



Central Position Management Process for UW Staff (Staff CPM) **April 25, 2013**

This document describes the principles and mechanics of central management of at-will, administrative professional, and classified staff positions (hereafter referred to as staff positions). The aim is to develop an implementation plan similar to that for academic positions that has been in place at UW for over a decade. A centralized system of staff management is a goal of UP3:

Action Item 69: Central staff salary management. The Vice President for Administration, in collaboration with other vice presidents, will develop a system for the central management of salary resources and benefits associated with classified staff positions. The purpose of the system will be to allow for decisions about some fraction of the resources freed when staff positions become vacant. The initial system will focus on potential uses of the differences between salary and benefits left by departing employees and those needed to refill their vacancies at the entry level.

Part of the central staff salary management process was put into place in 2009, when the practice of refilling vacancies at 15% into the pay grade was established. In 2012 a system of quarterly review of non-academic personnel vacancies was initiated as part of plan to meet a state-mandated budget reductions. In January 2013 UW met its goals for the personnel reductions required to meet a 6% budget reduction in our Section 1 budget.

It is now possible to institute an ongoing, central review process that enables UW to reallocate staff positions among divisions or among job categories. Through this process UW can make the best and most efficient use of our staff resources as university priorities evolve through our university planning process.

Key issues addressed below include the following:

1. The principles guiding the process.
2. Basis for the allocation of positions back to divisions.
3. Timing and mechanics of the compilation of vacant positions.
4. Timing and mechanics of the reallocation of staff salary resources.

1. Guiding principles

The following principles will guide staff reallocations:

- Institutional priorities established through our university plans must guide decisions about staff reallocations.
- The process will include both Section I and Section II funded positions. Grant-funded positions will be exempt.
- Senior leadership within each division together will administer management of these positions.
- Staff positions can be redefined and/or restructured. Reallocations can and on occasion should occur across divisions.
- Discussions about staff positions must be frequent and regular. They will occur on a quarterly basis.

We outline the process as follows:

2. Basis for the reallocation of positions to divisions

The key questions driving staff position allocation should be the following:

- What functions most need to be fulfilled?
- What funding is available?

The question of which positions need to be filled isn't one of these questions, because it's subsidiary to the question about functions. Divisions should identify their staffing priorities based on the first question and on their staffing plans. Current division staffing plans were prepared in 2012, and include an analysis of the core mission and function of each division and how staff can be best and most efficiently arrayed to accomplish their essential functions. The plans (3-5 pages) include the following:

- A brief description of their core mission and essential functions.
- A description of the critical staff services needed to support these functions.
- A description of how division staff might be restructured to provide critical services with fewer staff, such as consolidation, reorganization, centralizing certain staff, etc. Possible reorganizations could include those that cross divisions. Plans might also include ways to migrate staff to non-Section 1 funding sources.
- Identification of non-essential staff functions that could be eliminated.

Each division should review its staff management plans annually, updating the mission and functions and reviewing how staff best support those goals and functions. Divisions can bring forward proposals for staff reallocation to quarterly staff CPM meetings based upon priorities outlined in these plans.

3. Timing and mechanics of the compilation of vacant positions

When a staff position becomes vacant, Human Resources will include it in a list of vacant positions, updated weekly. The Vice President for Administration and Finance will forward these lists to the vice presidents. Money associated with the positions that are vacated will be retained by the unit until the next quarterly meeting, and may be used to cover the duties associated with the vacated position.

The money associated with vacant positions becomes the "pool" of funds that will be reallocated at the quarterly meeting. The vice presidents will prioritize the position requests from their division in advance of each quarterly meeting, and submit this information to the Vice President for Administration and Finance. The information should include:

1. The ranked list of position requests, including any requests to eliminate, refill, or redefine vacated positions within their divisions; any requests for new positions in their divisions, and any requests for new or refilled positions in other divisions.
2. For redefined or reallocated positions, information on the proposed job title, pay grade, and salary.
3. For redefined or reallocated positions, information on how the request responds to institutional priorities.
4. Vice Presidents may authorize vacated positions to be filled on an exigency basis. They should use the Position Request Form to communicate their decision to HR, IT, the budget office, and other offices charged with tracking the information. Divisions that make liberal use of exigency hiring should not expect to be allocated staff resources contributed from other divisions.

4. Timing and mechanics of the reallocation of at-will and classified staff salary resources.

At quarterly meetings, the vice presidents will meet to reallocate the pool created by vacant positions. These meetings will be held on or around October 1, January 1, April 1, and July 1. Prior to each meeting the Vice President for Administration and Finance will circulate the list of vacant positions, the total amount of salary funds contributed by each department from the vacancies within their division, and the prioritized list of position requests provided by each vice president. The provost will chair the meetings.

Vice presidents will prioritize use of the pool of salary money available from vacated positions and refilling positions at 15% into grade in order to:

- Reallocate positions to divisions where critical need is growing.
- Hire persons who increase the diversity of our non-academic employees.
- Top up the salaries of critical, high-priority positions where UW salaries are not competitive with the market.

Following each meeting, the Vice President for Administration and Finance will summarize the decisions made in a memo to the vice presidents, including a list of the positions authorized for filling, and a cumulative accounting of the reallocations, showing amounts that divisions that have contributed to staff salary resources and amounts that the divisions that have received in reallocated staff salary funds.