Guide to Job Changes

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Introduction

This guidance document has been written to support the Job Changes end to end business process within the University of Edinburgh. Job Change processes are those that relate to contract changes, pay changes and job changes.

Employee changes (new employee, person update, assignment update and termination) made in People and Money automatically feed an updated version of the person's data to other University systems. There are feeds to:

- IDM
- PURE
- EBIS/Archibus (Estates)
- eOPAS (Occupational Health)
- WorkTribe
- SharePoint (for staff)

The guidance has been written by stage in the process and with the key roles involved in the process in mind. The responsibilities of a Line Manager, Hiring Manager and School or Department Administrator may vary in this process between Colleges, Schools, and Professional Service Group Departments. Line Managers should contact their local support team or discuss with their line manager to understand the process and responsibilities within their own area.

For example, a School or Department Administrator could be performing tasks in the process of a Line Manager and where there is overlap this is shown.

Employment Approvals

There are two main types of employment approvals, recruitment, and job changes.

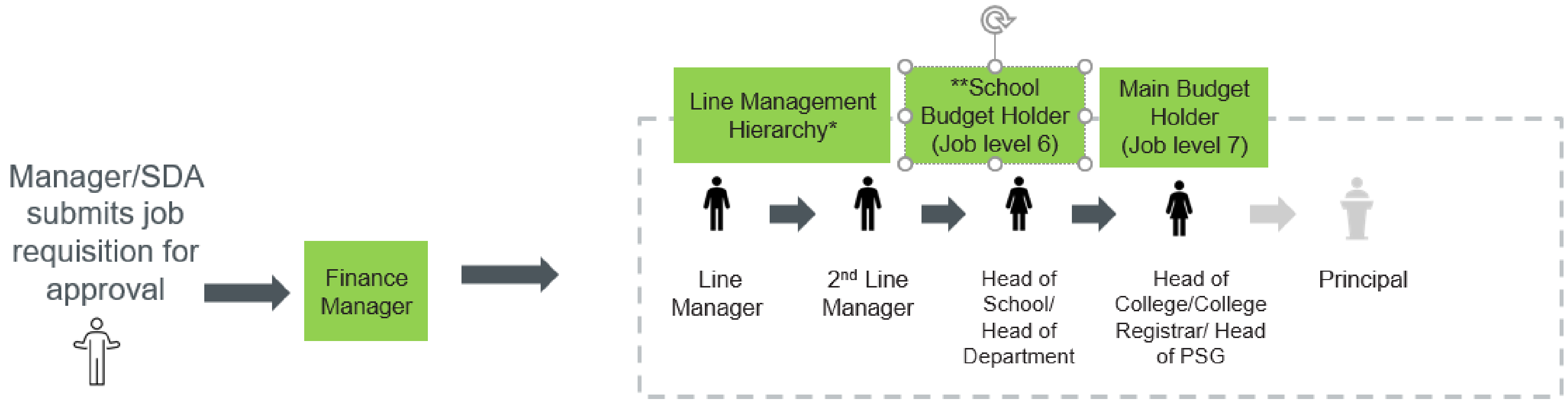
You should familiarise yourself with the Guide to Employment and Finance Approvals, which outlines why the University has introduced a standardised approach to employment approvals and outlines the key employment approval types and who approves them. The Employment approvals approach aligns with the Delegated Authority Schedule(DAS) which contains the regulations about the Committees or individuals to whom authority has been delegated. It outlines who can commit the University to expenditure within approved budget limits.

The default approval level for employment change requests is the Main Budget Holder (Head of College / Head of Professional Service Group). However, the Head of School / Head of Department will approve a small number of requests instead. In addition, for 100% externally funded posts (i.e., those that have no implications for internal funding), the Head of School is accountable for research grant sign off and associated resourcing decisions with the approval step being undertaken by the Director of Professional Services on behalf of the Head of School.

Currently all recruitment approvals currently route to main budget holders (Head of College or equivalent). Approval of job changes is covered in the Guide to Employment and Finance Approvals.

Employment approvals will always auto-route to the Finance Manager first, then to the Line Manager and then on to 2nd Line Manager, School/Dept Budget Holder,College/PSG Main Budget Holder.

Where there is more than one Finance manager with the same Area of Responsibility, the approval request will go to them all at the same time. The system takes the first approval, therefore if discussions are required these should happen offline before approving the request on the system.



Nb. Issues identified in testing prevented HR phase 1 going live with the agreed approval model. An interim process was adopted with all approvals going to Head of College/Director of PSG with a commitment to move to the agreed approval model at a later date.

*In many schools/depts. there are more than two layers of line manager below HoS/HoD level
**Some employment approvals will stop at this level in line with the Design Authority agreement e.g. externally funded posts

There is a Service Level Agreement (SLA) for changes made through the Change Assignment process, which is that they will be actioned by HR Operations within 3 working days. This SLA needs to be considered to ensure payroll-impacting changes are made in time to meet existing payroll deadlines.

If users have any queries about a stage in this process, they should Search My Knowledge for support in the first instance. Follow the P&M user guide 'How to search my knowledge.' If they cannot find the information, they need they should raise a service request (SR), following the P&M user guide 'How to raise and maintain a service request enquiry.' Please note it is best to contact the HR helpline by raising an SR and including any relevant attachments you might need.

Glossary

Assignment	The record of a person allocated to a specific position, employees can hold multiple assignments
FTC	Fixed Term Contract
JRBC	Job Requisition Business Case Form
OCR	Outcome of Contract Review form. This form should be used if you are extending a Fixed term Contract or secondment, converting to an Open Ended contract, Fixed Term Reason code is to be changed, Potential Activity Cease Date is changed or when a temporary or permanent change to working hours.
P&M	People and Money
Job	A generic job title that is re-used across the University e.g., Administrator
Position	An instance of a job in a particular department
Assignment	The record of a person allocated to a specific position. A person may have one or more assignments
Secondment	The temporary transfer to another post for a fixed period of time. Secondments can be an internal secondment (UoE to UoE), external outgoing or external incoming
SDA	School/ Department administrator
SLA	Service Level Agreement
Service Request	The term service request is used to describe a help ticket which is opened with the HR Helpline and sent on to other HR teams to process as needed. It is often shortened to SR.
Sponsored Worker	An employee who holds a Skilled Worker visa and whom are sponsored by the University to work in the UK.
Substantive Post	An employee's permanent post - the one they return to after a temporary transfer or secondment to another post
Work Schedule	The working hours and work pattern an employee is contracted to work for each assignment they hold

End to End Process Map

Please see here for the end to end Job Changes process maps.

Key Roles

Role	Description
Employee	All university employees will have access to basic contractual information about all of their assignments via self-service.
Line Manager	All members of staff that have direct or matrix style management responsibilities for other members of university staff
School/ Department Administrator (SDA)	School/ Department administrators who provide support to line managers for HR administrative tasks. They will have access to view and upload some data held for all employees who work within their Area of Responsibility.
Approving manager	Approval goes up the Line Manager route with input from Finance managers. Follows Employment approval document.
Main Budget holder	Main budget holder is the final approver of a defined list of contractual changes.
Person who becomes aware that current costing codes should be amended.	This group could include Line Manager, Senior Manager, Local (School/PSG) Finance Officer, DoPS, Director of unit, Principal Investigator, Research Office, multiple other possible colleagues.
HR Operations	The HR Operations team are responsible for actioning various tasks/process steps in most contract change processes. HR Operations and HR Systems Administrators can view and edit all employment contract related data, for the entire organisation. HR Operations and HR Systems Administrators can action service requests that have been routed to them and mark them as resolved or forward to any other appropriate user.
HR Systems Administrator	All HR Systems Administrators will have full read and edit access to all aspects of the People and Money system. 'Super User' access to allow full management of all employee data.
HR Advisor	HR Advisors and Heads of HR will have access to view employment details for all employees. May be involved in more complex cases such as Flexible working/ Flexible retirement. Likely to be involved in discussions around a permanent change in role.
Local Finance	Local Finance will have read and edit access to Finance screens.
Pensions team	All Pensions team members will have read and edit access to pay related system screens. Will receive copies of flexible retirement requests approved. May be required to take action following a change in job and will be able to run reports to identify when this is required.

Contract Changes

Before you start

This section details contract amendments to individual assignments. This includes increases and decreases in hours, extensions to fixed-term end dates and contract review dates, conversions from fixed term to open ended. Flexible working and flexible retirement processes also form part of this process stage.

Changes should be made using People and Money Change Assignment process. The Outcome of Contract Review form is no longer required. You should familiarise yourself with the guidance on Managing the Move from Fixed Term to Open-Ended Contracts.

Where there are changes to an annualised or fractional contract that result in an employee working fewer hours or at a lower grade, they should be made aware by their line manager that over payment of hours will be recovered.

For any increase to working hours, please check that the position in which the incumbent sits has sufficient available FTE to process the change. Please read the Guide to Job Classifications and Position Management for further information. If a change is required, please follow the People and Money user guide 'How to request a position or position change', and await the approval notification prior to submitting the Job Change via the Change Assignment App in People and Money.

If the employee is a sponsored member of staff, e.g., on a Skilled Worker visa, please be aware that the changes to contract may have an impact on their sponsorship/visa. For instance, a decrease in hours which results in a reduction in salary may mean that sponsorship cannot be continued. Therefore, it is necessary to consider all changes in the context of sponsorship before the changes are made. Should you have any questions regarding this please submit a Service Request.

Contract Amendments

The contract amendment process encompasses a variety of required contract changes such as extension of fixed term contract end dates, open-ended contract review dates, secondment end dates, and changes in contracted hours (Permanent or temporary increase/decrease in hours), conversions from open ended to fixed term.

These scenarios can be triggered by various other on and offline processes, such as informing relevant parties of end of Fixed Term contract (FTC), or when managers become aware of whether a contract extension is required or when funding arrangements change, and contract changes are required as a result.

All employees must have up to date contact details held in People and Money. Line managers must remind employees of this. This is particularly important for a sponsored member of staff as it is a requirement of their sponsorship.

Step 1 – Decision that contract needs amendment

Role	Line Manager (LM)	School/Department Administrator (SDA)	Employee
Process	LM has discussion with employee that results in the need to amend their contract of employment OR LM / SDA gets report from HR Ops on a monthly basis to identify who is coming to the end of their contract. This information may contain: - 1) employee(s) 'at risk' of redundancy (5 months ahead) OR 2) employee(s) 'final notice' formal written notice of redundancy (3 months ahead) OR 3) both 'at risk' and 'final notice' information OR 4) employees on a fixed term contract with less than 2 years service The report should be used as the basis to confirm whether a contract extension or termination is required. Confirmation of extensions depends on local practice, and it could be that other colleagues need to be involved in discussions. This could be included as part of planning round. Line managers/ SDA can access their direct reports' history of contractual changes.		Discusses contract end date or status with line manager and agrees action to be taken. Employees can access their own employment records and history of changes. If they have any questions they should raise them with their manager in the first instance.

	LM discusses contract with employee and agrees next steps. For example, when funding extensions come in. **If the contract is not to be extended, the LM/SDA should follow the process outlined in the Guide to Employment Separation**	

Supporting Information

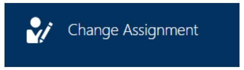
For employees on the 'Danger List' (FTC with end date in current month) with no instruction from school/dept to either

a) extend or b) terminate by payroll cut off, HR Operations will suspend pay rather than risk overpayment. As soon as instruction is received, HR Operations will un-suspend the record and any additional payment will be picked up by payroll at the next pay run.

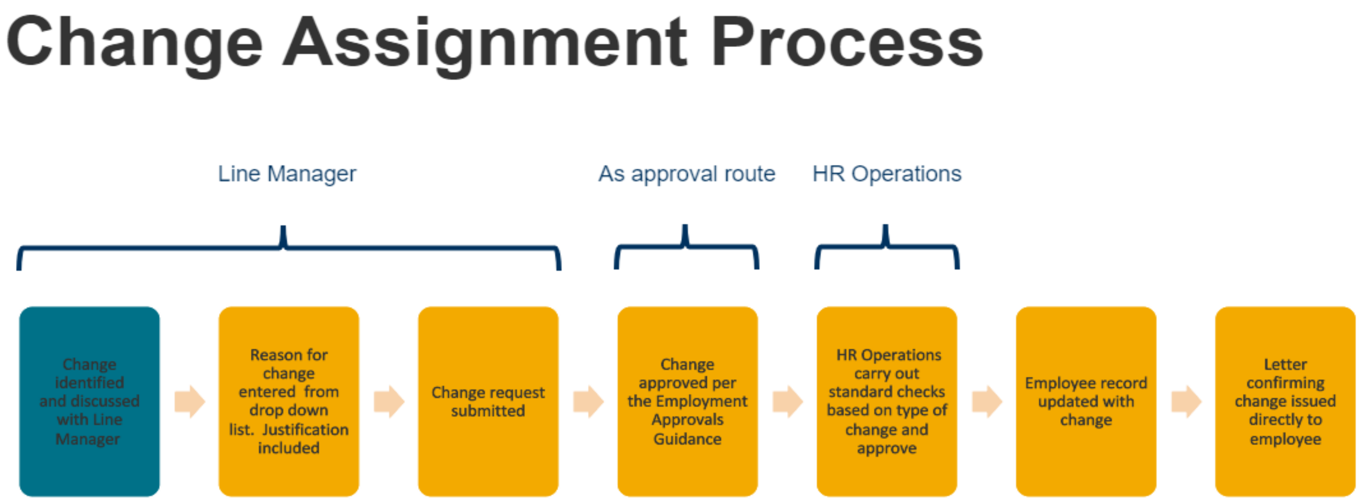
How to access People and Money from any device

How to log in and out of People and Money

Step 2 - Update People and Money - Change Assignment

Line Managers and School and Department Administrators can perform this task via the 

icon in People and Money. This new process has replaced the OCR Form. The P&M user guide Change Assignment for Line Managers and SDA's will support the system steps and important information you must include within the justification for change. All contract changes via Change Assignment will be approved through People and Money. It is important that any changes for the coming pay run are approved by all business approvers in the system and reach HR Operations in time for that month's payroll cut off.



In summary, the Change Assignment process in People and Money should be followed by Line Managers or SDA's for changes to an employee's assignment for

- Extensions to a Fixed term Contract or Secondment
- Converting an employee to an Open Ended contract
- Changes to contract review date
- Temporary or Permanent Changes to Working hours

This process is only applicable to employees, changes to other worker types, for example casual workers should be requested by raising a service request.

Important points to consider before processing the change in People and Money

- **Position** - For any increase to working hours, please check that the position in which the incumbent sits has sufficient available FTE to process the change. Please read the Guide to Job Classifications and Position Management for further information. If a change is required, please follow the People and Money user guide 'How to request a position or position change', and await the approval notification prior to submitting the Job Change via the Change Assignment App in People and Money.
- **Work Schedules** - For any increase or decrease to working hours, **the revised work schedule is provided y**ou can use the work schedule calculator to generate the work schedule.
- **Temporary Changes** – if the reason for change is temporary you must provide the end date of the change
- **Salary Costing Details** - Will the change result in a change of salary costing details or funding source? If so, you must complete a Charging of Staff Salary Changes(Form 13) Form and submit this to payroll by submitting a Service request>Forms>Salary Costing Change.
- **Tier 4 or Student visa holders** – if there is an extension to contract, please save a EUCLID and Term Dates screen shot.
- **Annualised or Fractional Contracts** - If the change is for a **change of hours** for an employee with an **Annualised or Fractional Contract** you must contact HR Operations (by raising an SR Enquiry) **before** processing the change. They will calculate the correct hours in relation to the change and once provided you can then proceed with the Change Assignment submitting for approval. For HR Operations to process the request please provide the following information as per the table below:

Detail Needed	Description	Fractional Contract	Annualised Contract
Weeks Worked	Details of weeks worked up to the date of change		X
Hours Worked	The hours worked up to the date of change	X	
Anniversary Start Date	Employee's contract start date, or date of change if they have had a contractual change e.g., change of hours. If the contract is less than 1 year old then this is the same as the start date however, if the contract is over 1 year old then it will be the most recent anniversary of the original contract start date.	X	X
End Date	Employee's contract end date or the date before the effective change if they have had a contractual change e.g., change of hours.	X	X
Number of Weeks Per Year	Number of weeks the employee is required to work annually or during their contract period, if less than a year.		X
Number of Hours Per Week	This is the number of hours the employee is required to work per week.		X
Hours to be Worked/Scheduled	This is the total number of hours the employee is required/contracted to work annually or during their contract period, if less than a year.	X	

Assignment Change Reasons

Typically, a contract change can involve a number of changes, for example a fixed term contract extension with an increase in working hours. There will be 24 actions to choose from, it is important that the correct reason is selected as this is associated with the level of approval needed and the subsequent letter issued to the employee. If the incorrect reason is selected this can be withdrawn by the initiator or rejected by the subsequent approver.

The reasons for change that can be selected within the Change Assignment App is shown below.

- **Extension to FTC**
  - Extension to FTC for More Than 6 Months (Internally Funded)
  - Extension to FTC for More Than 6 Months (Externally Funded)
  - Extension to FTC ≤ 6 Months with an Increase in Hrs > 10 Hours pw (Int. Funded)
  - Extension to FTC ≤ 6 Months with an Increase in Hrs ≤ 10 Hours pw (Int. Funded)
  - Extension to FTC ≤ 6 Months with a Decrease in Hours (Any Funding)
  - Extension to FTC > 6 Months with a Change in Hours (Internally Funded)
  - Extension to FTC > 6 Months with a Change in Hours (Externally Funded)
  - Extension to FTC for 6 Months or Less (Any Funding)
- **Extension to contract review date**
  - Extension to Contract Review Date on Open-Ended Contract
  - Extend Contract Review Date > 6 Months with an Increase in Hrs > 10 Hours pw
  - Extend Contract Review Date ≤ 6 Months with an Increase in Hrs ≤ 10 Hours pw
  - Extension to Contract Review Date with a Decrease in Hours
- **Extension to Secondment**
  - Extension to Secondment End Date (Internally Funded)
  - Extension to Secondment End Date (Externally Funded)
  - Extension to Secondment with a Change in Hours (Internally Funded)
  - Extend Secondment & Increase in Hours > 6 Months or > 10 Hours pw (Ext. Funded)
  - Extend Secondment & Increase in Hours ≤ 6 Months or ≤ 10 Hours pw (Ext. Funded)
  - Extend Secondment & Decrease Hours (Externally Funded)
- **Change of contract**
  - Conversion from Fixed Term to Open Ended
  - Conversion from Fixed Term to Open Ended with a Change in Hours
- **Change of hours**
  - Increase in Hours for > 6 Months or > 10 Hours per week (Internally Funded)
  - Increase in Hours for ≤ 6 Months or ≤ 10 Hours per week (Internally Funded)
  - Increase in Working Hours (Externally Funded)
  - Decrease in Working Hours (Any Funding)

Change of Contract from Fixed Term to Open Ended – please remember to remove the fixed term contract end date (Projected End Date field) when processing these changes. In certain cases, an open ended contract may have a contract review date and this should be entered as appropriate.

Changes to Fixed Term Reason Code only should be submitted to HR Operations via Service Request>Enquiry>Contract Change. Please provide the revised Fixed term reason Code, reason for change and the effective date. Please follow the P&M User Guide – 'How to raise and maintain a service request enquiry.'

Changes to work schedules – no hour's change can be requested by completing the Change to Work Schedule Form and submitted to HR Operations via Service Request (SR>Interim Form>Work Schedule Change (no hours change).

Effective Dates

It is important to follow the guidance below when using the change assignment app. Line Managers/SDA's should process all change assignment actions as follows:

Non-Payroll Impacting Changes

SDA/Line Managers should use the **current date** as the effective date of the change, e.g. extension to FTC, extension to secondment end date, conversion from FTC to open ended contract.

Payroll Impacting

If the change is payroll impacting (any change that includes an increase/decrease in hours), SDA/Line Manager should use the **actual date** that the change takes place to ensure that the employee receives the correct payment.

Information to Provide within the Justification for Change and Attachments

To assist the approvers and HR Operations it is important that you provide the information outlined below within the Justification for Change section of the Change Assignment screens.

- For any increase or decrease to working hours, **the revised work schedule is provided in the Justification for Change section**. HR Operations will not be able to approve the change unless this is provided. You can use the work schedule calculator to generate the work schedule. I**f no change is required, you should note this also.**
- Temporary Changes – if the reason for change is temporary you **must provide the end date of the change,** HR Operations will update this upon receipt of the approval notification.
- Any **Changes to Funding Source, Salary Costing Changes** or offline approvals should be noted for the finance approver (N.B Salary Costing Changes must also be submitted via Service request on the Charging of Staff Salaries Form 13).
- For **Annualised/Fractional contract changes** please provide the SR number relating to the calculation of hours (provided at the start of the process).
- **Attachments** - Supporting documents (optional) can be attached to support the change, for example confirmation of offline approvals and funding extensions. If a Tier 4/Student visa holder, please provide EUCLID and Term Dates screen shots.

HR Operations will reject the approval notification if any information is incorrect or missing, which will result in the request going back to the initiator.

Step 3 – Approvals

Once submitted the initiator of the request can view the status and where this is sitting in the approval chain by clicking on the bell notification icon.

The approval steps will route to the finance manager(s) in the first instance and then up through the line management chain of the employee. The finance manager should ensure that the work schedule and any other relevant information is included in the justification for change.

Business Approvals will end with the Level 6 (Head of School or PSG) or 7 (Main Budget Holder) approver as per the Guide to Employment and Finance Approvals. Appendices 2 outlines the approval levels for each change type.

Please note

- if an employee's Line Manager is not up to date in People and Money, the system will send any approval notifications to the line manager on People and Money, even if they sit in a different department and notifications will route incorrectly up the approval chain.

-if you have multiple system roles you are being asked to approve for different purposes (e.g. Line Manager and Finance Manager) you will receive more than one notification if you are in the approval chain.

It is the responsibility of **each business approver** to ensure that the request includes all the required information. **HR Operations will reject the approval notification if any information is incorrect or missing, which will result in the request going back to the initiator and re approval will be required. It is particularly important therefore to note the below:**

- For any increase or decrease to working hours, **the revised work schedule is provided** in the Justification for Change section. **If no change is required, this should also be noted.**
- Temporary Changes – if the reason for change is temporary you must provide the end date of the change, HR Operations will update this upon receipt of the approval notification.
- Salary Costing Changes, changes to funding source or offline approvals are noted in the justification for change/attachments.
- Extension to Fixed term contracts – the end date has been updated.
- Change in contract from fixed term to open ended – the 'projected end date' has been removed and a contract review date entered if applicable.
- Annualised or Fractional contracts where there is a change in hours – the initiator has provided the details in the request.
- Tier 4 or Student visa holders – if there is an extension to contract EUCLID and Term Dates screen shots are within the attachments
- Once all Business Approvals have been made the request will reach HR Operations, once they have approved the change assignment notification the change will show on the employee record and the requestor will receive a system notification and email to confirm that this is now complete. The change can be seen in the Employment Info App.

Please note that HR Operations will only receive Change Assignment Notifications once all business approvals are complete, therefore consideration of payroll cut off deadlines should be taken into account if submitting a change for the current payroll month.

The initiator of the request can withdraw the submission, follow the instructions within the user guide Change Assignment for Line Managers and SDA's.

Step 4 - HR Operations Checks

Role	**HR Operations**
Process	HR Operations will receive the change assignment notification via the bell icon and by email. They should: 1. Review the change assignment notification, checking that all the required information has been provided, namely: - For any increase or decrease to working hours, **the revised work schedule is provided** in the Justification for Change section (or it's noted that no change is required) - Extension to Fixed Term Contracts have a revised projected end date -Change in contract from fixed term to open ended – the 'projected end date' has been removed and a contract review date entered if applicable - Temporary Changes – if the reason for change is temporary the end date of the change is provided- you will need to add the end date for the change in P&M - Annualised or Fractional contracts, the Line Manager/SDA should have contacted HR Ops before processing the change for the change in hours. Please check that this is correct, and that relevant information has been added to the screen by the LM/SDA and specifically – for an annualised contract, the details of weeks worked up to the date of change and for a fractional contract the hours worked up to the date of change is provided. For Tier 4/Student Visa holders the EUCLID and term dates screen shot is attached 2. Conduct offline checks (see below) 3. Approve or Reject the request 4. **If applicable** update the work schedule information, end date of change (if temporary) and other relevant assignment information 5. Run the appropriate letter template through BI suite and check letter for errors, correcting P&M as appropriate (If Temporary Change in Hours run the letter manually). **Offline Checks** • Is the employee a sponsored worker? - If so, may be a requirement to highlight to line manager the need for any contract extensions or any other visa situation which may impact on the contract amendment. • Do they hold an NHS Honorary Contract? -If so, there may be a requirement to have this amended in line with UoE contract amendment

	• Is the employee 'At Risk of Redundancy' -If so, has a termination already been received or entered into the system? • Does the employee have more than 4 years' service in this assignment? -If so, HR Ops should check with originator whether the employee should move to an open-ended contract. • Is this an extension request and is there a future dated termination on the assignment record? If so, HR Ops should reverse the termination before processing the contract extension • If the employee is on an annualised or Fractional contract check that for an annualised contract, the details of weeks worked up to the date of change and for a fractional contract the hours worked up to the date of change has been provided. • Check if the employee is in receipt of any allowances Further guidance is available within the Change Assignment User Guide for HR Operations, available within the HR Operations Sharepoint.

Supporting Information

The below HR Operations P&M user guides can be found here

- How to process an internal transfer
- How to process external secondments
- How to view and edit an employee's assignment record(s)
- How to complete Annualised or Fractional assignment information
- How to change to an off scale salary
- How to add an assignment for an employee (excluding secondments)
- Change of grade checklist
- Change of hours checklist
- Fixed term extension and change to open ended checklist

Step 5 - Correspondence is generated and issued

Correspondence is generated for an employee to confirm their extension of fixed term contract end dates, open-ended contract review dates, secondment end dates, and changes in contracted hours (Permanent or temporary increase/decrease in hours), conversions from open ended to fixed term.

Role	**Line Manager**	**School/Department Administrator (SDA)**	**Employee**	**HR Operations**
Process	Line managers/ SDAs can see that record has been changed in system by referring to the Employment Info App. If there has been a future dated change you can view this in the Employment Info App under 'Future Actions.' SDAs cannot see the correspondence issued to the employee.		Employee receives correspondence electronically to work email address.	Correspondence to employees confirming changes will be automatically triggered by the System Action reason once the request is approved by HR Operations. HR Operations should check the letter for any errors and correct this in the system. The letters will 'burst' automatically 9am the following day and are sent to the employees work email. For any temporary change in hours the letters will not burst automatically, HR Ops must manually run the letter and send to employee. If there are any errors which cannot be fixed quickly HR Ops can delete the change assignment and rekey this the following day, it should be noted that this may retrigger a letter if there is an older job change on the assignment. P&M user guide – [How to Produce Correspondence using OTBI]

Supporting Information
Any correspondence sent to the employee will be automatically saved to their Employee file on SharePoint.

Flexible working and Flexible Retirement

Step 1 – Decision to make Flexible Working request

Any requests for flexible working or flexible retirement will start with the employee. They must read the Flexible working policy/Flexible Retirement Policy and complete the Flexible Working Request form / Flexible Retirement Request form. The employee must raise their request at least 3 months before requested change is to take effect.

If users have any queries about a stage in this process, they should Search My Knowledge for support in the first instance. Follow the P&M user guide 'How to search my knowledge.' If they cannot find the information they need they should raise a service request, following the P&M user guide 'How to raise and maintain a service request enquiry'

Role	Employee	Line manager	School/Department Administrator (SDA)
Process	This discussion will be instigated by the employee or raised with line manager during 121 conversations. Employee completes sections 1,2 and 3 of the Flexible working form	Line manager reviews application for flexible working/retirement request . The request must be considered within timescales outlined in policy. Manager meets with employee to discuss possible options. If you accept request please detail agreed working arrangements. Please note that you cannot decline this request until you have met with the employee to explain your reason(s)for declining their request. The LM / SDA need to have offline discussion with others e.g., Teaching offices/ School office/ Lab staff for timetabling purposes to consider impact of request. This is done offline. The manager completes section 4 of the form and signs the form.	
Supporting Information			

Step 2 - Raise appropriate service request to request contract amendment

Role	Line Manager	School/Department Administrator (SDA)
Process	When the offline approval has been given the Line manager /SDA raises the appropriate service request – SR>Form>Interim Form> Flexible working or Flexible retirement The Flexible Working/Flexible retirement request form must be attached to the Service Request, once submitted will move to HR Operations for them to complete their checks and update P&M as appropriate. Where the change relates to an annualised or fractional contract, please specify this in the service request. For an annualised contract please provide details of weeks worked up to the date of change and for a fractional contract the hours worked up to the date of change. Please note that any changes for the coming pay-run must be received by HR operations by the date set on the report email to meet payroll deadlines.	
Supporting Information &M User guide - How to raise and maintain a service request enquiry’		

Step 3 - Carry Out offline checks and update Employee Record

Role	HR Operations
Process	HR Operations will receive the SR in their queue. **Conduct offline checks Refer to checklist** • Is the employee a sponsored worker? - If so, may be a requirement to highlight to line manager the need for any contract extensions or any other visa situation which may impact on the contract amendment.

	• Do they hold an NHS Honorary Contract? -If so, there may be a requirement to have this amended in line with UoE contract amendment • Is the employee 'At Risk of Redundancy' -If so, has a termination already been received or been entered in the system? • Does the employee have more than 4 years' service in this assignment? -If so, HR Ops should check with originator whether the employee should move to an open-ended contract. • Is this an extension request and is there a future dated termination on the assignment record? If so, HR Ops should reverse the termination before processing the contract extension • If the employee is on an annualised or Fractional contract check that for an annualised contract, the details of weeks worked up to the date of change and for a fractional contract the hours worked up to the date of change has been provided. Update the employee record in P&M and submit. Then mark SR as resolved.
The below HR Operations P&M user guides can be found here • How to view and edit an employee's assignment record(s) • How to complete Annualised or Fractional assignment information • Change of hours checklist	

Step 4 - Correspondence is generated and issued

Role	Line Manager	School/Department Administrator (SDA)	Employee	HR Operations
Process	Line managers/ SDAs can see that record has been changed in system by referring to the Employment Info tile.		Employee receives correspondence electronically to work email address.	Correspondence to employees confirming changes will be triggered by HR Operations and issued by the system once the transaction is completed in P&M.

	If there has been a future dated change you may need to check a couple of screens. SDAs cannot see the correspondence issued to the employee.		P&M user guide – How to Produce Correspondence using OTBI
Supporting Information Any correspondence sent to the employee will be automatically saved their SharePoint file.			

Pay Changes

Before you start

Within this section we will refer to processes that apply to employment related allowances (outside the standard recruitment process) the salary costing change process and salary changes.

Employees can receive various allowances that are paid in addition to their basic salary. Some examples are acting up allowances, head of school, premium band and first aid allowance. This process would take place on a reactive basis. Since the majority of allowances are applied from the outset of employment the volumes are not significant

Allowances such as acting up, on-call, out of hours need approval in line with the Guide to Employment and Finance Approvals. The introduction of a standardised process and guidance will ensure there are no discrepancies in the types of allowances and the payment that employees receive, ensuring fair treatment of across the organisation.

Pay changes in respect allowances should be raised by completing sections 5 and/or 6 of the Job Requisition Business case. Once the main budget holder has approved the form an SR should be raised.

The section also outlines the process for salary costing changes when the costing codes to which a salary are charged may need to be amended during employment. In this scenario a Charging of Staff Salaries Change Form (Form 13) should be completed and approved before submitting this to payroll by raising a Service request>Forms>Salary Costing Change.

Finally, this section also covers salary changes. Employees can be awarded a salary increase as a result of various decision-making processes.

If the employee is a sponsored member of staff, e.g., on a Skilled Worker visa, please be aware that changes to pay may have an impact on their sponsorship/visa. There is a Home Office requirement for the University to report significant employment changes for sponsored staff. There may also be a consideration around the administration of allowances, e.g., if the payment results in the production of two payslips. This potentially presents issues for sponsorship and individuals who are planning to apply for indefinite leave to remain. Should you have any questions regarding this please submit a Service Request.

Allowances

Step 1 – Complete a JRBC form for a new allowance or amending an existing allowance and seek approval (offline)

The amount to be paid could be an annual amount, monthly amount, total over X years, percentage of salary, X hours per week, difference between 2 spinal points.

The same process should be followed if an existing allowance requires amendment.

Role	**Line Manager (LM)**	**School/Department Administrator (SDA)**	**Approver**	**Main Budget holder**	**HR Advisor**
Process	The manager identifies the need for a new allowance to be applied to an employee record – this can come from an external body. Or the manager identifies a need for an employee to carry out significant additional duties a higher grade (acting up). Line manager / SDA completes Job Requisition Business	Line manager / SDA completes Job Requisition Business Case form, making sure to complete all relevant sections in full. The form should then be sent for approval (offline using local processes) but in line with the Employment Approval process.	Reviews Job Requisition Business Case form in a timely manner and approves the form and progresses through local approval chain to the Budget Holder or rejects the form and returns the form to the LM/SDA with a reason for rejection.	Approves the Job Requisition Business Case form and returns completed form to the LM/ SDA or rejects the form and returns the form to the LM/SDA with a reason for rejection.	Have they chosen correct spinal point on the Grading scale – LM should seek advice from an HR Advisor.

	Case form, making sure to complete all relevant sections in full. The form should then be sent for approval (offline using local processes) but in line with the Employment Approval process.				
Supporting Information Job Requisition Business case form					

Step 2 – Raise Service request for a to add a new or amend an allowance

Role	**Line Manager (LM)**	**School/Department Administrator (SDA)**
Process	When the offline approval has been given the Line manager /SDA raises appropriate service request – using the correct category, SR>Form>Interim Form>Add, Amend or End an Allowance. The Job Requisition Business case must be attached to the Service Request. Attach any grant or fellowship award letter (where applicable). Use capitals and put in the title of the SR if change is payroll impacting form next month E.g., PAYROLL IMPACTING – The SR with the Job Requisition Business case then moves to HR ops for them to complete their checks. Please note that any changes for the coming pay run must be received by HR operations by the payroll cut off for that month to meet payroll deadlines.	
Supporting Information	P&M User guide - How to raise and maintain a service request enquiry'	

Step 3 – Receive SR and update Employee Record in People and Money

Role	HR Operations
Process	HR Operations will receive the SR in their queue. **Steps include:** • Calculate (if required) and add element entry with start date • Enter end date against element. All non-contractual allowances should have an end date entered as it is not possible for the system to do this automatically • Check the costing information and update if required (the system will default to the assignment costing details) • Update the employee record and submit. Then mark SR as resolved. • Upload the JRBC and SR Screenshot to Employee SharePoint File
The below HR Operations P&M user guides can be found here • HR Operations Guide to Allowances	

Step 4 - Correspondence is generated and issued

Role	Line Manager	School/Department Administrator (SDA)	Employee	HR Operations	
Process	Line Managers/ SDAs cannot see the Allowance details added to P&M. SDAs can see the correspondence issued to the employee once uploaded to the SharePoint file.		Employee receives correspondence electronically to work email address.	Correspondence should be generated offline and saved to Employee SharePoint file under the 'Contract' category, 'Allowances' subcategory.	
Supporting Information					

Step 5 - Ending an allowance early

This is an offline process with a notification by SR to HR Operations.

Role	Line Manager (LM)	School/Department Administrator (SDA)	HR Operations	HR Advisor	Employee

Process	LM discusses need to end allowance early with HR advisor and obtains offline approval to end allowance early. This information can come directly from a variety of stakeholders to the school/PSG HR admin contact, DoPS or Director, HR Advisor, Project PI, Research Offices, or the employee themselves. There will be instances where no approval is required since the allowance is funded and approved externally (e.g., fellowships, NHS work). Allowances such as acting up and others internally funded will require DoPS approval. Stakeholders can include (but are not limited to): • Line managers	SDA raises a service request to instruct HR to end the Allowance. SR>Form>Interim Form>Add, Amend or End an Allowance	HR Operations correct the end date against the element or add an end date. Upload the SR Screenshot to Employee SharePoint File. Correspondence should be generated offline and saved to employee SharePoint file under the ‘Contract’ category, ‘Allowances’ subcategory. Mark SR as resolved.	LM to discuss ending allowance early with HR advisor.	Employee receives correspondence electronically to work email address.

	• Research councils • Awarding bodies • NHS • Other areas of UoE Advise SDA of the need for an allowance payment to end.				
Supporting Information P&M User guide - How to raise and maintain a service request enquiry' HR Operations P&M User Guides • HR Operations Guide to Allowances					

Salary Costing Changes

This is the process for approval and **updating of salary costing changes.** All assignment records will have costing data from the outset of employment; therefore, this process is only required when the codes require changing. Costing changes are not linked to job changes in any way. If the funds from which an assignment salary are paid from are required to change these will need to be updated in People and Money. This can be as a result of many factors such as (but not limited to):

- Salary codes entered at recruitment stage were incorrect or were only for a temporary period of time.
- Grant/project comes to an end, but employment continues on another funding source.
- Employee goes on sick or maternity leave and salary costs must be paid from alternative source.
- Percentage split requires changing due to amount of time employee spends on specific projects/grants.

A Line Manager or SDA can view the costing details for an employee within My Client Groups>Show More>Costing Per Person. Any updates to salary costings must be submitted to payroll. Line Managers or SDAs will complete the Charging of Salaries form (Form 13). The form provides some additional guidance in relation to authorisation requirements as highlighted within the Guide to Employment and Finance Approvals.

Role	**Line Manager (LM) / School Department Administrator (SDA)**	**Payroll**	**HR Operations**	**Employee**
Process	Complete the Charging of salaries form to request the change in costings. Obtain offline approval for the salary costing change in line with the guidance on the form and Guide to Employment and Finance Approvals. Send approved form to Payroll via an SR category - Salary Costing Change.	Review form and check appropriate approval has been provided. Use the mapping tool to map the codes provided on the form to the new salary costing string. Update People and Money 'Costing for Persons' App as per the request following the P&M user guide Assign Costings for a Person. Submit the change.	HR Operations will be responsible for updating salary costing information in the following circumstances: -During the recruitment process for an internal transfer, additional post, or secondment when the role **was not** advertised via P&M. -For changes to costing information for new or existing Allowances. Update People and Money 'Costing for Persons' as per	Employee doesn't receive any correspondence for salary costing changes.

		Save a copy of the form as this may be required as evidence for future audits.	the request following the P&M user guide Assign Costings for a Person. Submit the change.	

Supporting Information
There are no in system approvals or notifications when an update is made to salary costing details.
The cut off date for salary costing changes is the 16^{th} of the month.

Secondments

Before you start

There are three types of secondment within the university and the process for each is highlighted in the below table.

Internal - between two university schools/support departments	Largely handled in the same way as any other recruitment and therefore large parts of the process are detailed in the Guide to Recruitment & Onboarding rather than in this process. There is no longer a requirement to produce or issue a secondment agreement or obtain 3 approval signatures for internal secondments. Employees no longer need to sign to confirm their acceptance of an internal secondment in writing. HR Operations will issue correspondence to the secondee to confirm their secondment arrangements.
Incoming - from an external organisation to the university	Incoming secondments are covered under recruitment. In most cases they apply to job and are appointed but issued secondment agreement instead of an employment contract. They will largely be handled in the same way as any other recruitment, and therefore the process is detailed in the Guide to Recruitment & Onboarding rather than in this process. An HR Advisor should be involved at an early stage for this scenario. Further information is available within the Secondment Policy.
External - from the university to an external organisation	See below – External Secondment

Line Managers should familiarise themselves with the Secondment policy.

Managers will be expected to pro-actively manage secondments coming to an end by liaising with School/PSG admin and HR Operations. HR Operations will continue to do a check before ending any secondments on People and Money. Extension to Secondments should be handled via the Change Assignment process outlined above.

External Secondment

This business scenario applies when an employee is temporarily working in an external organisation for a defined period. This could be on a full-time or part-time basis. If an employee is seconded externally and the UoE are paying them, we may want to account for the secondee in our HESA return. In this instance, please speak to your HR advisor for advice. All secondment assignments have to have the 'secondment' assignment category used for reporting purposes. Local Finance should be aware of all circumstances where the UoE is required to invoice for covering salary costs (offline step).

Step 1 – Agree external secondment and notify local School/ Department contacts (offline)

Role	Employee	External organisation	Line Manager (LM)/ SDA	Local Finance	HR Advisor
Process	1) Employee is offered a secondment with an external organisation. 2)Employee discusses opportunity with line manager. UoE manager should consult with their HR advisor at an early stage. 3b) Employee and UoE donor line manager approves recipient organisation's secondment agreement. 4)Employee returns secondment agreement to recipient organisation	3a) External organisation issue secondment agreement, signed by employee and donor UoE manager and returned. Agreement stored as document of record in P&M.	5) Line manager approves and signs the recipient organisation's secondment agreement. 6) Line manager takes copy of signed secondment agreement and passes it to SDA (Offline step). SDA uploads agreement to SharePoint 7) Line Mgr./ SDA informs local Finance contact if UoE will be invoicing the recipient organisation for salary costs, SDA admin inform their local finance admin of the arrangements. They should also inform them of any costing changes (change in cost centre etc.) 8) Line manager / SDA raises a service request to request system changes required.	If UoE will be invoicing the recipient organisation for salary costs, School/PSG admin inform their local finance admin of the arrangements. They should also inform them of any costing changes (change in cost centre etc.)	HR Advisor is made aware or secondment opportunity and provides advice to line manager BEFORE the UoE manager signs off the external organisations' secondment agreement.
Supporting Information Secondment policy.					

Step 2 – Send SR and Update of Record

Role	Line Manager (LM)/ SDA	Local Finance	HR Operations
Process	Line manager or SDA raises a service request providing full details of the external secondment to allow HR Operations to update the employee record SR>Forms>Employee Seconded Externally Note - Some of this detail will be included in the secondment agreement which should already be on employee file by this point. Additional questions to be answered via the service request: • Whether the employee will be fully seconded or partially seconded while retaining some hours in their UoE role. • If retaining hours in substantive role, what are the details of this e.g., work schedule. • Whether they will be paid by UoE payroll or otherwise. • Whether any other changes to their terms and conditions are required. • If there are any changes to where the salary costing is charged to	If UoE will be invoicing the recipient organisation for salary costs, School/PSG admin inform their local finance admin of the arrangements. They should also inform them of any costing changes (change in cost centre etc.)	Follow the P&M User Guide 'How to Process External Secondments' and update P&M, including any updates to salary costing information. Mark service request as resolved. Correspondence issued to employee and receiving organisation to confirm reduction in hours in substantive assignment and stored into employee's SharePoint file.

Supporting Information
P&M User guide - How to raise and maintain a service request enquiry'
Please refer to the Guide to Employment Separation (Step 2d) for the process regarding the end of secondment.

Permanent Job Changes

Before you start

This process group includes processes where an employee's job role (assignment) changes indefinitely, including:

- Regrading Requests (Professional Service Jobs only)
- Outcome of Downgrade
- Change of Grade (HR Operations).

Other similar processes are included in other guidance documents:

- Transfer from one assignment to another on a permanent basis – see the Guide to Recruitment and Onboarding.
- When a secondment arrangement becomes an open ended position (i.e., the person does not return to their substantive post) - see the Guide to Recruitment and Onboarding and follow the transfer process.
- Academic Promotions.
- Contribution Reward.
- Auto increments.

Regrading Request (Professional Service Jobs only)

Before submitting a request, line managers should refer to the Regrading of Professional Service Jobs Policy, which details the requirements that must be met in order to request a review. The Employment Approvals process should also be followed. There will be four Regrading Panels, one for each College and one for all Professional Service Groups. The panels will meet three times a year, normally in February, June, and October. Regrading Requests and associated documents must be submitted to the HR Partner at least one month in advance of the meeting. If the regrading request is successful, the change in grade will take effect from the first of the month following the panel meeting.

Role	Line Manager (LM)	HR Advisor/HR Partner	SDA	Panel Secretary	HR Operations
Process	1) Complete the Regrading Request form, review and update the job description and organisational chart. 2) Send the form and associated documents to the Head of College/ Professional Services Group nominee for endorsement. 3) Line manager or SDA submit regrading request to their HR Partner via email and attach the completed Regrading Request form, the updated organisation chart, updated job description and a copy of the previous job description.	4) HR Advisor reviews request and submits all of the required documents to the relevant College or Professional Services Regrading Panel.	3) Line manager or SDA submit regrading request to their HR Partner via email and attach the completed Regrading Request form, the updated organisation chart, updated job description and a copy of the previous job description.	5) Notifies Line Manager and Reward Team of outcome of panel decision 6) Notify HR Operations to update any grade changes in People and Money.	7) Review Request for change of grade an updates People and Money (see Change of Grade below)

Supporting Information
P&M User guide - How to raise and maintain a service request enquiry'

Where a grade change relates to either an annualised or a fractional contract, the following information needs to be provided to HR Operations: for an annualised contract please provide details of weeks worked up to the date of change and for a fractional contract the hours worked up to the date of change.

Request to downgrade

Downgrading is the system process to move an employee to a lower grade. The process outlined in this document can occur for a variety of reasons such as (but not limited to):

- Restructure
- Performance issues
- Redundancy of all or part of a role
- Quality Assurance process which could lead to a revision of a grading or re-grading process.

All of these will have included the involvement of an HR Advisor who should be the person who initiates this process by raising a service request to request the change. HR Operations will then receive, action, and close the service request including the addition of a pay protection element if required.

Role	HR Advisor	HR Operations
Process	HR Advisor will issue any appropriate written confirmation (off-system) before any system changes applied. A standardised letter will be available to the HR Advisor to adapt to the circumstances. The HR Advisor will add details of any pension implications that the employee needs to be aware of. Correspondence saved to employee's SharePoint file. Raise service request SR>Forms>Change grade/salary of an employee. Downgrading to request grade change and provide details of pay protection element if required. Where the change relates to an annualised or fractional contract, please specify this in the service request. For an annualised contract, please provide details of weeks worked up to the date of change and for a fractional contract the hours worked up to the date of change.	Reviews SR to check all information required is provided, if not updates SR to detail missing info and re-routes back to HR advisor.
Supporting Information P&M User guide - How to raise and maintain a service request enquiry'		

Change of Grade (HR Operations)

This will be required following a service request to either downgrade or upgrade an assignment. This includes upgrades to assignments following academic promotions, regrading of professional services jobs, out of cycle, grade 10 review and downgrading to assignments following restructures etc. Automated letters for downgrading may come in future but in the meantime, correspondence will be produced offline by HR Advisor using standardised template.

<table>
<tr><th>Role</th><th>HR Operations</th></tr>
<tr><td>Process</td><td>Update position to reflect new grade.
Run position synchronisation process – click yes (to enable grade to be applied to the assignment)
Update assignment to ensure it sits within new position.
If a pay protection element is required, HR Operations add to record with effective dates.
Update SR as resolved (if applicable).</td></tr>
<tr><td colspan="2">Supporting Information
Where a grade change relates to either an annualised or a fractional contract, the following information needs to be provided to HR Operations: for an annualised contract please provide details of weeks worked up to the date of change and for a fractional contract the hours worked up to the date of change.

The below HR Operations P&M user guides can be found here.
Change of grade checklist
How to complete Annualised or Fractional assignment information</td></tr>
</table>

Appendices

Appendix 1 - Subsidiaries

There are three subsidiary companies, Edinburgh University Press, Edinburgh Innovations and UoE Accommodation Ltd. Below outlines the scope processes available for employment separation and a breakdown of current levels of adoption of the system across the 3 areas.

	In Scope Activities	**Out of Scope**
Job Changes	HR Ops in subsidiaries can make contract amendments via Person Management Line manager self-service for: Change location, Change direct report and Change line manager	Contract amendment templates not currently triggered for subsidiaries. (NB: EI and UoE Accommodation Ltd provided templates for contract amendments, but design, testing, and implementation of them is continuous improvement activity) Reporting

Adoption

	Edinburgh Innovations	**Edinburgh University Press**	**UoE Accommodation Ltd.**
Job Changes	Approvals stop with the Director of EI	Approvals stop with the Director of EUP	Director of Accommodation, Catering and Events (Level 6) or Director of Place for UoE Accommodation Ltd (Level 7)

Appendix 2 – Change Assignment Action Reasons, Business Approvals and Effective Dates

Reason for Change (searchable from drop down menu)	Why (select from drop down)	Business Approval Level Required	Effective Date to use
Extension to FTC for 6 Months or Less (Any Funding)	Additional Funding Available	Head of School (Level 6)/DoPs (Level 5)/Director of PSG (6)	Current Date
	Cover for Absence		
Extension to FTC for More Than 6 Months (Internally Funded)	Additional Funding Available	Main Budget Holder (Level 7)	Current Date
	Cover for Absence		
Extension to FTC for More Than 6 Months (Externally Funded)	Additional Funding Available	Head of School (Level 6)/DoPs (Level 5)/Director of PSG (6)	Current Date
	Cover for Absence		
Extension to FTC ≤ 6 Months with an Increase in Hrs > 10 Hours pw (Int. Funded)	Additional Funding Available	Main Budget Holder (Level 7)	Date that the hours change takes effect
	Cover for Absence		
Extension to FTC ≤ 6 Months with an Increase in Hrs ≤ 10 Hours pw (Int. Funded)	Additional Funding Available	Head of School (Level 6)/DoPs (Level 5)/Director of PSG (6)	Date that the hours change takes effect
	Cover for Absence		
Extension to FTC ≤ 6 Months with a Decrease in Hours (Any Funding)	Additional Funding Available	Head of School (Level 6)/DoPs (Level 5)/Director of PSG (6)	Date that the hours change takes effect
	Cover for Absence		
Extension to FTC > 6 Months with a Change in Hours (Internally Funded)	Additional Funding Available	Main Budget Holder (Level 7)	Date that the hours change takes effect
	Cover for Absence		

Extension to FTC > 6 Months with a Change in Hours (Externally Funded)	Additional Funding Available Cover for Absence	Head of School (Level 6)/DoPs (Level 5)/Director of PSG (6)	Date that the hours change takes effect
Extension to Contract Review Date on Open-Ended Contract	Additional Funding Available	Head of School (Level 6)/DoPs (Level 5)/Director of PSG (6)	Current Date
Extend Contract Review Date > 6 Months with an Increase in Hrs > 10 Hours pw	Additional Funding Available	Main Budget Holder (Level 7)	Date that the hours change takes effect
Extend Contract Review Date ≤ 6 Months with an Increase in Hrs ≤ 10 Hours pw	Additional Funding Available	Head of School (Level 6)/DoPs (Level 5)/Director of PSG (6)	Date that the hours change takes effect
Extension to Contract Review Date with a Decrease in Hours	Change in Funding Available	Head of School (Level 6)/DoPs (Level 5)/Director of PSG (6)	Date that the hours change takes effect
Extension to Secondment End Date (Internally Funded)	Additional Funding Available Absence of Substantive Post Holder Extended	Main Budget Holder (Level 7)	Current Date
Extension to Secondment End Date (Externally Funded)	Additional Funding Available Absence of Substantive Post Holder Extended	Head of School (Level 6)/DoPs (Level 5)/Director of PSG (6)	Current Date

Extension to Secondment with a Change in Hours (Internally Funded)	Additional Funding Available	Main Budget Holder (Level 7)	Date that the hours change takes effect
	Absence of Substantive Post Holder Extended		
Extend Secondment & Increase in Hours > 6 Months or > 10 Hours pw (Ext. Funded)	Additional Funding Available	Main Budget Holder (Level 7)	Date that the hours change takes effect
	Absence of Substantive Post Holder Extended		
Extend Secondment & Increase in Hours ≤ 6 Months or ≤ 10 Hours pw (Ext. Funded)	Additional Funding Available	Head of School (Level 6)/DoPs (Level 5)/Director of PSG (6)	Date that the hours change takes effect
	Absence of Substantive Post Holder Extended		
Extend Secondment & Decrease Hours (Externally Funded)	Reduction in Funding Available	Head of School (Level 6)/DoPs (Level 5)/Director of PSG (6)	Date that the hours change takes effect
	Absence of Substantive Post Holder Extended		
Conversion from Fixed Term to Open Ended	Additional Funding Available	Main Budget Holder (Level 7)	Current Date
	Chancellors Fellowship - Following Review		
	Over 4 Years Continuous Service		
	Fixed Term Post-Holder Appointed Permanently		
Conversion from Fixed Term to Open Ended with a Change in Hours	Additional Funding Available	Main Budget Holder (Level 7)	Current Date
	Chancellors Fellowship - Following Review		

	Over 4 Years Continuous Service		
	Fixed Term Post-Holder Appointed Permanently		
	Reduction in Funding Available		
Increase in Hours for > 6 Months or > 10 Hours per week (Internally Funded)	Additional Funding Available	Main Budget Holder (Level 7)	Date that the hours change takes effect
Increase in Hours for ≤ 6 Months or ≤ 10 Hours per week (Internally Funded)	Manager Approved	Head of School (Level 6)/DoPs (Level 5)/Director of PSG (6)	Date that the hours change takes effect
Increase in Working Hours (Externally Funded)	Seconded Externally (Part-Time)	Head of School (Level 6)/DoPs (Level 5)/Director of PSG (6)	Date that the hours change takes effect
	Seconded Internally (Part-Time)		
	Cover for Absence		
Decrease in Working Hours (Any Funding)	Reduction in Funding Available	Head of School (Level 6)/DoPs (Level 5)/Director of PSG (6)	Date that the hours change takes effect
	Seconded Externally (Part-Time)		
	Seconded Internally (Part-Time)		
	Manager Approved		