

Background	The Three Faculty Common Support Model (3FCSM) establishes greater consistency in the way in which Faculties and Schools operate and sets the parameters for administration positions, linking positions to student load and balancing resourcing across Faculties.
Continuing Positions	<p>There are two types of continuing positions in the 3FCSM:</p> <ul style="list-style-type: none"> ▪ Standard Positions (one per Faculty or School); and ▪ Formula-Driven Positions (linked to student numbers). <p>The standard positions in the model are:</p> <ul style="list-style-type: none"> ▪ Faculty Executive Officer; ▪ Faculty Administration Manager; ▪ Strategic Projects Officer; ▪ Executive Assistant to the Dean; ▪ Administrative Officer to the Head of School; ▪ Manager, Course Administration; ▪ Manager, Subject Administration; ▪ Manager, Workplace Learning; ▪ Manager, Faculty Operations; and ▪ Operations Assistant. <p>Formula-driven positions in the model are:</p> <ul style="list-style-type: none"> ▪ Senior Course Administration Officer; ▪ Course Administration Officer; ▪ Administrative Assistant (Courses); ▪ Senior Subject Administration Officer; ▪ Subject Administration Officer; ▪ Administrative Assistant (Subjects); ▪ Senior Workplace Learning Officer; ▪ Workplace Learning Officer; ▪ Workplace Learning Assistant; ▪ Administrative Assistant (Workplace Learning); ▪ Senior Faculty Operations Officer; ▪ Faculty Operations Officer; and ▪ Administrative Assistant (Operations). <p>Formula-based positions will be reviewed annually as part of the budget cycle, with substantial changes in student load potentially resulting in an increase or decrease in administrative staffing numbers based on the figures generated by the formula. To avoid unnecessary tweaking of a Faculty's staffing profile, it is unlikely that there would be an increase or decrease in staffing unless the formula generated a change of 0.5 FTE or above. Any decrease would be handled via natural attrition, where possible.</p>
Fixed-Term Positions	<p>There are three types of fixed-term, supplementary positions in the 3FCSM:</p> <ol style="list-style-type: none"> 1. Externally funded – for example, research grants. The normal approval delegations apply; 2. Internally funded - either from special purpose funds (for example, Student Services and Amenities Fees) or for strategic initiatives (for example, positions to support strategic research partnerships). Positions associated with strategic initiatives require the approval of the Deputy Vice-Chancellor (Academic) or the Deputy Vice-Chancellor (Research). 3. Purchased – where a Division is unable to provide services required by a Faculty from within existing resources, the Faculty can fund a position (subject to available funds) to complete a specific task or project with clearly defined timeframes, objectives and deliverables. The position will be based in and report to the relevant Division and requires the approval of the Deputy Vice-Chancellor (Academic). These positions will not be approved to supplement operational work, and contract extensions will be the exception rather than the rule.

Professional/Administration Positions in the Three Faculty Common Support Model

<p>Casual Positions</p>	<p>Faculties can augment their staffing with the limited use of casual professional staff as required to cover workload peaks, subject to availability of funds. In accordance with the spirit of casual employment, such appointments would normally be short term in nature.</p> <p>With the exception of casual positions to replace Administrative Officers to Heads of School, casual administrative positions will be based in the Faculty Office or one of the Faculty Administration Teams.</p> <p>Timesheet approval for casual Administrative Officers to Heads of School is the responsibility of the relevant Head of School. In the absence of the Administrative Officer to the Head of School, the Head of School may require assistance from the Operations Team in the completion of the Casual Professional/General Staff Form.</p> <p>Other non-administrative casual Professional/General staff eg. Bus Drivers, General Duties Assistants etc. should be the responsibility of the academic staff member responsible for the activity or the Administrative Officer to the Head of School.</p> <p>Timesheet approval for casual research assistants is the responsibility of the Chief Investigator or the academic staff member responsible for expenditure of funds for the research project. The Chief Investigator may require assistance from the Operations Team in the completion of the Casual Professional/General Staff Form.</p> <p>Completion of the Casual Professional/General Staff Form and timesheet approval for casual administrative staff in the Faculty Administration Teams is the responsibility of the manager of the relevant team. The Operations Team can provide assistance if required.</p>
<p>Flexibility to Move Positions between Teams</p>	<p>Faculty Administration Managers have the flexibility to move positions between teams on temporary basis to cover peak periods. If the distribution of staff across teams does not meet a Faculty's needs, a vacant position could be moved from one team to another provided that there is no change to the level of the position.</p> <p>Similarly, as either the formula or appointment fractions of staff may result in residuals of positions (eg 6.1 Level 5 positions in a particular team), residuals may be aggregated and/or allocated to another team provided that there is no change to the level.</p>
<p>Location of Professional/Administration Positions</p>	<p>When CSM positions were being filled in the EOI rounds in 2015, we were very flexible about location to ensure job security and avoid redundancies.</p> <p>From 2016, CSM positions were advertised in accordance with standard recruitment protocols, with each Faculty determining the locations appropriate to their business needs (service to students and academics, rounding out teams, available space etc).</p> <p>Space is limited at some campuses and the recruitment action form asks managers to confirm the availability of space before advertising at these locations. If a position is to be advertised externally, confirmation is required that space is available for the new appointee at the relevant campus/es. If a position is to be advertised internally, it may be made available to staff at campuses where space is limited because presumably, applicants already have a work station at that campus (although this would present some difficulty if appointments were made from outside the Faculties).</p>
<p>Higher Duties Allowances</p>	<p>As there is a fixed number of positions at each level in each Faculty, higher duties allowances should only be used to cover short term staff absences.</p>
<p>Formula and Distribution of Levels</p>	<p>Formula FTE = full-time equivalent staff EFTSL = equivalent full-time student load CSU EFTSL = CSU students taught by academic staff employed by the University Partner EFTSL = CSU students taught by our partners</p>

Note – capping has been applied to Science on the basis that no Faculty would increase its professional/general staffing as a result of the introduction of the Common Support Model.

Team	FTE per EFTSL/Placement
Courses	1.0 FTE per 720 CSU EFTSL
	1.0 FTE per 900 Partner EFTSL
Subjects	1.0 FTE per 950 CSU EFTSL
	1.0 FTE per 1187.5 Partner EFTSL
Workplace Learning	1.0 FTE per 460 Placements
Operations	1.0 FTE per 1000 CSU EFTSL

Distribution of Levels

The relevant formula is used to calculate the number of positions in a team. The following approach is used to determine the spread of positions at each level within the team.

Courses Team	FTE	Position Type
Level 7	1.0	Standard
Level 6	1.0	Formula-Based
Level 5	Balance	Formula-Based
Level 4	1.0	Formula-Based

Subjects Team	FTE	Position Type
Level 7	1.0	Standard
Level 6	1.0	Formula-Based
Level 5	1/2 Balance	Formula-Based
Level 4	1/2 Balance	Formula-Based

Operations Team	FTE	Position Type
Level 7	1.0	Standard
Level 6	1.0	Formula-Based
Level 5	2.0	Formula-Based
Level 5 (withdrawal to offset research positions - 1.0)	-1.0	Standard
Level 4	Balance	Formula-Based
Level 3	1	Standard

Workplace Learning Team*	FTE	Position Type
Level 7	1.0	Standard
Level 6	1.0	Formula-Based
Level 5	Balance	Formula-Based
Level 4	1.0	Formula-Based

*Science WPL	FTE	Position Type
Level 7	1.0	Standard
Level 6	1.0	Formula-Based
Level 5	1/2 Balance	Formula-Based
Level 4 WPL	1/2 Balance	Formula-Based
Level 4 AA	1.0	Formula-Based

**Shadow
Positions**

One of the underpinning principles of the Service Improvement Project is purity of function. That is, all positions that perform a particular function should be located in the same organisational unit. A position that sits outside its functional 'home' is considered to be a shadow position. Achieving purity of function is a work in progress and the Division of Human Resources has been asked to address any requests for shadow positions at the recruitment stage.