**Position Approval Request (PAR)**

**Academic Enterprise**

*(February 2022 update)*

The PAR process has provided the basis for thoughtful FTE growth. It is important to always include information on whether new positions are budgeted or not, and if not, then an explanation of the need and financial impact. (This does not apply to sponsored research positions – those just need to be part of the approved project spending plan. Administrative positions that are federally funded, also need another review by Finance to ensure compliance with effort and allocability guidelines).

It is very important that the home department number, position number, and job code are correct on the form. This requires careful attention before the CBO signs off on the PAR as there are multiple repercussions for errors (whether by changing the wrong person’s job code, or a delay in hiring because the information is not correct).

The guidelines below should serve as a template for the points CBOs should review prior to signing and submitting PARs.

1. **Top section of form:**
   1. All requests must contain the correct home department number, position title, job code, position number, and FTE. The only exception is for TempForce requests (see 1.d).
   2. **Utilize the HR Position Report in Business Intelligence to verify that the home department number, position number, job code, etc. are correctly reflected on the PAR before you submit it.** You can find the link for BI Launchpad at <https://finance.vumc.org/ebiz/>       Select Human Resources, then select Employee Data, then select Position Report.  From there, enter the date, the home department number, and the position number.
   3. Do not use acronyms for the position title. For example, use “Res Analyst III” - not “RAIII”.
   4. TempForce requests:
      1. The job title should be reflected as “TempForce -\_\_\_\_\_\_\_”. The blank should contain the regular VUMC job title of the role. For example: “TempForce – Res Asst III” or “TempForce – Lead Administrative Assistant”.
      2. No position number should be indicated for TempForce requests.
      3. FTE and duration of need must be indicated for TempForce requests.
   5. Discuss TempForce needs and job duties with your HR Business Partner and reference their support in the Comments section (including their name).
   6. For Reclassifications and New Position requests:
      1. Indicate the proposed job title and job code.
      2. If the request is for an occupied position, indicate the current staff member’s name.
      3. If the reclassification is for a vacant position, indicate the date the position was vacated if within the past 12 months. Otherwise indicate that the position has been vacant for over 12 months.
   7. Each request must indicate whether the specific FTE is in the current FY budget. If it is not (or if it is budgeted as contract labor), then an explanation should be covered in the Comments section. (“n/a” is appropriate for positions funded by grants, contracts, or other external sources.)
2. **Section 1 – funding sources and need:**
   1. Funding time period must be indicated.
   2. If funding is available for one year or less, a Term position should be utilized. This minimizes RIF (Reduction in Force) actions and makes it clear to the job candidates what the funding period will be. Discuss this with your HR Business Partner.
   3. Funding source category and percent must be indicated.
   4. For external support, circle all categories that apply.
   5. If core facility funds are used, the core administrator must also sign the PAR.
   6. For APS support (whether departmental or institutional support), indicate the name of the faculty member or program to which the APS funds are designated.
3. **Section 2 – funding from other operating units**
   1. This section must be completed (“yes”, “no” or “not applicable”).
   2. Please do not attach documentation of approval from another Academic or Medical Center Administration operating unit to the PAR: the department should have this on file. The CBO’s signature confirms that the documentation is on file in their department.
   3. If, however, the funding support is from one of the VUMC hospitals or clinics, then in the Comments section you must indicate the name of the executive clinical leader who has approved this support and the date of their approval.
4. **Signature Section**
   1. The CBO should only sign the PAR once they have ascertained that all information necessary is included on the form, that all information is correct, and that they fully support the request.
   2. The CBO’s signature also indicates that they have verified that sufficient space and other resources to accommodate the additional staff member are in place.
   3. Only the signature of the Chief Business Officer for the department will be accepted. If the CBO will be out of the office for one week or longer, email the PAR submission email account for guidance on how to identify a temporary delegate.
5. **Comments section**
   1. Provide a clear and concise executive summary of the position’s role.
   2. Do not use acronyms that are specific to your department, grant title, etc., without first spelling them out for clarity.
   3. If a new position is institutionally funded, but not in the department’s approved budget, then explain how this new cost will be managed within the budget in this and future years, while still meeting budget/margin targets. It will be important to provide data that supports the need to add the FTE. For example, if the need is tied to growth, state some comparable points over a range of time. It will be important to include a sentence indicating why this growth wasn’t addressed in the department’s budget planning.
   4. Provide the center numbers (and description/title of those funds as well as % to each, if multiple cost centers) that will fund this position. If a grant will provide the support, but you do not yet have a center number, then simply provide the name of the grant & agency number and state that you are awaiting the center number.
   5. If the position is administrative in category and also supported by federal funds, please discuss with the Grants team in Finance before processing the PAR. If they agree that it is appropriate to charge the indicated effort to the federal cost center, then indicate the name of the Finance person who determined this, and the date of their approval.
   6. If a classification action is involved (ie, new position or reclassified position), or if a TempForce or Term position is involved, be sure to indicate the support of your HR Business Partner for that classification level and reference them by name.
   7. Be careful not to include information about a specific individual’s situation. For example, rather than say “This position will cover duties while Julie Jones is on an extended medical leave due to pregnancy complications”, say “This position will cover duties while the Lab Manager is on an approved leave of absence.” Be careful not to reference salary increase information for reclassification of an occupied position.
6. **Submission process**
   1. Submit the signed Position Approval Request (PAR) in pdf format to: [aepositionmanagement@vumc.org](mailto:aepositionmanagement@vumc.org) (that email address is also indicated at the bottom of the PAR form**). (EXCEPTION: PARs for non-faculty VMG Professional Staff with Privileges should be submitted directly to** [**michelle.ayotte@vumc.org**](mailto:michelle.ayotte@vumc.org) **for Dr. Raiford’s review/approval.)**
   2. All explanations for the PAR should be contained on the PAR form itself. The Comments section can be expanded. Do not include classification forms, job posting wording, etc.
   3. Only one PAR should be submitted per email. This allows communications back and forth (should that be necessary) to flow more clearly and smoothly.
   4. Approved PARs will be sent to the CBO, usually within one week of submission (or within a week of the most recent submission in cases where the PAR needed updates from the department). New, unbudgeted positions will likely require a longer review period.
7. **Miscellaneous points of clarification**
   1. The approved PAR should be attached in ePac (for new or reclassified positions), as documentation that the change has been fully approved. If there is a need to also recruit for the position, be sure the ePac entry is addressed first before the position is entered into Taleo.
   2. The approved PAR should be attached in Taleo for recruitment of the position.
   3. If during recruitment, there is a need to post at a different level, a new PAR is required. The new PAR should include the prior approved PAR, as well as references in the Comments section that the new PAR is to replace the one approved on \_\_\_\_ (date). Be sure to work with your recruiter to cancel the old Taleo req.
   4. All positions funded primarily from 305 cost centers or from cost centers in the hospitals/clinics must go to the Central Labor Committee (CLC) for approval. This process is automated between the HR and Finance systems, so you do not need to take any specific actions to make that happen, other than to confirm that your recruiter places the position in “on hold” status in Taleo.
   5. If a specific position will be transferred to another department, then a PAR is required, showing the current and future home department numbers. Both CBOs must sign the PAR, and the CBO for the department accepting the new position will submit the PAR.
   6. If you plan to refill a position, you can submit the PAR as soon as the current occupant gives written notice. If you will refill it at a different level, you cannot reclassify it while the incumbent is still employed in the role. In these instances, discuss the situation with your HR Business Partner who can advise on setting up a new position and then de-activating the incumbent’s position once they leave.
   7. Do not submit a PAR unless you are ready to begin recruitment.
   8. Do not modify the PAR form.
   9. Do not lock the pdf if you sign digitally. We must be able to edit the pdf in order to sign/approve the PAR.