Recruitment & Appointment Justification eForm

RESPONSIBILITY GUIDE

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1. PURPOSE

The purpose of this guide is to establish the core responsibilities of the initiator, approvers and reviewers involved in the Recruitment and Appointment Justification eForm and associated HR Forms where the Justification eForm is used as supporting evidence to substantiate the recruitment or appointment activity, or position creation/amendment.

2. WHEN IS THE JUSTIFICATION FORM REQUIRED?

An approved Recruitment and Appointment Justification eForm 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).

3. WORKFLOW APPROVAL PATH

The Justification Form is initiated by the business area and will follow different workflow paths depending on the type of request. The Justification eForm relates to the position, and not the person being appointed into the role creating a clear distinction for approvers when receiving a workflow approval request.

The justification form (if approved) is attached as supporting documentation to the applicable HR Forms in PageUp, Craft, and AppoINT which all relate to the person being appointed.

Note: A contract renewal for a Tied Funded incumbent does not require an approved Justification Form. The contract renewal will be initiated in CRAFT and it will follow the standard workflow approval path for CRAFT contracts.
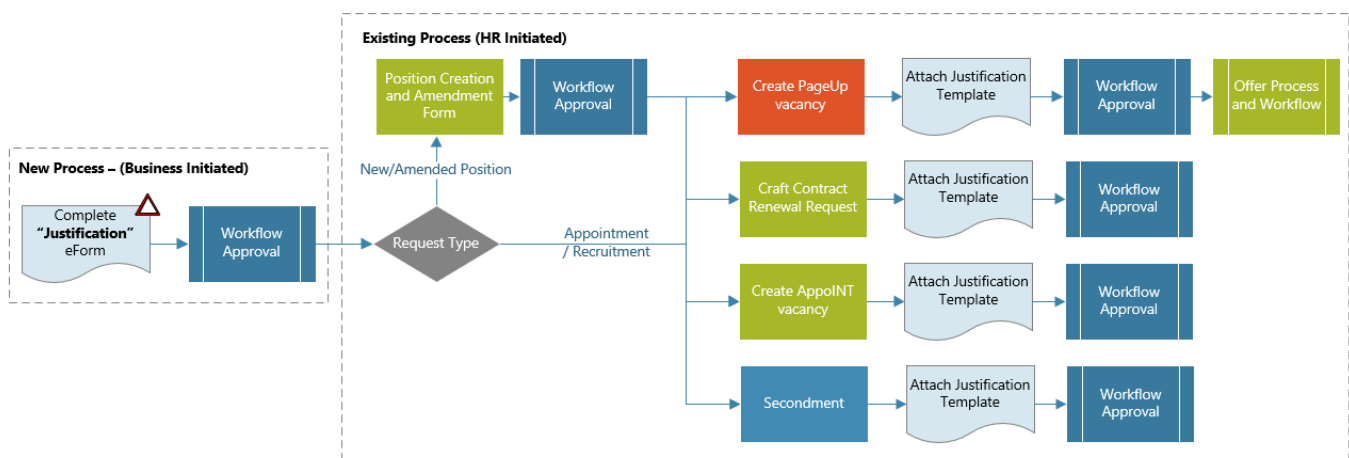
HR Workflow Approval

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	•		•	•		

HC = Hiring Control

4. APPROVER & REVIEWER ROLES & RESPONSIBILITIESINITIATOR/SUPERVISOR/HR COORDINATOR

The initiator/hiring coordinator is responsible for the following actions before submitting a Justification eForm.

- Ensure that the response to each question is comprehensive and fully justifies the request. In most cases, the justification will require quantitative evidence to support the business need, such as evidence of increased demand. Further, in most cases, substantiation is required to describe what other options have already been considered and discounted which led to the need for a new position. Where possible, alternative methods to manage work demands should be explored in the first instance. Requests with inadequate justification may be declined.
- Upfront consultation with the applicable Finance and HR Manager to seek advice regarding budget and workforce planning/capacity considerations before recruitment or appointment activity commences. This advice should be included into the relevant justification questions and reflect the advice received.
- Ensure any local position related governance procedures are followed before initiating a Justification eForm. These procedures may differ between branches, and schools.
- Ensure that the GL Account details for both the position and the job are correct, position details such as GL Dept and Funding Type will require new approval if entered incorrectly. Job details will be validated during requirement to ensure the approved job coding matches the recruitment codes.
- For Tied funded positions, ensure the contract length matches the award period for the grant. The contract length should not exceed the approved award period unless an extension has been granted and recorded in the grants' module.

1.2. FINANCE MANAGER (REVIEWER)

The Finance Manager is a review step, and they are responsible for the following actions before "approving" the Justification eForm.

- Responsible for reviewing the financial related justifications and ensuring the information provided is representative of the current financial situation of the business area and/or the advice provided to the Initiator.

- Responsible for reviewing the GL Account information for both the Position and Job to ensure they are valid and where applicable, there is adequate budget for the type of request being made.
- In some instances, the business will commit to an efficiency target, or offer a position as part of the justification form. Finance is responsible for ensuring these commitments are reflected in the budget and forecast so that these commitments are honoured and actioned. HR is responsible for deactivating any positions.
- Ensuring that the funding type for the job does not deviate from the position funding type, unless temporarily and only if the funding type change is in line with the permitted funding type deviations. This also applies to Account Code Amendments. I.e., a Tied Funded position's salary can't be paid from discretionary.

1.3. APPROVER

The approver is responsible for the following actions before approving a Justification eForm.

- Review the position details entered, and ensure they accurately reflect the position attributes being requested. Requests for continuing positions should be an exception.
- Ensure that the response to each question is comprehensive and fully justifies the request. In most cases, the justification will require quantitative evidence to support the business need, such as evidence of increased demand. Further, in most cases, substantiation is required to describe what other options have already been considered and discounted which led to the need for a new position. Where possible, alternative methods to manage work demands should be explored in the first instance. Requests with inadequate justification may be declined.
- Ensure the initiator has followed any internal governance procedures and obtained any additional approvals prior to submitting the justification form.
- Review the GL Account information, particularly the approved position GL details and job GL details to ensure the budget lines are appropriate. In most cases, the position and job GL information should be the same. There are some temporary permitted deviations where the salary may be paid from a funding type which is different to the position funding type.
- Review any budget or financial justification and ensure the request is sustainable and has merit in the broader context of the Faculty or Division. In some cases, holding off on recruitment may be appropriate or alternate strategies for workforce management may be appropriate. The applicable Finance and HR Manager may be helpful in considering alternate options.

1.4. HR OPERATIONS/TALENT ACQUISITION

The HR Operations and Talent Acquisition are responsible for processing the request once approved. They are responsible for ensuring the relevant HR Form required to fulfil the request correctly reflects the justification approval and for various compliance checks in accordance with their established operating procedures.

JUSTIFICATION FORM

- In some instances, the business will commit to releasing a position(s) as part of the justification. These may be vacant positions, or future dated commitments such as removing a position at the end of a contract term. HR is responsible for reviewing these commitments, and ensuring these requests are actioned in the HR system in line with the approval.
- HR will generate the approved justification form PDF which includes the approval timestamps. This document is the official, auditable version of the approval and must be attached to subsequent HR Forms as evidence of the approval/action being taken.

POSITION CREATION AND AMENDMENT FORM

- HR is responsible for ensuring that no position creation or amendment is processed without an approved justification eForm for new position requests, and amendments, or approval from the Talent Acquisition team

for agreed position amendments arising from the recruitment process. These requests should be endorsed by the appropriate delegate within the business area.

- HR is responsible for ensuring the position creation or amendment is processed in accordance with the approved justification eform and that all position attributes are entered correctly.
- As the approval for positions is now upfront, the business workflow has been removed from the position creation form and a second check control added to the form within HR. The second checker is responsible for ensuring that the form initiator has entered the position information correctly and in accordance with the justification form or other appropriate substantiating document attached to the form.
- The second check is also responsible for ensuring that substantiating documentation, approved by the appropriate delegate is attached to the form.
- HR is responsible for conducting industrial and compliance checks in accordance with local operating procedures maintained by HR.
- HR is responsible for manually entering the approved position GL Account details once the position is created, until such time as the GL Account details for the position are added to the Position Creation and Amendment Form.

APPOINT

- Responsible for attaching the approved justification form and verifying that the information matches the approved form. This includes the FTE being filled, the contract type, the contract length, and the GL Account Information for the JOB. This list is not exhaustive.
- Ensuring that the funding type for the job does not deviate from the position funding type, unless temporarily and only if the funding type change is in line with the permitted funding type deviations. This also applies to Account Code Amendments. I.e., a Tied Funded position's salary can't be paid from discretionary. Note: The project code can differ from the approved justification eform, but the funding type and GL Dept cannot.
- Ensuring that the justification form approval is still valid. The recruitment or appointment process must commence within 3 months of the form being approved and is valid until an appointment is made. If the incumbent subsequently resigns, a new approval is required.
- HR is responsible for conducting industrial and compliance checks in accordance with local operating procedures maintained by HR.

CRAFT

- Ensuring that every CRAFT renewal has an approved Justification eForm before the renewal is approved. The only exception is tied funded contract renewals. In these instances, HR will confirm that the fund code entered on the renewal is tied in nature, and if so, the exception is permitted (all other checks are still required).
- Responsible for attaching the approved justification form to the CRAFT renewal and verifying that the contract renewal information matches the approved form. This includes the FTE being filled, the contract length, and the GL Account Information for the JOB. This list is not exhaustive.
- Ensuring that the justification form approval is still valid. The recruitment or appointment process must commence within 3 months of the form being approved and is valid until an appointment is made. If the incumbent subsequently resigns, a new approval is required.
- HR is responsible for conducting industrial and compliance checks in accordance with local operating procedures maintained by HR.
- Ensuring that the funding type for the job does not deviate from the position funding type, unless temporarily and only if the funding type change is in line with the permitted funding type deviations. This also applies to Account Code Amendments. I.e., a Tied Funded position's salary can't be paid from discretionary. Note: The project code can differ from the approved justification eform, but the funding type and GL Dept cannot.

PAGE UP

- Responsible for attaching the approved justification form and verifying that the information matches the approved form. This includes the FTE being filled, the contract type, the contract length, and the GL Account Information for the JOB. This list is not exhaustive.

- Ensuring that the justification form approval is still valid. The recruitment or appointment process must commence within 3 months of the form being approved and is valid until an appointment is made. If the incumbent subsequently resigns, a new approval is required.
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- HR is responsible for conducting industrial and compliance checks in accordance with local operating procedures maintained by HR.

5. ESCALATION MATRIX

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

Issue	First Level Support	Second Level Support
Issue completing the form, form error, bug	Self-service using the user guide and hiring controls website	HR Service Centre Director, HR Operations
GL Account Information queries	Financial Accounting	Manager, Finance & Reporting Director, Finance & Accounting
Require financial advice	Local Finance Manager	Manager, Division Director, Finance & Accounting
Require HR advice	Local HR Manager	HR Advisor Director, HR Advisory
Issue with details on the submitted form. If issue is serious, use Decline button.	Initiator	Branch Head/Head of School Corporate Manager
Compliance issue with the form	Initiator	Branch Head/Head of School Corporate Manager
Error with the form (needs correcting)	HR Service Centre	Current Workflow Recipient
Check status of the form	Self-service – using view eform lookup to see workflow steps	HR Service Centre

6. FUNDING TYPE PERMITTED DEVIATIONS (Position to Person/Job)

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 eForm 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 eForm.

Tied Research
Tied Operating
Residual Research
Co-contribution to Tied Funds
Consulting Funds
	Job can be coded to
	    Tied Research
	    Tied Operating,
	    Residual Research,
	    Strategic Research Investment,

Funding Type (Position)	Permitted funding type deviations at the Job level.
Strategic Research Investment	Co-contribution to Tied Funds, Consulting Funds.

7. WHERE TO GET SUPPORT?

For detailed information regarding the Justification eForm – please refer to the User Guide in the first instance.

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