

DTHM Guidelines for Managing Full Academic Title Holders at JCU



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1. Purpose and Principles

These **Guidelines** supplement the Full Academic Title Appointment Offer between the Appointee and James Cook University (JCU) and relate to the appointment of staff referred to as 'Full Academic Title Appointees'. These Guidelines outline the working arrangements for these Appointees who are engaged by JCU to perform clinical work, research and teaching activities (as applicable) in support of the University. These Guidelines provide a basis for working arrangements for the day to day management and leadership of Appointees.

2. Key principles for the management and leadership of Full Academic Title Appointees

- i. Full Academic Title Appointments are for the most part, unpaid appointments.
- ii. Full Academic Title Appointments are approved and maintained on the expectation that the Appointee will make a positive and agreed contribution to the University over their period of appointment.
- iii. An annual review of the Appointee's performance/contribution to the University will be undertaken by the JCU Supervisor. The JCU PDP process is modified to account for the nature of the appointment.
- iv. As part of the appointment process, the nominee will submit a Nomination Form indicating the position sought and their proposed involvement with/contribution to JCU. In the course of application, the candidate will be required to exchange both personal and confidential information to JCU to allow for sharing of information.

3. Definitions

Definitions used throughout these Guidelines are detailed below:

'Annual Review' is taken to have the same meaning as performance appraisal, modified to account for the nature of the appointment.

'FATH' is a short form of Academic Title Holder which is a term used to refer to Full Academic Title Appointees. This is the employment status code to identify this type of Appointee in JCU's systems.

'Full Academic Title' appointment is an honorary appointment that permits the appointee to use an appropriate academic title (without the need to specify this as an Adjunct title), in recognition of the vital contributions that the Appointee has made and continues to make to the success of JCU. The titles of Full Academic Title Appointees are prefixed with "JCU" for system identification purposes. The Appointee is free to use the title in their normal professional capacity and in JCU-related activities, with an option of electing to retain or omit this prefix.

'Policies and Directives' are the policies, procedures, rules and directives of JCU.

4. The Role of a Full Academic Title Appointee

A key objective of the appointment is the integration and engagement of health professionals (including but not limited to clinicians) with the research and teaching of JCU.

A Full Academic Title Appointee is primarily identifiable by the depth of the commitment to academic and clinical endeavour and operates as a leader in both the clinical and academic settings. Appointees champion a culture of education, innovation, research and curiosity within both JCU and in their non-JCU work.

5. Award of a Full Academic Title

The nominee for Full Academic Title is expected to have made contact with the proposed host College/ Research Centre to discuss their intended involvement with/contribution to JCU.

The award of Academic Title process will be in accordance with the policies of JCU. The candidate selected for a Full Academic Title Appointment must meet the standards for the level of appointment that they are appointed to, in accordance with JCU's current position classification standards.

The Divisional Review Committee for Full Academic Title Appointments comprises senior representatives from the Tropical Health and Medicine Division of JCU, who consider nominations and approve appointment offers for Levels A, B and C Appointments. This Committee meets at least three times per year.

After initial consideration by this Committee, Level D and E nominations that have received recommendation, will be submitted for approval to the University Review Committee. This Committee comprises of senior executives from across JCU. This Committee will approve senior Full Academic Title and Adjunct Appointments across all areas of JCU and informs the formal offers of appointment sent from the Office of the Provost.

6. Pre-Appointment

Pre-appointment screening of nominees for a Full Academic Title Appointment will be coordinated by JCU and may include review of:

- a. Qualifications;
- b. Rights to Work in Australia (where applicable);
- c. certified copies of required registration or membership with the appropriate authority or association within Australia;
- d. a criminal history check (CHC);
- e. a working with children check (blue card) where required;
- f. reference checks; and
- g. an internet search.

7. Offer of Appointment

JCU will provide the Full Academic Title Appointee with the Offer of Appointment. The Offer of Appointment will clearly state:

- a. the Appointee has an honorary relationship with JCU;
- b. the appointment is a Full Academic Title Appointment;
- c. the appointment is subject to the terms of the JCU Adjunct and Full Academic Title Honorary Appointments Procedure;
- d. the term of the appointment;
- e. the level and status of the Full Academic Title Appointment;
- f. the duties to be undertaken by the Appointee during the appointment.

The Offer of Appointment will also include a provision requiring the Appointee to acknowledge their acceptance of the Offer of Appointment.

8. Commencement of a Full Academic Title Appointment

On commencement, the work performance expectations of the Full Academic Title Appointee should be clearly set by the nominated JCU supervisor/manager.

Applicable benefits will be assigned to the Appointee on an as required basis (outlined in Appendix 1).

This can be recorded on the relevant PDP Form if preferred (see Appendix 2).

9. Onboarding

The Full Academic Title Appointee will be onboarded in accordance with the relevant College/ Research Centre's on-boarding strategies. JCU will be responsible for ensuring the Appointee is fully aware of to whom they are accountable for different facets of their role as part of the onboarding process.

An Onboarding Checklist will be provided to the Appointee which outlines the orientation, induction and applicable JCU mandatory training that the Appointee will complete. This includes JCU's WHS obligations and JCU Respect online module. In some circumstances, an Appointee may be required to complete Fire Evacuation Procedures.

Induction and orientation provides the opportunity for the Appointee to be welcomed and learn important information about JCU and should include profession and role specific information.

10. Payments

Full Academic Title Appointments are normally unpaid. Any payments will be in accordance with JCU policies.

11. Registration and Regulation of Health Practitioners

If the Full Academic Title Appointment includes the expectation that the Appointee will undertake

clinical work (including clinical supervision of students where necessary) in support of JCU, and has therefore been awarded by JCU on the understanding that the Appointee is a registered health clinician, JCU must inform them of their obligation to maintain the appropriate professional registration to enable the performance of their duties during the term of their appointment, at their own cost.

The Appointee will be required to report any changes to their registration, including the details of those changes and any conditions placed on their registration to JCU during the term of their Appointment.

12. Conflicts of Interest

The Full Academic Title Appointee will be expected to comply with JCU's Policies and Directives with respect to conflicts of interest, in particular the JCU Staff Code of Conduct. The Appointee will be expected to declare any conflict of interest, whether perceived, potential or actual, on commencement of their appointment with JCU or if and when it may become apparent after appointment.

Where JCU becomes aware that a Appointee may not have declared, avoided, resolved and/or appropriately managed a conflict of interest in accordance with JCU's policy requirements, the Nominated Supervisor will discuss the suspected failure to comply and the process by which the matter should be resolved, including whether the matter should warrant cancellation of their appointment with JCU and any other necessary action if needed.

13. Accountability

JCU will at all times maintain control and responsibility with regard to academic and administrative matters pertaining to JCU research and educational programs conducted under its name. The Full Academic Title Appointee will be responsible to JCU for all teaching and research related academic work undertaken for JCU. JCU teaching and research will be governed by JCU's Policies and Directives.

JCU will bear no responsibility for the delivery of services by the Appointee outside of the work undertaken for JCU (e.g., provision of clinical services delivered for, or on behalf of, another organisation, or in a private practice capacity).

14. Performance of Duties

The Full Academic Title Appointee's duties must be performed by the Appointee personally and may not be delegated to any other person, without the prior approval of the nominated Supervisor. The Parties must agree in writing to any significant change to the duties, including without limitation an increase in the number of clinical sessions to be performed by the Appointee. If significantly different, a new Appointment Offer should be agreed and issued.

15. Regular Communication and Engagement Discussions

JCU recognises the vital contributions made to its success by Appointees through their dedication to their profession and to the work of the University, supporting the creation of new knowledge and helping to prepare the next generations of health professionals.

Throughout the term of the Full Academic Title Appointment, regular discussions will be held between

the JCU Nominated Supervisor and Appointee to discuss the Appointee's contribution to JCU and any assistance they may require in fulfilling their JCU requirements.

Regular engagement opportunities will be communicated via email to all Appointees including general JCU email communication/notifications, invitations to participate in relevant JCU and College events, seminars and general staff briefings etc as and when required.

16. Development, Health & Wellbeing

JCU's staff development programs may be made available to all Full Academic Title Appointees where possible and appropriate including those offered through JCU's HR Training Calendar. Prior approval will be required from the College Head or Dean.

JCU will make available various online training modules through the LinkedIn Learning tab on the [Staff Development webpage](#) (you will require a LinkedIn account to sign in). LinkedIn Learning is an online learning platform that provides staff with access to 10,000+ free course-based video instructions on a wide range of personal and professional development topics, including software, technology and creative skills. LinkedIn Learning is a flexible learning option that allows staff to view course content when they need it and at a time that suits them.

17. Annual Review

In conjunction with the regular discussions between the JCU Nominated Supervisor and Appointee, performance feedback can also be provided. It is important that in such discussions, any constructive feedback is raised with the Appointee in a timely manner.

The Annual Review allows for the assessment of achievements and performance, establishing performance goals and considering professional opportunities. The Review is a coordinated discussion held between the Full Academic Title Appointee and the Nominated Supervisor covering key achievements, progress, challenges, and areas for improvement where applicable. The Review offers an opportunity to address the inherent tension of combining the demands of research, education, clinical service and administration in meeting the objectives of JCU. These discussions are an opportunity for open and transparent communication that will assist to:

- Review the contribution of the Appointee to JCU's education, research and clinical service as applicable;
- Optimise the use of skills and resources in seeking to achieve the delivery of JCU priorities with respect to research, teaching and clinical service, as applicable;
- Exchange effective feedback and clarify expectations of the Appointee's duties and performance;
- Set goals for the following year.

Outcomes from the Annual Review may inform other formal processes such as the potential academic promotion of an Appointee.

18. Promotion

To apply for promotion, Full Academic Title Appointees would need to apply through the nomination

process for consideration of appointment at a higher level in accordance with JCU's policies and procedures. If promoted, the academic title appropriate to the academic level of appointment will apply for the duration of the Appointment with JCU as per the relevant Procedure.

19. JCU Policies and Directives

JCU will require the Full Academic Title Appointee to comply with its Policies and Directives in discharging the duties and functions of the appointment, to the extent those policies are relevant and applicable to the Appointee's position and duties.

The Appointee will treat JCU's Policies and Directives as its own in the conduct of the relationship with JCU, including the Policies and Directives related to conduct and performance, grievance procedures, travel, and workload management, where relevant.

JCU may issue lawful directions in respect of any non-compliance with JCU's Policies and Directives.

20. Managing Conduct and Performance

Where JCU holds the view that it is necessary to instigate formal procedures on the grounds of misconduct, research misconduct, or performance, up to and including termination of appointment, it will manage these matters in accordance with the relevant Policies and Directives of JCU.

When serious concerns are raised about a Full Academic Title Appointee, JCU may consider whether it is necessary to place temporary restrictions on their performance of work or exclude them from the performance of work conducted on behalf of the University, in accordance with their Appointment Offer, relevant Industrial Instrument, Policies and Directives of JCU and professional registration requirements. The purpose of such a restriction or exclusion from the performance of work would usually be used to: protect the interests of patients, students or staff; to protect the interests or reputation of the University; and/or to assist the investigative process when there is a reasonable risk of the Appointee's presence impeding the investigation.

The procedure for dealing with potential research misconduct will normally be managed in accordance with JCU's Code for the Responsible Conduct of Research and will be consistent with the *Australian Code for the Responsible Conduct of Research* and *NHMRC Policy on Misconduct related to NHMRC Funding* (where applicable). JCU will consider the findings of any inquiry to determine what further action, if any, should be taken.

21. Financial and Human Resources Delegations

A Full Academic Title Appointee is unable to hold a position with financial and/or human resources delegations (i.e., to make decisions on behalf of the University in relation to financial or HR matters) as per the JCU HR and Financial Delegations Registers.

Whilst they can undertake day-to-day supervision of JCU staff (if their role with JCU requires this), such supervision will be performed via a co-supervision arrangement involving an applicable JCU staff member in conjunction with the Appointee.

22. Travel

Work related travel undertaken on behalf of JCU will occur in accordance with JCU's Policies and Directives.

23. Workers' Compensation and Rehabilitation

A Full Academic Title Appointee who has sustained a work-related injury or illness through the course of undertaking work for JCU, and as a result claims workers' compensation, will do so in accordance with the relevant Policies and Directives of JCU.

Where required, rehabilitation will be provided to assist in an injured worker's safe return to work. When an Appointee is off work, rehabilitation will aim to return the Appointee to suitable employment as early as possible in accordance with assessed needs.

24. Reasonable Workplace Adjustments

Where necessary and reasonably practicable to do so, JCU may make modifications or adjustments to the workplace or the role to meet the individual needs of the Full Academic Title Appointee, in accordance with the Policies and Directives and Industrial Instrument(s) of JCU.

25. Reporting Obligations to the Office of the Health Ombudsman

Where JCU becomes aware, or reasonably believes, that a Full Academic Title Appointee may have demonstrated Notifiable Conduct (in accordance with health registration or regulatory body guidelines), there is a duty to report such conduct. It is acknowledged that health practitioners have an obligation to notify the Office of the Health Ombudsman, if they reasonably believe a registered health practitioner has demonstrated Notifiable Conduct.

26. Arrangements for Reviewing Existing Full Academic Title Appointments

Full Academic Title Appointments may be considered for extension by agreement in writing for further periods as determined by JCU. Prior to the expiration of an Appointment arrangement, the Nominated Supervisor will discuss the terms of the arrangement with the Appointee and make a recommendation to the relevant JCU authority for the position to:

- be extended: continue on the same terms; or continue on varied terms;
- propose a new appointment at a different level; or
- conclude at the expiration of the current appointment term.

Any further appointment will be submitted for internal approval by JCU as per the Adjunct and Full Academic Title Honorary Appointments Procedure.

27. Termination of Appointment

This can occur as per the Adjunct and Full Academic Title Honorary Appointments Procedure or where the Full Academic Title Appointee resigns from their Appointment.

Supporting Documentation

Appendix 1 Full Academic Title Appointment Benefits Table

Appendix 2 Academic Title Holder PDP Form (optional)

Appendix 3 Preparing for FATH Performance Discussion Checklist

[Full Academic Title Nomination Form](#)

[Adjunct \(and FATH\) Appointment Request HR Form](#)

[Honorary Appointments Policy](#)

[Adjunct and Full Academic Title Honorary Appointments Procedure](#)

Honorary Appointments Onboarding Checklist TBA

Administration

Approval Details

Policy Sponsor and approver of guidelines	Director, Divisional Operations, Division of Tropical Health and Medicine
Date for next review	01/07/2023

Revision History

Version	Approval date	Implementation date	Details	Author
1.0	01/07/2020	01/07/2020	Original Guideline established	Peter Westwood
2.0	01/07/2021	01/07/2021	Amendment to policy/ procedures to now refer to Honorary Appointments Policy and Adjunct and Full Academic Title Honorary Appointments Procedure	Peter Westwood

Appendix 1 - Full Academic Title Appointment Benefits Table

Standard Benefits:

1. **Ability to use the full academic title and status of the University.**
2. **Access to JCU library resources.**
3. **Computing access:**
 - a. JCU email and web portal accounts;
 - b. Support from JCU IT Help Desk for University IT account and equipment queries;
 - c. Access to JCU MyHROnline portal to update personal information for JCU;
 - d. Access to MS Office online apps (0365 for Web – Word, Outlook, Excel, Powerpoint and OneNote; and 0365 Services – Onedrive, Teams, Yammer, Sway, Forms and Stream);
 - e. Data storage on central servers / share drives for JCU-affiliated projects/activities.
4. **JCU newsletters and on-line media:**
 - a. Receipt of JCU newsletters and all staff communications;
 - b. Opportunity to promote achievements to the University community through newsletters and on-line media.
5. **Professional Development.** Access to internal (JCU-run) seminars, workshops and staff development opportunities (subject to availability and cost).
6. **Access to awards.** Ability to apply for, and be awarded, University awards (e.g., teaching awards), scholarships and research grants (where permitted within the award rules/ guidelines).
7. **Student supervision.** Ability to supervise Higher Degree Research (HDR) students (e.g., PhD and MPhil), contingent on meeting requirements.
8. **Web presence:**
 - a. Inclusion in the staff listing on the host Division/College/Institute/Centre's webpage;
 - b. Ability to display information about research projects on the host's webpage.
9. **JCU staff ID card.**
10. **Insurance.** Coverage by the University's insurance policies, under the terms of those policies, when acting on behalf of the University.
11. Other privileges and benefits that the University deems should also be made available.

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Additional Benefits

Additional benefits may be provided, subject to approval and availability, in the event that the Academic Titleholder is involved in a senior or significant role on behalf of the University (e.g., senior investigator on a JCU-managed grant, contract or consultancy and/or a roll that closely-mirrors that of a paid JCU employee):

1. Access to facilities:

- a. Access to high-performing computers, laboratories and research infrastructure;
- b. Access to hot-desks, shared office, own office;
- c. After-hours access to buildings/office/labs when required to undertake JCU-affiliated activities;
- d. Access to on-line web room booker.

2. Computer access:

- a. Access to a JCU-owned computer;
- b. Access to specialist software:
 - for use on JCU-owned computers: SPSS, NVivo: ARCGIS;
 - for use on JCU-owned or own computer: Adobe Creative Cloud; Graphpad Prism; FortiNet VPN Client (external University network).

3. Financial Services access:

- a. JCU credit card (only for travel requirements associated with JCU research unless CFO approval obtained);
- b. Access to JCU finance systems.

4. Assistance from University services:

- a. Assistance from JCU Connect with accessing on-line grant databases, research grant administration, grant writing, feedback on grant applications, and achieving ethics approval for research administered through the University;
- b. Assistance from JCU Connect in developing opportunities to commercialise intellectual property on behalf of the University;
- c. Assistance from JCU's legal services where contracts or legal agreements are required for activities undertaken on behalf of the University.

5. Staff supervision. Ability to co-supervise JCU staff involved in a JCU-managed grant, contract or consultancy.

6. Committee/meeting participation. Ability to seek nomination to host Division/College/Institute/Centre committees, and to participate in host meetings and seminars as applicable.

7. JCU Business Card.

Appendix 2 - Academic Title Holder PDP Form (optional)

Name	
Position	
Location	
JCU Supervisor's Name	

First discussion – Develop the Plan	Second Discussion – Progress Review	Third Discussion – Final Review of Outcomes
<i>Staff member signature and date</i>	<i>Staff member signature and date</i>	<i>Staff member signature and date</i>
<i>Supervisor signature and date</i>	<i>Supervisor signature and date</i>	<i>Supervisor signature and date</i>

Context for outcome/achievement areas:

Level A Academic	Level B Academic	Level C Academic	Level D Academic	Level E Academic
Expected to make contributions to the teaching effort of the institution, particularly at undergraduate & graduate diploma level & to carry out activities to develop scholarly, research & or professional expertise relevant to the profession or discipline.	Expected to make contributions to the teaching effort of the institution & to carry out activities to maintain & develop his/her scholarly, research &/or professional activities relevant to the profession or discipline.	Expected to make significant contributions to the teaching effort of a department, school, faculty or other organisational unit or an interdisciplinary area. An academic at this level is also expected to play a major role in scholarship, research &/or professional activities.	Expected to make a significant contribution to all activities of the organisational unit or interdisciplinary area & play a significant role within their profession or discipline. Academics at this level may be appointed in recognition of distinction in their disciplinary area.	Expected to exercise a special responsibility in providing leadership & fostering excellence in research, teaching, professional activities & policy development in the academic discipline within the department or other comparable organisational unit, within the institution & within the community, both scholarly & general.

Outcomes / Achievements

*PART ONE – Key Priorities for your role for the next 12 months – what are the **main** things that you need to achieve?*

Key Objectives	Start of Year – Expected Outcomes / Achievements	Mid-year Review comments	End of Year – Review Comments
Learning and Teaching			
Research and Scholarship			

Leadership and Service			
Engagement			
Clinical			

***Delete what is not relevant above*

PART TWO – Professional Conduct

How you do your work and demonstrate University values
<i>(Eg. Leads by example – demonstrates professionalism through actions and behaviours, collegiality, a positive work culture, good teamwork, and demonstrates University values)</i>

PART THREE – Discuss ATH’s career objectives and possible development opportunities

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PART FOUR – Supervisor’s Supporting Actions

Actions your JCU Supervisor can take to assist you to achieve your plan/other follow up action needed	Start of Year - How will this action support you?	Mid Year Progress	End of Year - Was it undertaken?

PART FIVE – End of year comments – Review of Progress

Staff member summary comments	Supervisor summary comments

Appendix 3 - Preparing for FATH Performance Discussion Checklist

The Full Academic Title Holder and JCU Supervisor are accountable for following through on actions arising from Performance discussions. To make the most out of structured Performance meetings both you and your Supervisor need to prepare.

Academic Title Holder	Supervisors
<p>Come to your Performance discussions ready to talk about how you are going in your work, to provide feedback to your Supervisor, and to discuss your work and your aspirations.</p> <p>These are some things to think about when you are preparing for your meetings:</p> <ul style="list-style-type: none"> - Any previous discussions about your academic workload* - The work you do including your major activities, priorities and outcomes - What success looks like for you in your role - Opportunities that you can see for improving your work or your contribution to your team over the coming 12 months - Changes that you think may be needed in your work or how it is done, including opportunities to improve work outcomes - Your achievements and what is working well - Your contributions to teamwork, collegiality, productivity, professional conduct within your group and applying University values in getting outcomes - Any problems or obstacles that you are having in your work (and any ideas you have about possible ways to address these) - Anything you think you need to do differently in your work in the future - Your learning interests and areas in which you would like to develop your skills - Areas of learning that would better equip you for the work you are doing or the work that is coming up - Areas of learning that would help you with your future career development and career path - What support you need from your Supervisor/others - Feedback you would like to provide to your Supervisor – things they do that help you and things they could do differently to better help you in the future - Draft objectives for the following 12 months 	<p>Come to the Performance discussions ready to discuss:</p> <ul style="list-style-type: none"> - The performance of the team and the University and future directions - The contributions this person is making to the outcomes for the team and the University more widely - The key priorities and expectations you have for the work they do / outcomes to be achieved - This person’s career stage and potential aspirations - This person’s achievements and work progress – what is on track and going well? - The person’s conduct and effectiveness in how they go about their work – consider their professionalism, contribution to teamwork, collegiality etc and applying University values in getting outcomes - Specific feedback you would like to give about what this person does well - Any areas for improvement or development - How this person’s role may be impacted by future changes in your team and/or in the University (and how their job may change/develop). Be ready to discuss any implications for things like their responsibilities, skills and learning needs - The support you or others may be able to give to assist this person’s performance and development in the next 12 months and how this might occur <p>Be ready to ask questions, to listen, to give quality feedback, and to discuss your expectations of this staff member and their work.</p>
<p><i>In preparing for the meeting you and your Supervisor should read the PD Plan and consider:</i></p> <ul style="list-style-type: none"> • Relevant team and University work plans/business plans/operational plans. • You should be ready to discuss any periods of unavailability you plan during the year. 	