

## **Academic Affairs Staff Hiring Freeze Guidance June 12, 2009**

Per Senior Vice Chancellor Drake's notice of June 10, 2009, effective immediately and until further notice, the recruitment of career and limited staff on core University funds in Academic Affairs units is suspended. This includes positions presently posted but as of yet unfilled. Staff recruitments on soft funding and student recruitments may continue, subject to the availability of funding.

The hiring freeze applies to all vacancies, except where requisitions are approved by the Office of the Senior Vice Chancellor. The freeze will have only limited exceptions. Requests for exceptions to recruit and fill any vacant position must be approved by the Office of the SVCAA and must meet at least one of the following criteria:

1. Vulnerability control (e.g. vacancy creates clear, direct, and short-term safety, financial accountability, risk management and/or regulatory compliance vulnerabilities that cannot otherwise be mitigated)
2. Minimum operation of critical functions (e.g. a small office performing a critical function which cannot be absorbed by another person of office – see vacancy management guidelines below).
3. Recruitment is part of a reorganization that in whole reduces overall staffing levels. Our expectation is that recruitments that fall into this category will be filled via internal recruitment
4. Position is funded from non-core funds\*

\*Core funds are state funds, indirect cost recovery funds and student fee funds. In general, these are the funds numbered 202XX and lower, as well as 69750

### **Process for requesting freeze exceptions:**

Exception requests must be approved by and forwarded through the relevant Dean, Provost or other major unit head to Academic Affairs Staff Human Resources Director Bobb Barile for review by the SVCAA. Requests for units reporting to the VC-Research should be forwarded through Assistant Vice Chancellor Marianne Generales to Bobb Barile. Requests will be reviewed, evaluated and decided upon on a case-by-case basis. The Office of the Senior Vice Chancellor will make it a priority to review exception requests as expeditiously as possible.

Requests for freeze exception should be sent via email and no more than 2-3 paragraphs in length. The requests must include:

- Summary listing of the critical functions and responsibilities of the position
- Impact on operations or programs if positions is not filled
- Alternatives that were considered, including reorganization, reassignments, etc., and why deemed not feasible
- Length of time position has been vacant
- Other vacant positions in the unit (title and title code) and length of time they have been vacant
- Summary of budget reductions previously implemented in the unit and approximate savings achieved

If the requisition is for a non-core funded position you do not need to prepare the detailed exception request as described above, but you should still send an email to Bobb Barile, with a copy to your major unit head (Dean, Provost, etc.), to ensure that the recruitment is not delayed.

***In addition, effective immediately, Bobb Barile should be listed as an endorser for all employment requisitions forwarded to campus HR for positions to be paid from core funds. Recruiters in the Employment unit will not take action on requisitions until this endorsement is obtained.***

## **Vacancy Management Guidelines**

Unfilled vacancies will create workload management challenges for every department, particularly smaller units. Departments undergoing hiring freezes should consider reorganizing staff workload and reporting lines around current and anticipated vacancies. SVCAA guidance for this process is as follows:

### Revisit divisional and departmental priorities:

Divisional and departmental leadership are responsible for setting priorities within their areas, using Charting the Course and other strategic planning processes as broad guideposts, and determining the means to continue functions that are most critical (“core” functions and business) despite position vacancies.

### Divisional/departmental responsibility to reorganize and consolidate functions as needed:

When vacancies cannot be filled or budgets are reduced, divisions and departments will be expected to make adaptive organizational and staffing changes that are cost effective and enable the most critical functions to be performed. For example, rather than submit a hiring freeze exception request for a vacant position in a small work unit, the division or major unit should consider incorporating those functions into a larger unit.

### Consider consolidating decentralized support functions:

In this environment, some decentralized common functions are potential candidates for consolidation at a more central level (e.g. IT services, administrative support, academic personnel, staff HR, etc.) Again, leadership will be expected to consider and, if appropriate, adopt this cost saving measure as vacancies continue in duration or increase in number.

### Cross training and staff development:

In order to manage current and anticipated additional vacancies, the SVCAA is strongly encouraging all departments to support cross-training of staff in positions central to critical functions. The Office of the SVCAA is committed to continuing its training and development programs for staff and will look for cost-conscious ways to expand opportunities for cross-training.

### Use of temporary staff:

Salary savings from vacancies may be used to hire temporary staff for critical functions in the short term in order to continue operations while consolidations and reorganizations are being planned, or while cross-training of career staff is occurring. Temps should not, however be used to fill vacancies on an ongoing basis over the medium and long-term.