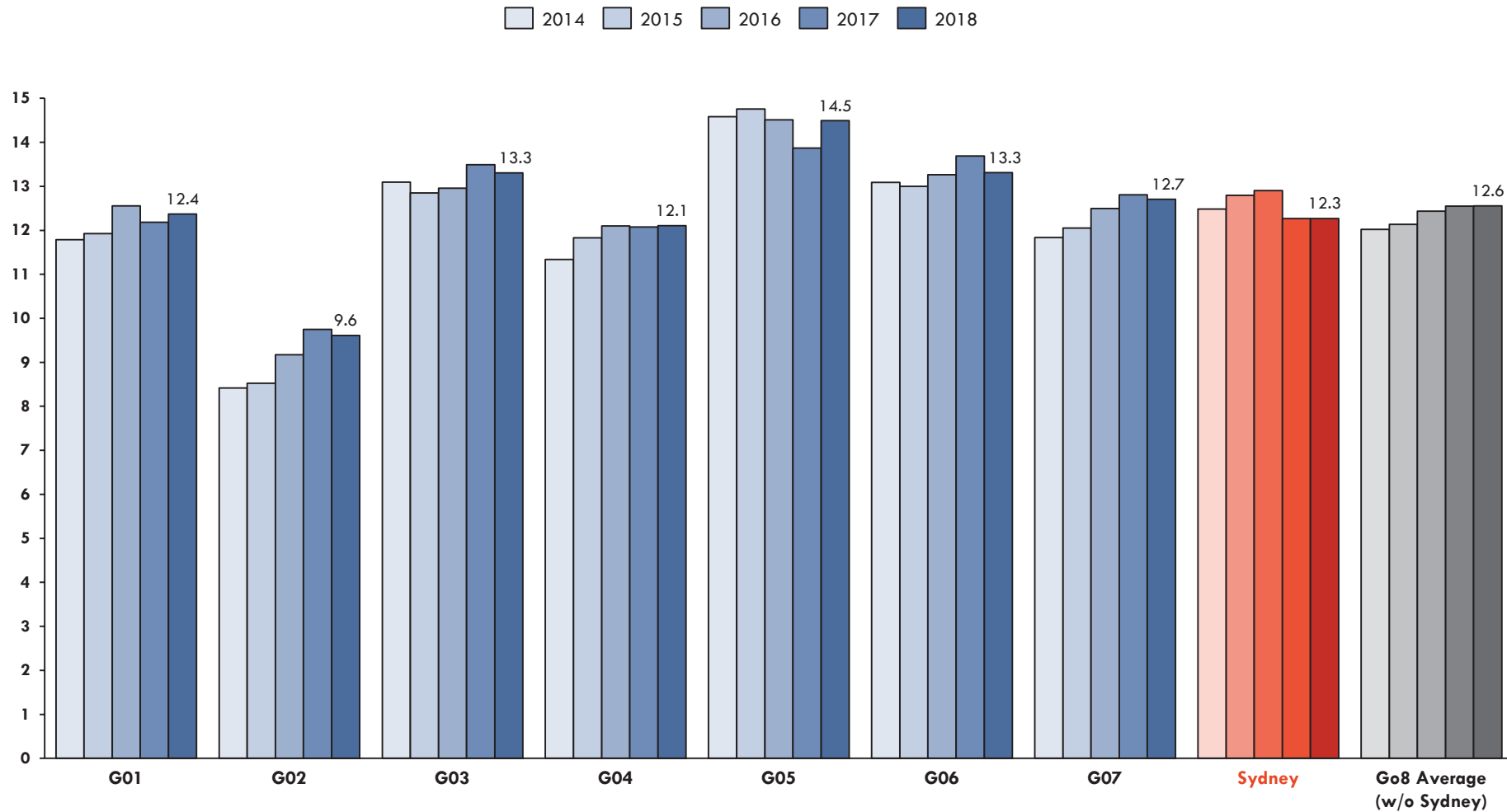


The professional salary excl. casuals is calculated based on the assumption that if all other universities have the same level of FTE as Sydney university

The data represents level A to E academic salary, it excludes \$36M of individual contract, market loadings & other salaries where there are no published rates

# Academic SSR (incl. PTT)

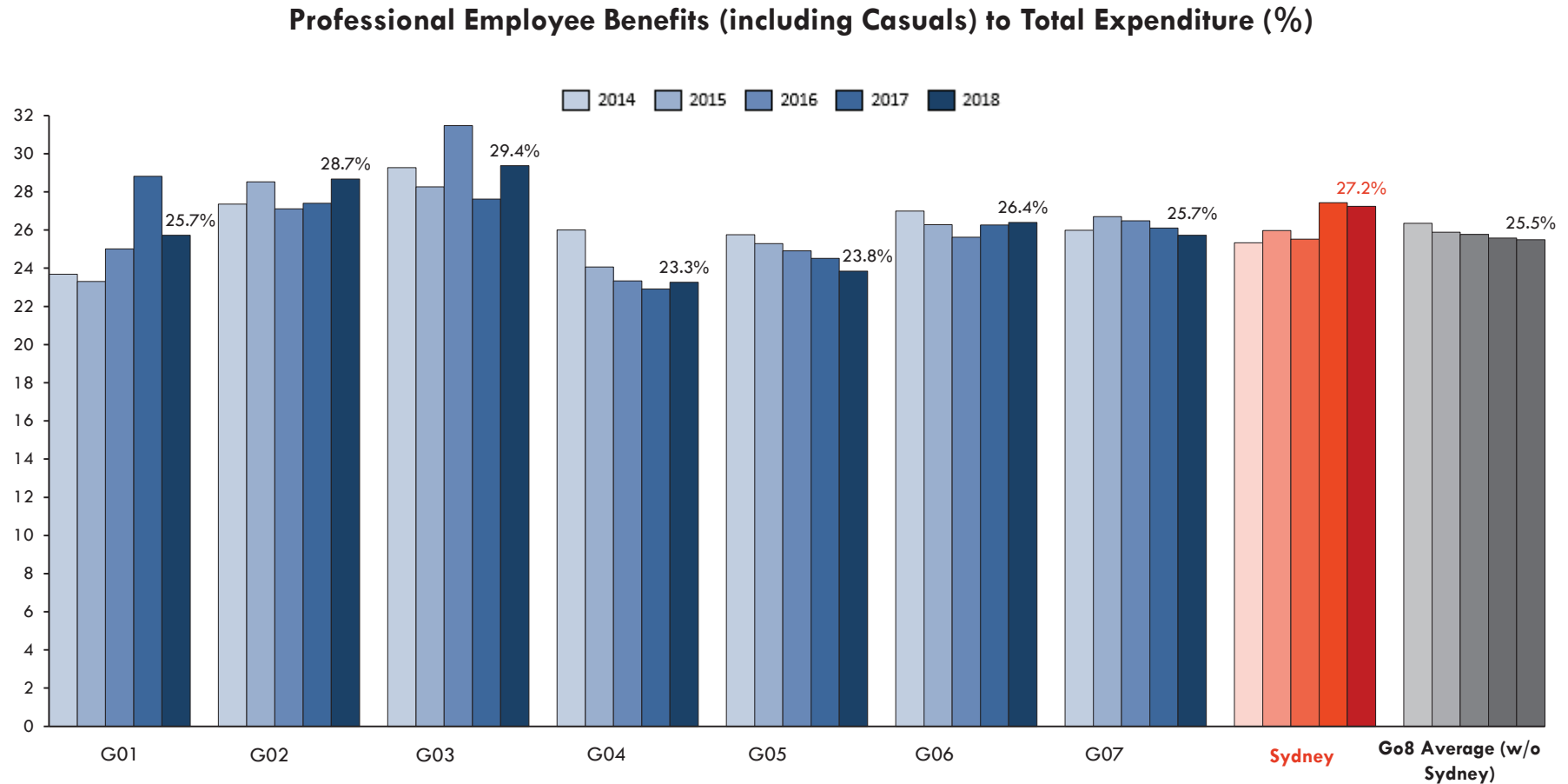
Academic staff to student ratios have been consistent and are currently just below the Go8 average



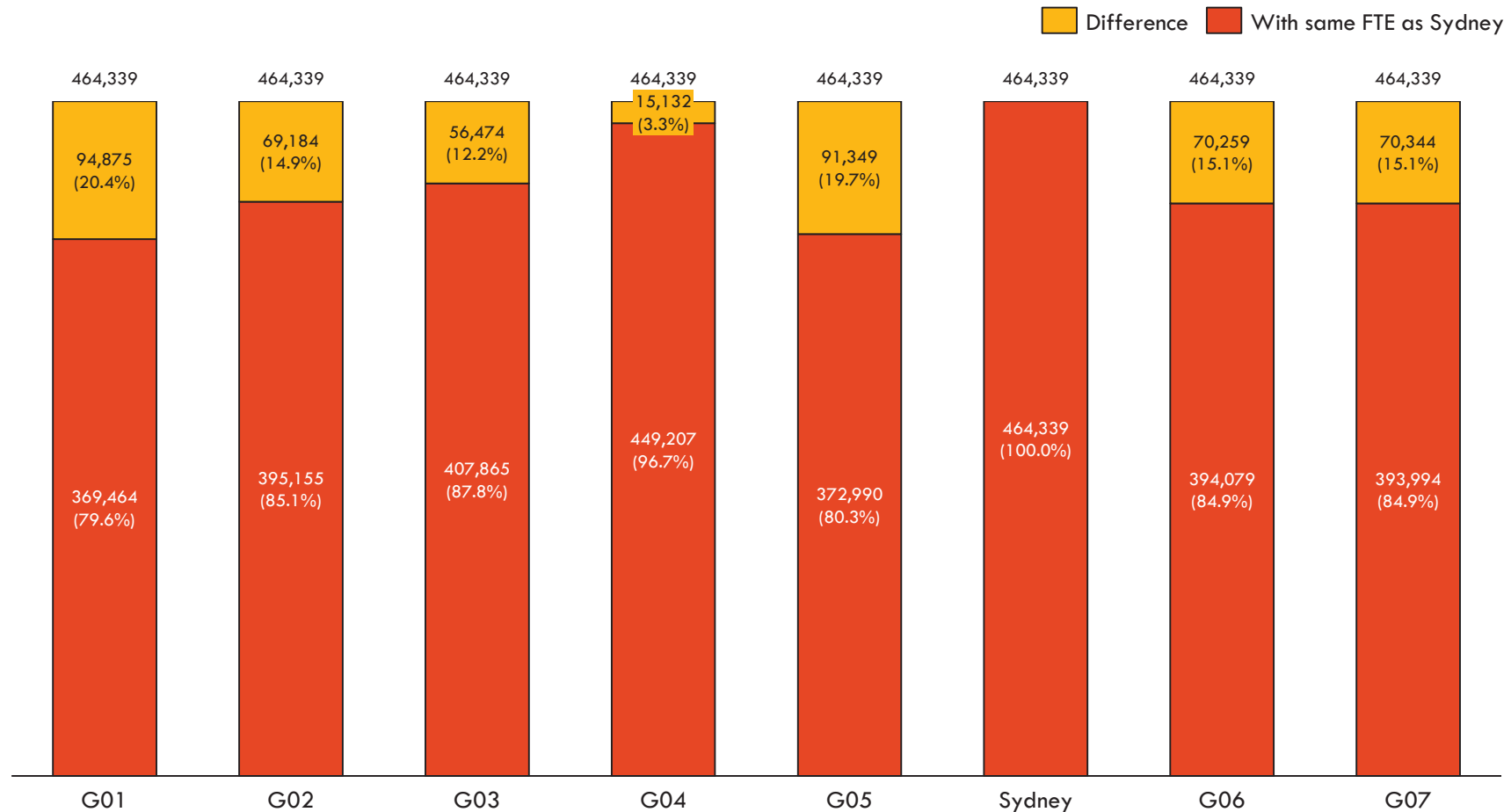


# Total Professional Staff

Professional staffing as a % of expenditure is slightly higher than the Go8 average.



# If we applied Sydney's professional FTE to other university salary rates their cost advantage would range between \$15M and \$95M lower

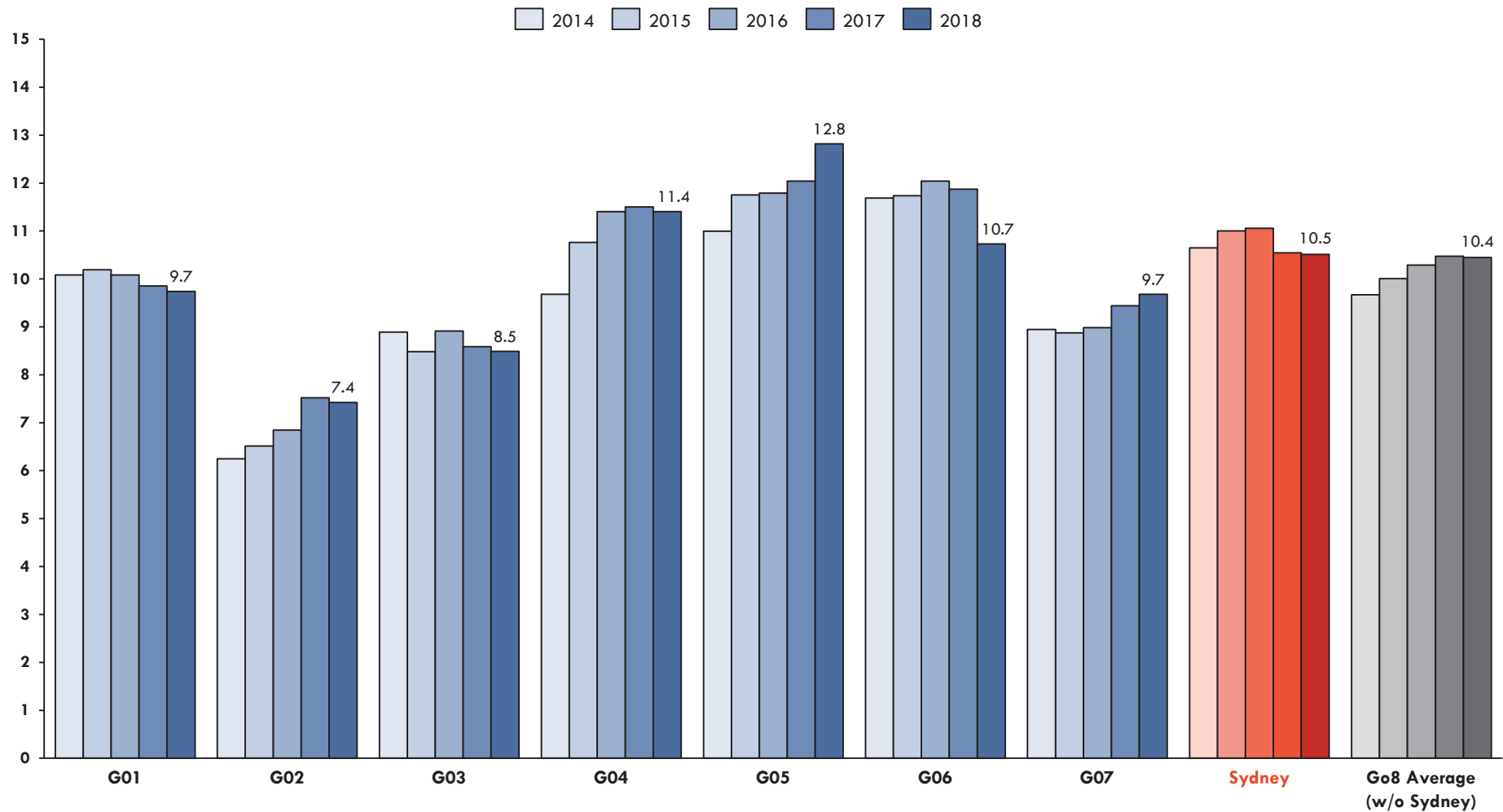


The professional salary excl. casuals is calculated based on the assumption that if all other universities have the same level of FTE as Sydney university

The data represents level 1 – 10 professional salary, it excludes \$89M of SPS & other salaries where there are no published rates

# Professional SSR (incl. Casuals)

Professional staff to student ratios have reduced from 2016 and now match the Go8 average

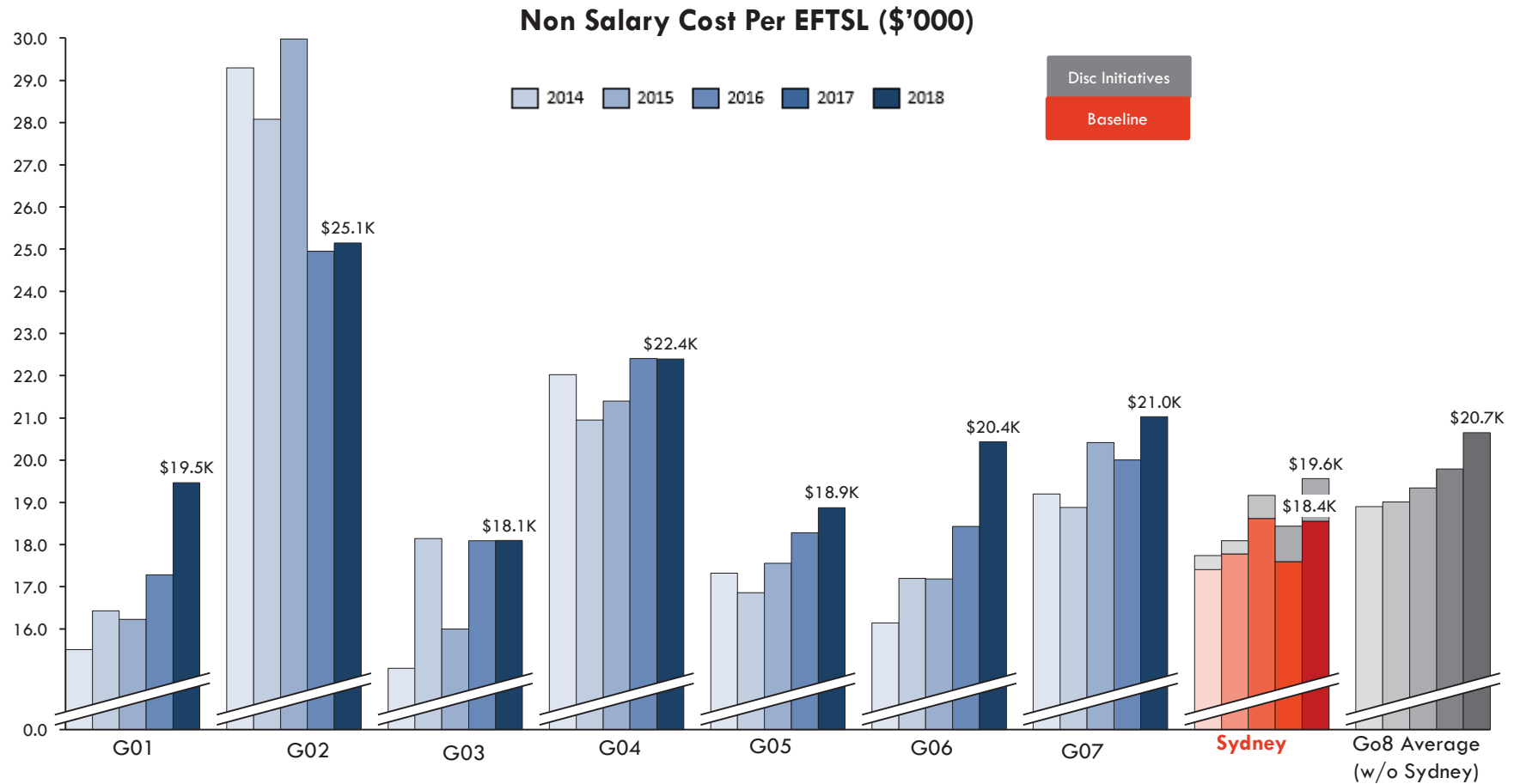


# Non Salary Costs

Go8 Comparisons up to 2018

# Non Salary Cost per EFTSL

Non-Salary cost per EFTSL is below the Go8 average, driven by procurement discipline.



## Non Salary Cost (% of Expenditure)

Non-Salary cost as a % of Expenditure is below the Go8 average.

