Position Management:

Recruitment & Appointment Justification Form

APPENDIX

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1. 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 is valid until an incumbent has been found. If the successful candidate resigns after being appointed, a new justification form is required.

1.1   Create a new position

The Justification Form is required to create any new position. 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.

When requesting a new position, you are setting the parameters of that position. The Position FTE fraction is the maximum fraction that can be recruited against this position. If the position is requested as 0.5 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.

Select Request New Position as the Request Type.

1.2   Fill a vacant position (backfill 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.

Select Fill & Backfill Position.

1.3   Filling a position (short-term backfill)

Where a staff member is temporarily absent from their position such as maternity leave or other unpaid leave 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.

Select Fill & Backfill Position, and under 'Anticipated Recruitment Type' select Secondment or Direct Appointment.

If a secondment, ensure that the position is vacant before submitting the secondment form. Under Employment Type being filled enter Fixed-Term contract even if the position is continuing.

1.4   Direct Appointments

A direct appointment is where a position is filled without advertising, including secondment. 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.

1.5   Job Sharing Arrangement

Where a Flexible Work Arrangement (FWA) 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.

1.6   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.

1.7   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 Employment Type from Fixed-Term to Continuing.

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.

1.8   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.

1.9   Reclassification

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

1.10 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.

2. 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.

2.1   Title Changes

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. 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 there are fundamental changes, a new position request will be required, and the existing role can be terminated if vacant.

2.2   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.

2.3   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 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.

2.4   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.

2.5   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.

2.6   Change in Workload Model

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

2.7   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.

2.8   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.

3. ANSWERING THE JUSTIFICATION QUESTIONS GUIDE

3.1   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.

Increase in Workload: 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.

3.2   Filling & Backfilling a Position Question Set – Discretionary/Strategic funded

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.

3.3   Request New Position or Fill & Backfill Position – Tied funded

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.

3.4   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.

3.5   Position Amendment Question Set

Position Amendment request (tick all that apply)
- Title Change
- Position FTE Fraction Change
- Funding Type (Position)
- Finance GL Department (Position)
- Employment 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 what amendments are required and why including 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.

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