



THE UNIVERSITY  
of ADELAIDE

# Position Management: Recruitment & Appointment Justification Form

## USER GUIDE



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# 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.



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:	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>
Position Number	
Are you also requesting to amend the position?	
Professional/Academic	
Employment Type	
Faculty / Division	
School / Branch	
HR Dept (position)	
Salary Administration Plan	

Fields	Comments
Position FTE Fraction	

Fields	Comments
Primary GL Department (Position)	<hr/>
Primary GL Fund Code (Position)	<hr/> <hr/>

Fields

Comments

Job GL Funding Type (Person)

-



**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.

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





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: <a href="https://www.adelaide.edu.au/hr/recruitment/position-management#change-in-reporting-lines">https://www.adelaide.edu.au/hr/recruitment/position-management#change-in-reporting-lines</a>
Senior Appointments	This includes all SM (Senior Manager) appointments, Heads of Schools and Deputy Dean appointments.	Liaise directly with the <a href="#">Talent Acquisition Team</a> .

## 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

## 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



## 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 are excluded from Hiring Controls. Note: A Continuing contract type will always fund a Sing /C2h red yor Ing[



## **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

GL account information queries	<a href="#">Finance &amp; Accounting Services</a>	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)	<a href="#">HR Service Centre</a>	Current Workflow Recipient
Check status of the form	Self-service – <a href="#">using view Form lookup to see workflow steps</a>	<a href="#">HR Service Centre</a>

## 9. WHERE TO GET SUPPORT?

For further support or questions, please contact the Service Centre on +61 8 8313 1111 or [hrrservicecentre@adelaide.edu.au](mailto:hrrservicecentre@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.

***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 cp iian ( m)-24(anvn)5(?) Td( )***

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 co a ix md(r)-6.4 ((pons)-8a(u)-12.)-18.4 e373 TD[ac8 (at)-13.2be c)-8 (o)-12. b.2 (





- 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.

## FUNDING TYPE LOOKUP (Matrix)

Fund Code	Fund Source Description	HR Fund Type



Fund Code	Fund Source Description	HR Fund Type
		Tied Research
		Tied Research
		Tied Other