Position Management:

Recruitment & Appointment Justification Form

USER GUIDE

make history.

Table of Contents

1. BACKGROUND

Robust position management processes are essential for the management, monitoring, planning, budgeting, and reporting of the University's diverse workforce.

A review of existing position management processes and principles identified opportunities to standardise and simplify the position management process to make it easier to understand and apply consistently across all parts of the organisation.

Over time, this approach will enhance the business literacy around position management principles, and it ensures all parties involved in position management activity are following a standard process every time, ensuring decisions are made with full transparency.

A key deliverable of the position management review is the "Recruitment and Appointment Justification Form" **(Justification Form)** which introduces a standard entry point and upfront approval process for recruitment and appointment activity. It is intended that this form will replace many of the internal approval processes currently undertaken and it delivers a standard set of important questions to inform recruitment and appointment activity.

2. PROCESS OVERVIEW

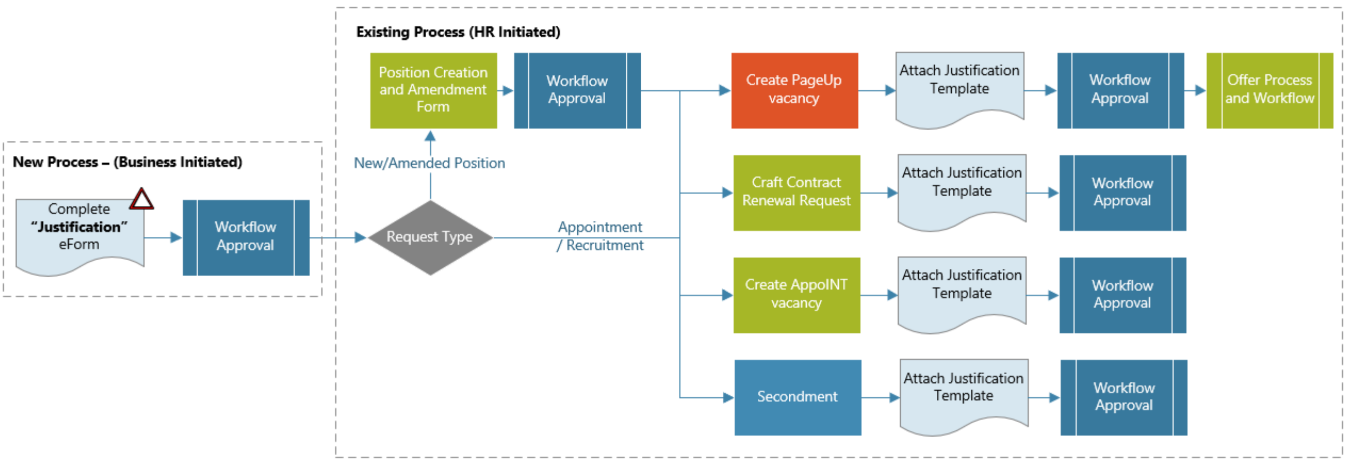
2.1. WHEN TO COMPLETE THE JUSTIFICATION FORM?

An approved Recruitment and Appointment Justification Form is **required in advance** for the following scenarios:

The Recruitment and Appointment Justification Form **is required** when the following conditions are met:

1. Academic and Professional staff (excluding Casuals).
2. Fixed term and Continuing positions (excluding Senior Appointments)
3. Requesting a New Position.
4. Position Amendments (Changes to: Position FTE Fraction, GL/HR Department, Classification (if vacant), Funding Type, Contract Type, Contract Conversions, Workload Model, Title Changes).
5. All Recruitment and Appointment Activity – including contract renewals, filling or backfilling a vacant position, secondments, direct appointments.
   a. Except contract renewals where the Funding Type is not discretionary or strategic funded (e.g., tied research, residual tied, consulting, SRIF). Refer Funding Type Exception List

2.2. HIGH-LEVEL PROCESS FLOW



1. Undertake workforce and capacity planning in consultation with your Human Resources and Finance Managers before initiating a Justification Form so that alternative options can be considered before recruitment activity is commenced.

    a. There is an expectation that your Human Resources and Finance Managers are consulted with in advance of submitting a Justification Form .
2. Log-into HR eForm and complete the Recruitment and Appointment Justification Form
3. Ensure that each question is answered comprehensively in accordance with this guide to prevent the form from being denied.
4. Once submitted, the form will follow the applicable workflow path (refer Workflow Path).
    a. The Approver will receive a notification email advising them of the approval link
    b. The Initiator will receive a notification when the form is fully approved (or denied).
    c. The status of the form can be tracked using the View eForm search function
5. If approved, Human Resources is notified, and they will action the request or reach-out to the Initiator if additional information is required (such as to advise of recruitment activity).

3. COMPLETING THE JUSTIFICATION FORM

3.1. HOW TO ACCESS THE FORM

The new Justification Form will be available in PeopleSoft Human Resources as an eForm – Click on the “eForms Homepage tile” and select Create and eForm. Choose the Recruitment and Appointment Justification Form.

3.2. HOW TO SAVE FORM PROGRESS

Complete the necessary fields and at the bottom of the form is a button labelled ‘Save for Later’. Click this button and click ok on the confirmation prompt. Take note of the eform ID and you can then close the window. You can then initiate another form.

If you need to retrieve a saved form, click on the eforms Homepage Tile and choose the Update, Resubmit or Withdraw option. Type in the eform ID and continue to edit the form. You can save for later multiple times, however once the form is submitted no further edits are possible.

3.3. HOW TO CLONE (COPY EXISTING) FORM

This feature is under development – **coming soon.**

Cloning will allow you to copy an existing form to save time when requesting multiple positions which have similar justification, or in circumstances where an error was made on the form that requires correction.

3.4. HOW TO ADD REVIEWERS TO THE FORM

This feature is under development – **coming soon.**

This enhancement will allow the initiator of a form to add multiple collaborators (reviewers) who can access and edit the form before submission. This is useful where the initiator may complete the position details, however the supervisor may need to provide the justification. These value-add edits can be made on system rather than through email. Any Reviewer will be able to submit the form and once submitted it can’t be edited again.

3.5. HOW TO COMPLETE THE POSITION DETAILS

The Position Details section only captures information about the position, and except for contract renewals will not ask for information about the incumbent or potential incumbents. The purpose of the Justification Form is to approve the position, or to approve that the position can move to the appointment or recruitment processes. Information relating to the incumbent (person) is captured on existing HR systems and forms such as CRAFT, AppoINT, and PageUp.

Not every field listed below will be displayed. Fields will display based on your inputs.

Note: If the position exists, the form will pre-fill with locked cells. To change a position attribute, select either Request Type: Position Amendment Only, or Are you also requesting to amend the position: Yes. Refer to the position amendment section for further information.

Fields	Comments
Request Type:	• Request New Position • Fill & Backfill Position - incl. secondment or direct appt • Contract Renewals – refer to "funding type exception list" • Position Amendment Only - If the request only relates to a position amendment
Position Number	If the position exists, use the look up to select the position. The form will pre-fill with the existing position information.
Are you also requesting to amend the position?	If you are intending to amend one or more position attributes (such as fraction change, title change etc) then select Yes. Refer to "position amendment section" for more information.
Professional/Academic	Academic Professional
Employment Type	Continuing Fixed-term Contract
Faculty / Division	
School / Branch	
HR Dept (position)	HR Dept is the owner of the position and where the position sits for delegation purposes, and organisational structure.
Salary Administration Plan	Academics English Language Teachers Higher Education Officers Scholarly Teaching Fellow Senior Managers
Position Title	Short title of the position
Classification	Relates to the position classification (not the incumbent). E.g., if the incumbent is on higher duties, the position will correctly display the underlying classification.
Employment Type (being filled)	This relates to the employment type of the person going into the role. For example, if the position employment type is = continuing you may decide to fill the position on a fixed-term basis such as during a secondment, maternity backfill etc. In these circumstances you should choose fixed-term contract even though the position is continuing to make it clear to the approver how you are intending to fill the position. This selection will be enforced during recruitment.

Fields	Comments
Position FTE Fraction	The original approved position FTE when the position was created.
FTE Fraction (being filled)	The FTE fraction cannot exceed the position FTE fraction, and the total of all incumbents in the position (for job share arrangements) cannot exceed the Position FTE Fraction. Check with your HR Manager for advice if job share is required.
Current Incumbent Name	Displayed if the request type is = contract renewal
Current Incumbent Employee ID	Displayed if the request type is = contract renewal
Supervisor Name	Name of current supervisor (report to)
Length of Contract (or length of Contract Extension)	Required for Contract Renewals. Note: If the incumbent was not appointed through a merit-based selection then the total length of contracts cannot exceed 12-months.
Contract Renewal End Date	This field is only completed for Fixed-term contract renewals.
Annual Salary Cost (incl. oncosts)	Use the salary calculator to calculate the proposed annual salary cost.
Estimated Loadings or Allowances (if applicable)	If clinical loadings, or attraction allowances are anticipated, include the value of those loadings or allowances in this field.
Workload Allocation	Education Specialist Research Specialist Teaching and Research
When are you intending to fill this position?	This date assists Talent Acquisition to determine when the position is intended to be filled. The business can bring this date forward or delay recruitment.
Anticipated Appointment Type	This choice will assist HR Operations and Talent Acquisition provide you with the appropriate service. Once the eForm is approved, the appointment or recruitment decision can change in consultation with HR and no additional approval is required. • Recruit/Advertise Position • Direct Appointment • Secondment • Renewal • Other/Unknown – Talent Acquisition will reach-out to discuss recruitment options.
Is Working with Children Clearance required?	Yes/No – speak to your HR Manager for more information. Any role which is required to or likely required to work with children even on occasion will require a working with children clearance.
Is a National Police Check required?	Yes/No – speak to your HR Manager for more information to determine if a National Police check is required for this position.
Is there a likelihood that the recruited employee will be engaging in Defence-related research?	Yes/No – If there is a likelihood select Yes.

Fields	Comments
Primary GL Department (Position)	Denotes the Department (Financial) which owns and controls the position from a budgeting perspective. Refer to the University Chart of Accounts – Department details.
Primary GL Fund Code (Position)	The Fund Code denotes the underlying funding source funding the position. This is the owner of the position for budgeting control purposes and decision-making. Refer to the University Chart of Accounts and the "Funding Type Lookup Matrix" for more information.
Position GL Funding Type (Position)	The Funding Type is derived from the Fund Code (Position) and this description assists Approvers to understand the underlying funding type and need for the position. • Discretionary • Tied Research • Tied Operating • Strategic • Residual Research • Co-contribution to Tied Funds • Consulting Funds • Strategic Research Investment
Primary GL Department (Person)	Denotes the Department (Financial) where the salary costs will be paid from (budget and costing perspective). Refer to the University Chart of Accounts – Department details. Note: The Financial Department (Person) can be different to the Financial Department (Position) temporarily. However, an amendment is required if this change is expected to be permanent.
Primary GL Project Code (Person)	The Project denotes the project where the salary expenses will be paid from. This is important for Finance to verify that the project has sufficient funds to cover the position. Refer to the Finance Service Catalogue for support accessing Project details.
Primary GL Fund Code (Person)	The Fund Code should always equal the first two digits of the project code. Determines where the person is getting paid from (salaries). Refer to the University Chart of Accounts and the "Funding Type Lookup Matrix" for more information. Further support is available by referring to the Finance Service Catalogue Note: The Fund Code (Person) can be different to the Fund Code (Position) provided it complies with the "Funding Type Permitted Deviations" explained later in the guide.

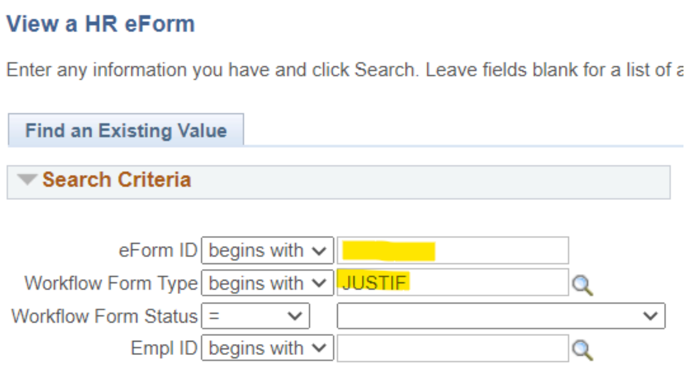
Fields	Comments
Job GL Funding Type (Person)	The Funding Type is derived from the Fund Code (Person) and this description assists Approvers to understand the underlying funding type and need for the position. • Discretionary • Tied Research • Tied Operating • Strategic • Residual Research • Co-contribution to Tied Funds • Consulting Funds • Strategic Research Investment
Is the role split funded? (Person)	The above fields capture the primary financial codes– If the role will be split funded (for salaries) enter this information below.
List the Financial Dept, Project Code, Fund Code and % Split	List the Financial Dept, Project Code, Fund Code, and % Split in the following format. % Must sum to 100% Example: 812-15932220-15-80% 805-15932840-15-20%
New Position Justification Reason	A selection is required if the request type is new position and relates to a professional staff member funded from discretionary funds. Specify the justification reason for the new position request. Different justification questions will be prompted based on this selection. Note: New Positions in the following categories (except Other) must initially be fixed term: • Revenue Generation (the position is required to generate new revenue) • Work Volume Increase (the position is required due to work volume increase) • Strategic (the position is required for a strategic purpose) • Other (the position is required for some other reason not covered above)

3.6. ANSWERING THE JUSTIFICATION QUESTIONS

Comprehensive justification is required when completing this form. Refer to the “Answering the Justification Questions” Guide in the Appendix for guidance on what information to include when answering the questions.

3.7. WHAT HAPPENS AFTER FORM SUBMISSION?

Tracking the eForm: Log into PeopleSoft Human Resources - Click on the “eForms Homepage tile” and select View an eForm. Enter the eForm ID and choose the **JUSTIF** workflow form type. If the eForm ID is unknown leave this field blank. Only eForms relating to the logged-on user profile’s HR Dept will be shown. The HR Service Centre can also provide assistance with tracking the status of an eForm.



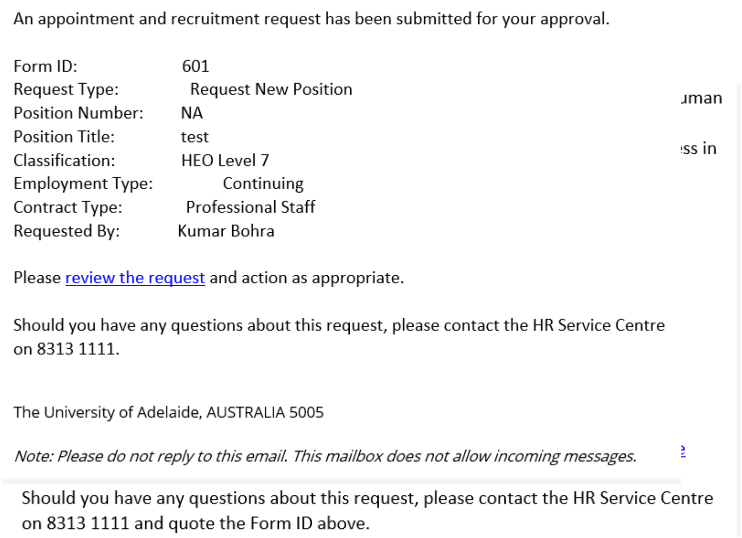
Approval of Form: Once the form is approved, the Initiator will receive an email notification advising of the approval. The HR Team will also receive an email advising of the approval and they will commence actioning the form. There is no need to raise a request with HR manually as the form will be automatically processed and where recruitment is applicable, Talent Acquisition will be in contact to initiate recruitment activity.

Example notification emails.

3.8. HOW DO I APPROVE THE FORM?

Dynamic workflow rules are in place as per the Workflow Matrix. An approver will receive an email notification with a link to the approval screen in PeopleSoft. Alternatively, log into PeopleSoft SSO to access your full worklist.

The PDF version of the Justification form will be included as an attachment and is a valuable resource to review justification prior to approval. Any approval comments or instructions can be added to the approver comment field, and they will be visible to the next approve and also to Human Resources when processing the form.


An appointment and recruitment request has been submitted for your approval.

Form ID: 601
Request Type: Request New Position
Position Number: NA
Position Title: test
Classification: HEO Level 7
Employment Type: Continuing
Contract Type: Professional Staff
Requested By: Kumar Bohra

Please review the request and action as appropriate.

Should you have any questions about this request, please contact the HR Service Centre on 8313 1111.

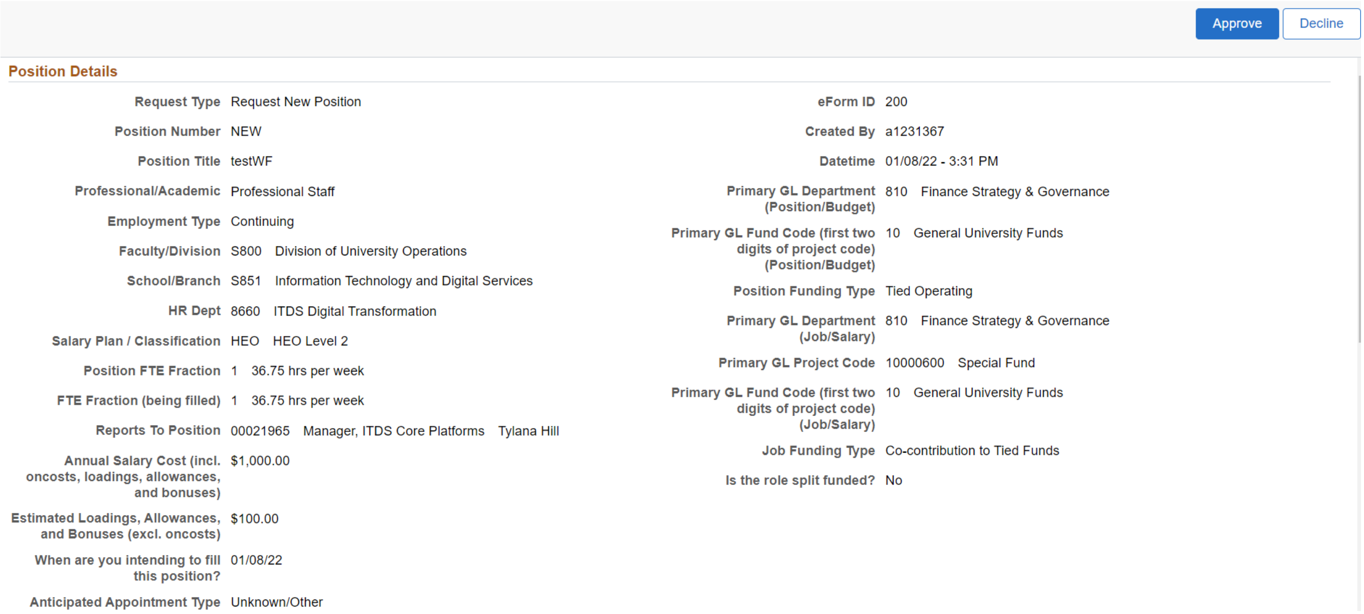
The University of Adelaide, AUSTRALIA 5005

Note: Please do not reply to this email. This mailbox does not allow incoming messages.

Should you have any questions about this request, please contact the HR Service Centre on 8313 1111 and quote the Form ID above.

The eForm can either be Approved – which moves it on to the next workflow recipient. Or it can be Declined.

Note: Declined will cancel the form and a new form will need to be initiated. If the issue is minor, additional information such as an email can be attached to the approval workflow or added to the approver comment. If the issue is material, decline is appropriate, and the decline comment should include an explanation for the Initiator.



Approve Decline

Position Details

Request Type	Request New Position
Position Number	NEW
Position Title	testWF
Professional/Academic	Professional Staff
Employment Type	Continuing
Faculty/Division	S800 Division of University Operations
School/Branch	S851 Information Technology and Digital Services
HR Dept	8660 ITDS Digital Transformation
Salary Plan / Classification	HEO HEO Level 2
Position FTE Fraction	1 36.75 hrs per week
FTE Fraction (being filled)	1 36.75 hrs per week
Reports To Position	00021965 Manager, ITDS Core Platforms Tylana Hill
Annual Salary Cost (incl. oncosts, loadings, allowances, and bonuses)	$1,000.00
Estimated Loadings, Allowances, and Bonuses (excl. oncosts)	$100.00
When are you intending to fill this position?	01/08/22
Anticipated Appointment Type	Unknown/Other
eForm ID	200
Created By	a1231367
Datetime	01/08/22 - 3:31 PM
Primary GL Department (Position/Budget)	810 Finance Strategy & Governance
Primary GL Fund Code (first two digits of project code) (Position/Budget)	10 General University Funds
Position Funding Type	Tied Operating
Primary GL Department (Job/Salary)	810 Finance Strategy & Governance
Primary GL Project Code	10000600 Special Fund
Primary GL Fund Code (first two digits of project code) (Job/Salary)	10 General University Funds
Job Funding Type	Co-contribution to Tied Funds
Is the role split funded?	No

3.9. COMMON RECRUITMENT AND APPOINTMENT SCENARIOS

Common recruitment and appointment scenarios are listed below to guide users on the appropriate HR process to follow.

An approved Justification Form is valid for 3 months from approval. This means that the recruitment activity to fill the position must commence within 3 months and it is valid until an incumbent has been found. If the successful candidate resigns after being appointed, a new justification form is required.

Scenario	Description	Comments
Maternity Leave cover	This is a backfill scenario for the duration of the maternity leave cover against the existing position number.	Justification Form is required. Select Fill & Backfill and select Secondment or Direct Appointment as the Anticipated Appointment Type. Under Employment Type being filled enter Fixed-Term contract even if the position is continuing.
Contract Renewal	Extension of contracts, with or without multiple variations where the existing incumbent is being renewed. If a new incumbent is being appointed the Fill and Backfill type should be chosen.	Complete the Justification Form prior submitting the CRAFT renewal. Select “Contract Renewal” as the Request Type.
Direct appointment	Cannot exceed 12-months.	Justification Form is required. Select either Fill & Backfill or Request New Position and select Direct Appointment as the Anticipated Appointment Type. If exceeds 12 months must follow merit-based process Link to webpage https://www.adelaide.edu.au/hr/hr-online-systems/appoint
Secondment	Category is usually where its identified as moving into the position for developmental purposes.	Justification Form is required. Select either Fill & Backfill or Request New Position and select Secondment as the Anticipated Appointment Type.
Fill Vacant position (replacement of existing position where staff has exited)	Must have the eForm attached	Justification Form is required. Select either Fill & Backfill.
Convertible Contracts	This is for advertised roles and used for 3-year tenure mark.	Justification Form is required. Choose Amendment Only as the Request Type. Attach record of performance measures being achieved.

Scenario	Description	Comments
Long term leave (i.e., parental leave)	Replacement of current incumbent into an existing position.	Justification Form is required. Choose Fill and Backfill as the Request Type and Secondment as the Anticipated Recruitment Type. Check that the end date corresponds within the leave period.
Job sharing arrangement	Where the position FTE is shared between multiple incumbents. Both employees will share the same position ID.	Justification Form is required. Choose Fill & Backfill position as request type. The FTE Fraction of the two incumbents (in the job share) can't exceed the Position FTE Fraction.
Position Amendment and Recruitment	The Justification Form can be used for both a position amendment and Recruitment/Appointment so that only one form is submitted.	Justification Form is required. Choose the relevant Request Type for the Recruitment and Appointment scenario. Choose Yes at the "Are you also intending to amend this position question? Choose all position amendments that are applicable
Multiple Position Amendments	If you have multiple position amendments, you can select multiple amendments that apply and only submit the eForm once.	Justification Form is required. Choose Request Type, Amendment Only and select all the amendments which are applicable to your request.
Academic Promotion	Academic staff members may apply for promotion through the Academic Promotions process.	Justification Form is not required. Refer to Academic Promotions webpage for details.
Reclassification (with incumbent in position)	Professional staff and/or their supervisor who are seeking a Reclassification of their position should follow the Reclassification of Positions (Professional Staff) procedure.	Justification Form is not required. Refer to Reclassification of Positions Procedure
Higher Duties	Existing full time and part-time professional staff may be eligible for Higher Duties for existing staff, as detailed in clause 3.10 of the University's EA	Justification Form is not required. Refer to the Loadings, Allowances and Performance Bonus Procedure.
Title Changes	Title changes can be requested when initiating a recruitment or appointment or as an amendment only.	Select either Amendment Only as the request type and select Title change. Or select the appropriate recruitment or appointment option and select that you are also amending the position. HR will determine if the request warrants a change of the existing position, or if a new position is required.
Major Organisational Change (MOC)	Organisational changes including restructures and recalibrations	No Justification Form is not required. MOC changes are completed as part of the organisational change management. Refer to the Fact Sheet on https://www.adelaide.edu.au/hr/ua/media/1671/ea-major-org-change-info-sheet.pdf
Account Code Amendment – when position is occupied	If the position is occupied, any account code amendments can be made through the Account Code Amendment Form.	Initiate the Account Code Amendment form from PeopleSoft HR Forms and enter the correct account details for approval.
Account Code Amendment – when filling vacancy	Account code amendments for new staff can be done at the time of Recruitment and/or Appointment.	Justification Form is required. Choose the relevant Request Type for the Recruitment and Appointment scenario and enter the account code information in the GL Account Details section for the Job/Salary.

Scenario	Description	Comments
Supervisor (Report To) Change Should we take this out?	Changing the reporting line of a new position as part of a Recruitment and/or Appointment process.	Justification Form is required to change a reporting line at time of Recruitment and/or Appointment. Change of reporting lines for existing staff should follow the process outlined here: https://www.adelaide.edu.au/hr/recruitment/position-management#change-in-reporting-lines
Senior Appointments	This includes all SM (Senior Manager) appointments, Heads of Schools and Deputy Dean appointments.	Liaise directly with the Talent Acquisition Team.

Filling a position when the incumbent is on long term leave or secondment (such as maternity leave or other unpaid leave)

Where a staff member is temporarily absent from their position and a new appointment will be made to replace them either via a secondment or a new fixed term contract, the substantive incumbent's position is to be used.

Process:

Complete the Justification Form and choose Fill & Backfill Position, and under 'Anticipated Recruitment Type' select Secondment or Direct Appointment. Ensure that the position is vacant before submitting the secondment form, higher duties can be paid in the intervening period if required. Under Employment Type being filled enter Fixed-Term contract even if the position is continuing.

Job Sharing Arrangement

Where a Voluntary Flexible Work Arrangement (VFWA) is facilitated by the temporary use of a job-sharing arrangement both staff members can share the same position if the total Person FTE does not exceed the approved Position FTE Fraction. If job sharing results in a position greater than 1 FTE, then this is not a job share but two individual positions and a new position request is required and must be justified by submitting a Justification Form.

Process (for job share)

Create a Justification Form and choose "Fill and Backfill Position", enter the existing Position ID to pre-fill the form.

Note the Position FTE fraction – this is the maximum fraction that can be recruited against this position. For example, if the Position FTE = 1 FTE, and there is a current incumbent on 0.4 FTE, then a job share for 0.6 FTE is permitted. Enter 0.6 in the FTE Fraction (being filled) field.

Process (for new position with fraction less than 1 FTE)

Create a Justification Form and choose "Request New Position".

In the Position FTE fraction field enter the required fraction for this position, e.g., .5 FTE.

In the FTE Fraction (being filled) field enter .5 FTE (or lower value if required).

Note: When requesting a new position, you are setting the parameters of that position. If the position is requested as .5 FTE for instance, it can only ever be filled as a .5 FTE in the future unless requesting a permanent position FTE Fraction Change through the Position Amendment process.

Direct Appointments

A direct appointment (including secondment) cannot exceed 12-months. If an extension is likely beyond 12 months, it is recommended to follow the merit-based selection process upfront either through an internal expression of interest or internal/external recruitment. If the contract extensions exceed 12-months in total, and the current incumbent was not appointed through a merit-based selection process HR will hold the request and contact the Initiator to undertake the appropriate selection process.

Higher Duties

Where a professional staff member undertakes additional responsibilities within their substantive position, no changes are required to the position. The Justification Form is not required.

Refer to the Loadings, Allowances and Performance Bonus Procedure

Convertible Contracts

The Justification Form is required to execute a convertible contract. A justification indicating that the performance measures attached to the contract have been achieved will need to be provided.

As the position is already filled, this scenario involves a change in Contract Type from Fixed-Term to Continuing.

Process:

Select Amendment Only as the Request Type. Enter the Position ID to pre-fill the position details and complete the Amendment question set including details regarding the convertible contract performance measures.

Fill a Vacant Position (following staff exit)

The Justification Form is required when filling all vacant positions, irrespective of why they became vacant, or how long they have been vacant for. As part of stringent position management principles, all recruitment decisions should be considered in the context of the broader budget position and needs of the business area and University as a whole.

An approved Justification Form is valid for 3 months from approval. This means that the recruitment activity to fill the position must commence within 3 months and is valid until an incumbent has been found. If the successful candidate resigns after being appointed, a new justification form is required.

Process:

Select Fill & Backfill Position and complete the eForm.

Academic Promotion

If an academic staff member has been successful in gaining a promotion, at the end of the promotion round the incumbent and their substantive position details will be manually updated in the PeopleSoft HR system to reflect the new academic classification level and effective date.

A Justification Form is not required as the Promotions process manages these changes.

The only exception to this is when a Scholarly Teaching Fellow is promoted from a Level B to C, a Justification Form is required by selecting Amendment Only and choosing Classification Change (Position). HR Operations will initiate a new contract through AppoINT.

Reclassification – existing position with an incumbent

If a reclassification request under the position reclassification procedure is successful, the incumbent and their position details will be manually updated in the HRIS by the HR Operations and Appointments Team to reflect the new classification level and effective date. A Justification Form is not required – unless the position is vacant, and a classification change is required prior to the position being filled.

Refer to Reclassification of Positions (Professional Staff) Procedure

Major Organisational Change (MOC) or Management Organisational Structure Change (MOS)

If position details are changed as part of a MOC or MOS, the Justification Form is not required as the organisational change process will manage the bulk updates.

Title Changes

A title change can be requested using the Justification Form provided it does not change the fundamental characteristics of the position e.g., the duties of the role have not substantially changed, and the title is still representative of the underlying function of the role.

If this test does not pass, then a new position request will be required, and the existing role can be terminated if vacant.

Process:

Request Type = Amendment Only or select that you are also amending the position. Choose Title Change from the tick-box selection of options and enter the title change and justification in the appropriate text field.

3.10. POSITION AMENDMENT GUIDE

The following position amendments can be made using the Justification Form.

Note: These amendments relate to the position (underlying attributes of the position). If a change is required for the incumbent in the position, use the existing processes such as the Account Code Amendment Form, Higher Duties, Reclassification Process etc.

More than one position amendment can be requested at once using the Justification Form by either selecting the Request Type of 'Position Amendment Only' if no recruitment or appointment activity is required, or by selecting one of the other Request Types and answering Yes to the "Are you also intending to amend this position" question.

Title Change

The Justification Form is required for any title change. HR will determine if the change warrants an amendment to the existing position or a new position.

Position FTE Fraction Change

Position FTE fraction is defined when the position is first created. The fraction is usually 1 FTE but may be less depending on the original circumstances of the position creation. This field is different to the Job (person) FTE fraction which can fluctuate with VFWA's etc, and the total of all FTE incumbents in the role can never exceed the total position FTE fraction. For example, if the position FTE fraction is .8, the job (person) against this position cannot exceed .8 FTE. Increasing the Position FTE Fraction requires approval as a position amendment.

Funding Type (Position)

The Funding Type is set when the position is first created based on the funding source which supported the creation of that position. The Funding Type at the position level will not usually change as a new position request is required in most instances. An exception is where the position was originally funded from strategic funds for a specific purpose, or due to workload increases and a request is being made to convert the position from strategic funded to discretionary funded.

If the funding type of the incumbent (salaries) needs to change temporarily, use the Account Code Amendment Form, and refer to the 'Funding Type Permitted Deviations (Position to Person) section'. This can occur where a position is

Tied Funded, and the incumbent temporarily is paid from residual research funds, or where the position is discretionary funded and is temporarily funded from strategic funds to support a project.

However, the account code amendment form should not be used to circumvent proper position management processes. E.g., if the person is performing the duties of a defined position, then the Justification Form is required, and appointment and recruitment processes must be followed.

GL Department (Position)

The Position GL Dept is set when the position is first created and this will only change if there is a major organisational change, by mutual agreement of two Corporate Heads/ED (or Corporate Head/ED if within the same Unit).

The Position GL Dept is the "owner of the position" from a budgeting and control perspective and is tightly managed.

The Job Financial Dept in contrast may change, as this relates to the person and where the position is costed to from a salary/financial perspective.

Example: A position can be owned by Marketing for instance, but the Job (Person) may be temporarily paid out of an ITDS Dept. This may occur if ITDS is running a strategic project and Marketing offers the employee to the ITDS project. The salary costs will be incurred by ITDS through the account code amendment change form, but the position dept will always remain as Marketing in recognition that the position is marketing owned and controlled, but the salaries are temporarily being paid for by ITDS.

If the dept change is not intended to be temporary, then it is important to ensure the business area formally requests the Position Financial Dept to be updated using the Justification Form. Noting that a memo is required if the Dept change is across units. For a MOC process, the form is not required, and position updates would be managed as a bulk change.

Contract Type Change (Position)

The contract type is defined when the position is first requested and cannot change unless approved through the Justification Form, or for industrial reasons. Even a convertible contract must go through this process as an amendment and justification is required that the incumbent has satisfied the performance criteria.

At the person level, it is common for the contract type to differ from the underlying position contract type (e.g., position = continuing, Job = Fixed term) for backfill etc.

However, the position cannot move from Fixed Term to Continuing unless approval is sought through the Justification Form.

Change in Workload Model

Requests to change the workload model must be applied for using the Justification Form.

Classification Change (Position – Vacant)

Classification changes are only permitted if the position is vacant before appointment and recruitment occurs. E.g., for Professional Appointments. If the position is already filled, then the formal reclassification process must be followed – the Justification Form is not required in this instance.

For academic appointments, often the classification and position attributes will not be known until the recruitment activity concludes. In this instance, Talent Acquisition will advise HR Operations of the position attributes. The appointment should not deviate significantly from the original justification conditions requested and approved.

It is important to recognise that some individuals have certain experience or perform at a level that exceeds the normal expected standard of the role. In those situations, an allowance should be offered to the individual, not a reclassification. Positions are classified according to the market, requirements of the role and in consideration of similar positions across the University.

HR Dept (Position)

The HR Dept is closely aligned to the Financial Department and holds similar meaning. The HR Dept determines the owner of the position from a HR responsibility perspective and organisational structure. Like the Finance Dept, the HR Dept should not change unless by mutual agreement of both Corporate Heads/ED and through MOC change.

4. POSITION INACTIVATION

Positions will be inactivated as follows:

- At the end of the fixed term period.
- At the end of a secondment if the position was created for the purpose of facilitating that secondment.
- When a position is deemed redundant, at the cessation of employment of the incumbent
- On request from the area.

A regular inactivation process will be carried out in July of every year:

- For professional positions, where the position has been vacant for 9 months or more
- For academic positions, where the position has been vacant for 24 months or more

Once a position has been inactivated it cannot be reactivated, a new position must be created using the Justification Form.

5. HIRING CONTROL FUNDING TYPE EXCLUSION LIST

An approved Justification Form is required in all recruitment and appointment scenarios, except for **contract renewals** where the position is funded from one of the following categories. Similarly, positions coded to the following funding types will not go through Hiring Controls. Note: A Continuing contract type will always follow Hiring Controls irrespective of funding type.

- Tied Research,
- Tied Operating,
- 18 - Residual Research,
- 19 - Strategic Research Investment,
- 17 - Co-contribution to Tied Funds,
- 11 - Consulting Funds.

6. WORKFLOW APPROVAL PATH

The Justification Form will follow different workflow paths depending on the Award Type, Funding Type and Contract Type as per the workflow matrix below.

HR Workflow Approval

Recuitment and Appointment Justification Form	Award Type	Funding Type	Contract Type	Initiator / Supervisor	Finance Manager	Branch Head / Head of School	Corporate Head / Executive Dean	Chief Operating Officer	Vice-Chancellor
Requesting a new position / Fill & Backfill a Position	Academic	Tied	Continuing	•	•	•	•		HC
			Fixed-Term	•	•	•			
		Discretionary / Strategic	Continuing	•	•	•	•		HC
			Fixed-Term	•	•	•	•		HC
	Professional	Tied	Continuing	•	•	•	•	HC	
			Fixed-Term	•	•	•			
		Discretionary / Strategic	Continuing	•	•	•	•	HC	
			Fixed-Term	•	•	•	•	HC	
Contract Renewal (FTC)	Academic	Tied	All	Not Applicable - Out of scope					
		Discretionary / Strategic	All	•	•	•	•		HC
	Professional	Tied	All	Not Applicable - Out of scope					
		Discretionary / Strategic	All	•	•	•	•	HC	
Position Amendments (Financial Impact)	Academic	All	All	•	•	•	•		HC
e.g. FTE Fraction, Funding Type, Contract Type, Classification	Professional	All	All	•	•	•	•	HC	
Position Amendments (Non Financial Impact) *e.g. Title Change, Workload Change, GL Dept, HR Dept*	All	All	All	•		•	•		

7. FUNDING TYPE PERMITTED DEVIATIONS (Position to Person)

The position fund type (determined when the position was approved) must match the job (person) fund type when filling or backfilling a position unless one of the temporary exceptions below apply. E.g., if a position was created as Tied Research, the salaries (person) cannot be paid from Discretionary. If this was required, then a Justification Form is needed to formally change the position funding type.

Funding Type (Position)	Permitted funding type deviations at the Job level.
Discretionary	All Funding Types can be used at the Job level
Strategic	Strategic funded positions can never be coded to discretionary unless a funding type change has been approved via the Justification Form.
Tied Research Tied Operating Residual Research Co-contribution to Tied Funds Consulting Funds Strategic Research Investment	Job can be coded to Tied Research Tied Operating, Residual Research, Strategic Research Investment, Co-contribution to Tied Funds, Consulting Funds.

8. ESCALATION MATRIX

The escalation matrix provides clear escalation points when issues are encountered during the initiation of a Justification Form, approval or processing of the form.

Issue	First Level Support	Second Level Support
Issue completing the form, eForm error, bug	Self-service using the user guide and position management website	HR Service Centre Manager, HR Services
Require justification support	Local HR Manager	Manager, HR Partnerships & Advisory
Require financial advice	Faculty & Division Finance Managers	Manager, Faculty & Division Finance

GL account information queries	Finance & Accounting Services	Manager, Management Accounting & Reporting Manager, Research & Financial Accounting
Issue with details on the submitted form. If issue is serious, use decline button.	Initiator	Branch Head/Head of School Corporate Manager
Error with the eForm (needs correcting)	HR Service Centre	Current Workflow Recipient
Check status of the form	Self-service – using view Form lookup to see workflow steps	HR Service Centre

9. WHERE TO GET SUPPORT?

For further support or questions, please contact the Service Centre on +61 8 8313 1111 or hrservicecentre@adelaide.edu.au

For finance support, please contact the applicable finance team in reference to the Finance Service Catalogue.

Additional information is available on the Position Management website and Quick Reference Guide.

10. APPENDIX

ANSWERING THE JUSTIFICATION QUESTIONS GUIDE

Request a New Position Question Set

Revenue Generation: ***Provide an explanation outlining why this position is required and describe what activity the incumbent will be performing. Detail any targets, measures, or KPI's that may be applicable.***

When is the new revenue expected to cover the costs of the role (or cover costs plus margin?)

- Provide a background to the position request
- Describe what activity the incumbent will be undertaking to increase revenue generation or what opportunity has been identified to explore
- Revenue generation requests must be supported by a target, measure, or KPI where performance can be assessed prior to a contract renewal being approved.
- The new revenue generation activity must eventually cover or exceed the cost of the role. Specify a date when the revenue is expected to be realised. The date should not be greater than the contract length unless the revenue indicator is lagging and there is no intention of renewing the position beyond the current term.

Strategic: ***What is the strategic business need for this position, and describe what activity the incumbent will be performing, and the benefit to the University.***

- Provide a background to the position request.
- Describe the strategic business need, or importance to the University.
- Detail the risk or impact to the University of not proceeding with this position.
- Describe what activity the incumbent will be undertaking.

<u>Increase in Workload:</u> Provide an explanation outlining why this position is required and describe the circumstances which give rise to the work volume increase including metrics which substantiate the extra demand.

Is the work volume increase expected to be sustained into the future? If so, until when?

- Provide a background to the position request and provide the current composition of the team.
- Provide evidence to support the work volume increase, including where the extra demand has come from and what other options have been explored to mitigate the need for a new position
- Explain if the work volume increase is expected to be sustained into the future, and if so, what is being done to manage the increase in workload so that the workload can be managed by the existing workforce.

Provide a detailed explanation regarding the business need for this position, and describe what activity the incumbent will be performing, and the benefit to the University.

- Provide a background to the position request.
- Detail what activity the incumbent will be performing.
    - For academic staff this should include details of the courses being taught (for teaching), planned research activity, HDR Supervision, or other activity.

What is the impact of not proceeding with this request?

- Detail the risk, or implications to the University of not proceeding with this position request.

Have you considered alternatives such as existing resourcing capacity and/or capability to absorb work within the business area and in doing so can the recruitment be postponed without unduly impacting on current operations?

- A new position request should not be the default decision. Other options must be actively considered or pursued before initiating a new position request. Your HR Manager can assist you with options.
- Describe what options have been considered and why they were not suitable.

Can you nominate a corresponding drop in budgeted FTE from within the Faculty/Division?

- A new position request should be accompanied by a commensurate drop in FTE from elsewhere within the Faculty/Division so that the University's total FTE is appropriately managed.

Provide an explanation as to why a corresponding drop in budget can't be provided?

- If a commitment to drop FTE cannot be met, provide an explanation as to why.

List the position(s) which will be terminated (if vacant), and/or other financial consideration (such as efficiency targets) which will be offered up in support of this new position request. Provide position ID's, position information, and costings where applicable.

- If this position request is accompanied by a commitment to terminate existing budgeted roles, list them in this section and ensure the position ID or any other conditions related to the commitment are detailed.
- If a Fixed Term position is currently filled, the position will be future date terminated so that the contract renewal will not be initiated.

Is there financial capacity within the overall School/Branch budget/forecast to accommodate this appointment having also considered all planned resourcing activity?

- Consultation with Finance in advance of the position request is required so that any implications on the School/Branch budget/forecast can be considered.
- Financial implications should be considered in the context of the broader budget and planned resourcing activity and a request may not be accommodated on that basis.
- The Initiator is responsible for completing the financial sections based on the Finance advice. However, the Finance Manager is an approver step in the workflow and is responsible for verifying that any financial

statements are true and correct. Engagement with Finance will avoid Justification Form from being pushed-back.

Have you factored in the financial cost of continuing appointments beyond the current budget year, and considered expected workload demands, trends in revenue, and future workforce needs?

- This question is asked if the new position request is 'Continuing'.
- A continuing position will require extra justification and may require a budgeted position to be closed in replacement of the new position.
- A continuing new position request should be made in consideration of workload demands, and key demand drivers such as revenue and future workforce needs.

Filling & Backfilling a Position Question Set

(For Funding Types which are Discretionary or Strategic)

Provide an explanation outlining why this position needs to be filled and describe what activity the incumbent will be performing.

- Provide a background to the request.
- Detail what activity the incumbent will be performing.
    - For academic staff this should include details of the courses being taught (for teaching), planned research activity, HDR Supervision, or other activity.

What is the impact of not proceeding with this request?

- Detail the risk, or implications to the University of not proceeding with the filling or backfill of this request.

Have you considered alternatives such as existing resourcing capacity and/or capability to absorb work within the business area and in doing so can the recruitment be postponed without unduly impacting on current operations?

- Filling or backfilling the position should not be the default decision. Other options must be actively considered or pursued before recruitment or appointment. Your HR Manager can assist you with options.
- Describe what options have been considered and why they were not suitable.

Is the position currently in the budget/forecast and is there financial capacity within the overall School/Branch budget/forecast to accommodate this appointment having also considered all planned resourcing activity?

- Consultation with Finance in advance of this request is required so that any implications on the School/Branch budget/forecast can be considered.
- Answer if the position is currently budgeted for.
- Financial implications should be considered in the context of the broader budget and planned resourcing activity and a request may not be accommodated on that basis.
- The Initiator is responsible for completing the financial sections based on Finance advice. However, the Finance Manager is a reviewer in the workflow and is responsible for verifying that any financial statements are true and correct. Engagement with Finance will avoid Justification Form from being pushed-back.

Have you factored in the financial cost of continuing appointments beyond the current budget year, and considered expected workload demands, trends in revenue, and future workforce needs?

- This question is asked if the request is 'Continuing'.
- A continuing position will require extra justification and scrutiny and would likely require a budgeted position being offered in replacement of the new position.
- A continuing request should be made in consideration of workload demands, and key demand drivers such as revenue and future workforce needs.

Request New Position or Fill & Backfill Position

(For Funding Types which are not Discretionary or Strategic i.e., tied funded positions)

Does this position request relate to an agreement, contract, or grant?

- If the position is Tied then it is likely underwritten by an agreement, contract, or grant. Select Yes if so.

Grant/Contract/Agreement Reference ID

- Enter the relevant reference ID

Grant/Contract/Agreement End Date

- Enter the relevant Award, Contract, or Agreement end date if known.

Does the project have sufficient available (uncommitted) funds to cover this appointment?

- Ensure that the project code entered in position details has sufficient funding that has not already been committed to cover the agreement.

Has the intended incumbent been named on the grant/contract/agreement? If so, provide their information.

- In some circumstances the grant agreement for instance will name the research associates. Provide this information to assist Human Resources initiate appointment activity.

Provide an explanation outlining why this position is required and describe what activity the incumbent will be performing.

- If the position is not backed by an agreement, contract, or grant – specify why this position is required and how the position is being funded.

Is there sufficient funding to cover this appointment?

- Ensure that the project code entered in position details has sufficient funding that has not already been committed to cover the agreement.

Contract Renewal Question Set

(When renewing the existing incumbent’s contract)

Detail any previous contract extension history for the current incumbent in this position and specify if the incumbent has been through a merit-based selection process.

- Detail any contract extension history relating to the incumbent of the position. Such as total length of contract renewals and the expected length of this contract renewal.
- Explain if the position has gone through a merit-based selection process. If the total extension request history exceeds 12-months, then the position must go through a merit-based selection process. HR will discuss options with you.

Provide an explanation outlining why this position needs to be renewed and describe what activity the occupant will be performing.

- Explain why the contract should be renewed and what activity the incumbent will be performing.

Outline the original purpose/reason for the position and describe how the incumbent has performed in relation to delivering against the intended objectives. Is an extension warranted?

- Fixed-term positions which are not discretionary are generally approved due to strategic needs, workload increase, or revenue generation. In this section describe what objectives the position was intended to perform.
- Have the objectives been realised, or what is the progress to warrant an extension.

- If the renewal relates to a backfill, describe the original details of the backfill and if they still exist. E.g., to cover extended leave etc.

What is the impact/consequence of not proceeding with this request?

- Detail the risk, or implications to the University of not proceeding with this position request.

Have you considered alternatives such as existing resourcing capacity and/or capability to absorb work within the business area and in doing so can the recruitment be postponed without unduly impacting on current operations?

- A new position request should not be the default decision. Other options must be actively considered or pursued before initiating a new position request. Your HR Manager can assist you with options.
- Describe what options have been considered and why they were not suitable.

Is the position currently in the budget/forecast and is there financial capacity within the overall School/Branch budget/forecast to accommodate this appointment having also considered all planned resourcing activity?

- Consultation with Finance in advance of the position request is required so that any implications on the School/Branch budget/forecast can be considered.
- Answer if the position is currently budgeted for.
- Financial implications should be considered in the context of the broader budget and planned resourcing activity and a request may not be accommodated on that basis.
- The Initiator is responsible for completing the financial sections based on Finance advice. However, the Finance Manager is an approver step in the workflow and is responsible for verifying that any financial statements are true and correct. Engagement with Finance will avoid Justification Form from being pushed-back.

Position Amendment Question Set

Position Amendment request (tick all that apply)

- Title Change
- Position FTE Fraction Change
- Funding Type (Position)
- Finance GL Department (Position)
- Contract Type Change (Position)
- Change in workload model
- Classification Change (Position - Vacant)
- HR Department (position)

"Provide a detailed explanation (including any history if relevant) explaining why this amendment(s) is/are required.

- Refer to the Position Amendment Guide for more information on requesting a position amendment.
- Explain why the amendments are required and any history in support of the request.
    - E.g., provide contract renewal history and performance if the funding source is being permanently changed.

If the position amendment relates to a contract conversion. Describe the performance conditions attached to the contract, and how the occupant has performed against those performance requirements. Specify if the incumbent went through a merit-based selection process.

- This question pertains to academic appointments on a 3-year convertible contract. Provide a detailed explanation demonstrating how the incumbent has performed against the performance requirements of the contract in support of the contract type change request.

Have the current and long-term financial implications of this amendment been considered and is there sufficient budget to accommodate this request?

- If the amendment is financial in nature, the financial implications of the request must be considered, and financial advice should be sought to confirm that there is sufficient budget to accommodate the request.
- The request should also consider the long-term implications resulting from funding type changes, classification changes etc and their impact on workforce composition and flexibility.

FUNDING TYPE DESCRIPTIONS

The funding type is a finance concept, but it is important for position management as the funding type helps determine the rules which should be applied to a position.

Fund Type	Description
Discretionary	Discretionary refers to general operating and general research funds which are used by the University to fund operations. Positions funded from discretionary are usually part of core business to keep the organisation running e.g., operations, teaching, research (excluding tied). Discretionary funded positions require careful management and control as they are usually continuing and can't as easily be reduced if revenue declines.
Tied Research	Positions funded from tied research are always underwritten by a grant agreement to support the specific activities prescribed by the grant/contract and must be on a fixed-term basis (for new position requests). The length of the contract should not exceed the length of the grant agreement – this information is available in ORBIT.
Tied Operating	Tied Operating is like tied research in that the positions are underwritten by a type of agreement (but not a research grant agreement or contract). These are usually funded from a bequest, prize, scholarship etc. Similarly, the contract must be fixed term in nature
Strategic	Strategic funds are an allocation of discretionary funds used to fund positions that contribute to a strategic initiative agreed by Planning and Budgeting Committee (PBC), the COO, or VC. Strategic funded positions should not be continuing, are fixed term in nature and involve a specific purpose.
Residual Research	When a tied project is finalised, any surplus funds must either be returned to the sponsor, or the funds are retained as "residual research". These funds must be used for research activity and are often utilised by Chief Investigators to supplement research or as bridging funds to retain research talent until a new tied agreement is awarded. Positions funded from residual research must be fixed term in nature.
Co-contribution to Tied Funds	Some tied research agreements require a "co-contribution" from the various partners to the agreement to support the research activity. Co-contribution funds come from discretionary funds, but the obligation to make the co-contribution is tied to the agreement. It is uncommon for a position to be funded directly from a co-contribution project as the co-contribution is usually handled through a journal transfer. When a contract is funded from co-contribution it must be fixed term in nature.
Consulting Funds	Consulting funds are like residual research, in that the researcher receives income from rendering services to other institutions through their affiliation with the University. The funds can be used by the researcher to fund their research, purchase equipment, or employ research staff. Again, positions funded from consulting must be fixed term in nature.
Strategic Research Investment	These funds are like strategic funds, except they are used to fund general research. The funds are allocated by Div. Research to support research activity such as purchasing new capital equipment, or magnet for talent initiatives. In the latter case a position may be funded from strategic research investment funds (SRIF), but it should always be fixed term in nature.

FUNDING TYPE LOOKUP (Matrix)

Fund Code	Fund Source Description	HR Fund Type
15	General Operating (HEFA)	Discretionary
99	Balance Sheet	Discretionary
13	Discretionary Research Activity	Discretionary
11	Consulting (Individuals)	Consulting Funds
14	Strategic Initiatives	Strategic
17	Co-contribution to Tied Funds	Co-contribution to Tied Funds
18	Residual Research Funds	Residual Research
19	Strategic Research Investment	Strategic Research Investment
20	ARC Large Grants & Discovery	Tied Research
21	ARC Small Grants	Tied Research
23	Infrastructure Equip & Facils	Tied Research
24	Special Research Centres	Tied Research
25	ARC Centres of Excellence	Tied Research
26	Special Research Initiatives	Tied Research
27	Research & Federation F/Ships	Tied Research
28	Internat Research Fellowships	Tied Research
29	Australian Postgrad Awards	Tied Research
30	IRES & Linkage - Intnl	Tied Research
31	O/s Postgrad Res Schols	Tied Research
32	International Projects	Tied Research
33	ANZCCART	Tied Research
34	SPIRT & Linkage - Projects	Tied Research
35	Collaborative On-going	Tied Research
36	Commonwealth Competitive	Tied Research
40	Agriculture Fish & Forestry	Tied Research
41	Education Train & Youth Affair	Tied Research
42	Environment & Heritage	Tied Research
43	Foreign Affairs & Trade	Tied Research
44	NHMRC	Tied Research
45	Health & Aged CAre	Tied Research
46	Veterans Affairs	Tied Research
50	Non-Commonwealth Competitive	Tied Research
55	Other Comm Govt Grants	Tied Research
56	State Government Grants	Tied Research
57	Local Government Grants	Tied Research
58	ARC Research Networks	Tied Research
60	Australian Contracts	Tied Research
61	Australian Grants	Tied Research
62	International Funding	Tied Research
71	Prizes & Bequests -NonResearch	Tied Other
75	Research Beq Dons & Fnd	Tied Research
16	Specific Non-research Grants	Tied Other
80	Outside Funded Pos-NonResearch	Tied Other

Fund Code	Fund Source Description	HR Fund Type
81	CRC Funds	Tied Research
82	Contract Research	Tied Research
85	Internal Business Enterprises	Tied Other