



**USC** University of  
Southern California

# Interim Position Management Guidelines

**Office of Human Resources**  
**April 2020**

## Table of Contents

<b>OVERVIEW</b> .....	<b>2</b>
<b>ENVIRONMENTAL SCAN</b> .....	<b>2</b>
<b>OBJECTIVE</b> .....	<b>2</b>
<b>IMPLEMENTATION PROCESS</b> .....	<b>3</b>
<b>REQUIRED APPROVALS BY POSITION TYPE AND APPROVAL AUTHORITY</b> .....	<b>4</b>
<b>STRATEGIC HIRING COMMITTEE APPROVAL PROCESS</b> .....	<b>5</b>
<b>APPENDIX A – Justification Requirements and Position Management Decision Tool</b> .....	<b>6</b>
<b>APPENDIX B – Emergency Instructional Hires</b> .....	<b>8</b>

## **OVERVIEW**

The interim position management guidelines outlined in this document were developed by University Human Resources and the Office of the Provost as we adjust to the COVID-19 pandemic. They will be reviewed again in December 2020.

USC's central mission is accomplished through teaching, research, artistic creation, professional practice, and selected forms of public service. Continuing to achieve our mission makes it essential that we protect the financial health of our university and prepare for our students, faculty, and staff to eventually return to campus.

As a result, an immediate pause on the hiring of non-critical positions has been implemented, applying to all academic and administrative departments at USC. Positions required to comply with a contract, grant, or gift funding, and clinical positions offering direct patient care, are not included in the pause. See Chart on p. 3.

Any offers that were extended and accepted, or in which employment terms were being negotiated, prior to April 1, 2020 will be processed without requiring the Position Management Request Form described below.

## **ENVIRONMENTAL SCAN**

- Salaries and related fringe benefits of existing employees account for 60% of the university's operating budget. Some salaries are supported by revenues from operations that have been slowed due to the COVID-19 pandemic.
- More than 1,700 employees are unable to perform their jobs at home, and some of those employees' compensation is paid through revenue generating operations that have slowed during this period.

## **OBJECTIVE**

Creating a comprehensive strategic hiring position management process will help protect the financial health of our university during the period of the COVID-19 pandemic, and reserve the necessary resources to prepare for the eventual return to campus of existing students, faculty, and staff.

- It is a strategic priority to deliver pay strategies that will allow existing employees to continue to receive access to financial support, even during the time the majority of our employees are working remotely.
- To deliver on the continuation of pay strategies to existing employees, it is prudent to pause hiring for all but positions that remain critical to the operation of the university. Strategic position management will drive the discipline to put the university in the best position to accomplish that goal.
- A newly formed Strategic Hiring Committee consisting of the Provost or a delegate, the SVP of Finance or a delegate, the SVP of Human Resources or a delegate, and the SVP of Administration or a delegate, will review positions that Deans and SVPs submit as critical to the operation of the university.

## **IMPLEMENTATION PROCESS**

The new position management guidelines will be in place until further notice. This document provides additional guidance on how position management will be implemented university-wide. HR Partners are available to answer questions and to help implement this process.

### **Currently posted positions**

Current positions for which offers have not been made by April 1, 2020 must undergo a review for determination of criticality by the unit Dean or Senior Vice President. The Chart on p. 3 shows the positions that can move forward on the Dean's and Senior Vice President's sole authority. It also shows the positions for which Deans and Senior Vice Presidents must submit a hiring request to the Strategic Hiring Committee, identified above.

### **New and Vacated Positions**

For any new or vacated position, Deans and SVPs should use the following criteria and Approval Chart as a guide to determine whether to move a position request forward.

- When creating or filling faculty (full-time, part-time, adjunct, RTPC, etc.) and staff positions (including full-time, part-time, fixed term, resource, postdoc teaching fellow, per diem, contingent, and temporary workers), it will be necessary to document the analysis that substantiates that the position represents an emergent need and is critical to maintaining operations or academic programs. Positions that are non-emergent and are not critical should not be filled at this time.
- These requirements also apply to the engagement of independent contractors or individuals working for the university under professional services agreements. Although all positions are reviewed, certain positions, due to the nature of the tasks performed, are excluded from routine adherence to this policy, at the discretion of the university.
- Defining the position requirements and approval for faculty and staff positions of all types requires direct involvement of functional leaders in the decision processes. This includes deans of faculty, finance (SBO's), and human resources.

## REQUIRED APPROVALS BY POSITION TYPE AND APPROVAL AUTHORITY

Position type	Positions requiring SHC approval	Move forward on Dean/SVP approval
<i>Faculty positions</i>	<p>New critical or emergent full-time faculty positions (including incremental headcount)</p> <p>Vacated critical or emergent positions</p> <p>Emergency instructional hires for multiple semesters</p>	<p>Required to comply with a contract, grant, or gift funding</p> <p>Clinical positions offering direct patient care (e.g., physicians, etc.)</p> <p>Short term, instructional part-time faculty positions (e.g., semester hires)</p> <p>Emergency instructional hires for a one semester term (See Appendix B)</p>
<i>Staff positions</i>	<p>New critical or emergent positions (including incremental headcount)</p> <ul style="list-style-type: none"> <li>• Vacated positions where a requisition is created with the intent to backfill</li> <li>• Requisitions whether for posting or not-for-posting (e.g., internal promotions)</li> <li>• Positions needed to provide dedicated support to research initiatives</li> </ul> <p>Regular staff, fixed-term staff, resource employees, per diem positions</p>	<p>Required to comply with a contract, grant, or gift funding</p> <p>Clinical positions offering direct and indirect patient care (e.g., nurses, lab technicians, etc.)</p> <p>Student recruitment positions (admissions)</p> <p>Health and safety positions (e.g., DPS, EHS)</p> <p>Positions required to comply with State or Federal regulations</p>
<i>Contingent/temporary workers</i>	<p>All new assignments, whether sourced or paid under the Kelly Services agreement</p> <p>Existing assignments: review to determine whether appropriate to continue</p>	<p>Required to comply with a contract, grant, or gift funding</p> <p>Clinical positions offering direct and indirect patient care (e.g., nurses, lab technicians, etc.)</p> <p>Event workers (e.g., Hospitality Services, Athletics)</p> <p>Seasonal workers in critical roles (e.g., Residential Housing, Enrollment Services, summer camp workers)</p> <p>Light industrial</p>
<i>Independent contractors and individuals engaged under professional services agreements (incorporated as a business)</i>	<p>All new agreements</p> <p>Existing engagements: review to determine whether appropriate to continue</p>	<p>Required to comply with a contract, grant, or gift funding</p>

## STRATEGIC HIRING COMMITTEE APPROVAL PROCESS

When a critical or emergent position is needed or one becomes vacant:

1. HR Partners in schools and units will consult with the hiring Dean, dean of faculty, or manager to complete a position management review and workforce analysis using the **Position Management Decision Tool** (see Appendix A) to determine if the position represents an emergent and critical need.
2. If the position is determined to be critical to the operation of the university, the HR Partner will consult with the Senior Business Officer to ensure budget approval.
3. The Dean or SVP must provide the relevant and detailed justification to the Strategic Hiring Committee for any position to move forward. Requests must be submitted for review via email to [StrategicHiringCommittee@usc.edu](mailto:StrategicHiringCommittee@usc.edu) by 5pm on Monday for SHC review the following Thursday by COB.
4. Feedback as to whether the position can move forward will be provided by the Friday of that same week.
5. If approved, begin the search and recruitment process.

The chart below provides a responsibility matrix for the Position Request Process:

<b>Responsibilities</b>	<b>Academic/ administrative leaders, hiring managers, SBOs</b>	<b>Human Resources</b>	<b>Dean / SVP</b>
Assess workforce to identify critical and emergent position needs	X	X	
Facilitate approval processes		X	
Ensure financial accountability and proper internal controls are established and documented to justify need for replacing or opening positions	X		
Maintain workforce plans and decision documents regarding approval, budgeting, and recruiting of vacant faculty, staff, temporary, or contractor positions		X	
Implement effective strategies to attract, develop, and retain skilled employees in line with workforce analysis and planning		X	
Communicate guidelines and train managers in related processes		X	
Review justification and approve or deny positions to move forward for consideration			X
Submit position request memo and justification to the SHC			X

## APPENDIX A – Justification Requirements and Position Management Decision Tool

### JUSTIFICATION REQUIREMENTS

Replacing or adding any position requires solid justification that must reflect that a comprehensive review was completed in support of the request. Failure to provide a compelling and supportable justification will result in denial of the request.

Justifications for positions and engagements must:

- Establish why the position and work performed is critical to the mission, safety, or operation of the university
- Demonstrate how not filling the position may negatively and irreparably impact critical operations or remove revenue streams
- Demonstrate a workforce planning review has been conducted that determined the work could not be distributed among existing faculty and staff, or with fewer faculty and staff
- Reference factors impacting overall budget including compensation, benefits, supplies, and space

### POSITION MANAGEMENT DECISION TOOL

<b>Department:</b>		<b>Date:</b>
<b>Manager name:</b>		<b>HR Partner:</b>
<b>Job code:</b>	<b>Job profile:</b>	<b>Business title:</b>

The position management guidelines provide a uniformed and disciplined approach for assessing faculty and staff positions and the financial resource requirements needed for accomplishing academic and operational objectives. Hiring managers must adhere to these guidelines when evaluating vacated positions or establishing new positions, including temporary and contract workers.

The first step is to determine whether a vacancy must be filled. To answer this, hiring managers should apply position management and workforce analysis principles in assessing their options. The following checklist includes considerations when reviewing a vacancy or determining the need for a new position. For each item, initial your response to the item in question in the appropriate Yes/No column:

## POSITION MANAGEMENT DECISION TOOL

### Position Management Review

To answer Question 1, consider the following:

- How does this position allow you to continue academic instruction or research continuity?
- How does this position ensure a safe and compliant campus environment?
- How is this position responsible for the health and wellbeing of students or employees?
- How will this position be funded?
- Based on organizational structure, goals, and objectives, why should this position be created or continued?
- If this position is not filled, how will it impact the organization?

Item #	Item description	Yes	No
1.	Is this position critical to the operation of the academic program or operation of the university?	<input type="checkbox"/>	<input type="checkbox"/>

### Workforce Analysis Review

Item #	Item description	Yes	No
2.	Did you examine whether the work could be redistributed or if there is any duplication or overlap of functions?	<input type="checkbox"/>	<input type="checkbox"/>
3.	Did you evaluate the current headcount including anticipated retirements and separations?	<input type="checkbox"/>	<input type="checkbox"/>
4.	Did you forecast the optimal headcount and competencies needed to meet future academic and operational objectives?	<input type="checkbox"/>	<input type="checkbox"/>
5.	If this is a leadership position, did you consider alternatives such as a development opportunity for current faculty or staff members, or integrating the position's work into another area?	<input type="checkbox"/>	<input type="checkbox"/>
6.	Did you evaluate the student demand compared to the academic discipline? Did you determine the research growth opportunity within the academic field of interest?	<input type="checkbox"/>	<input type="checkbox"/>
7.	Did you evaluate whether the position is still applicable based on the changes to technology and student/patient/consumer behavior?	<input type="checkbox"/>	<input type="checkbox"/>

Based on the position management review and workforce analysis, the hiring manager, in consultation with his/her Dean or SVP and HR Partner, is equipped to make an informed decision on whether the position should proceed forward.

**If you determine that the position should proceed**, the above questions under the performance management review and workforce analysis sections should be outlined in a memo to the Strategic Hiring Committee with accompanying documentation.

A decision not to proceed forward with a new position or filling the vacancy ends the process, and documentation is maintained for future consideration.



## **APPENDIX B – Emergency Instructional Hires**

### **REPLACEMENT AND EMERGENCY INSTRUCTIONAL HIRES**

To meet instructional needs and ensure the continuity of instruction and course progress, schools may extend overloads to current full-time, part-time, and adjunct faculty or bring in an emergency instructional hire for one semester, if warranted. In such a case, priority should be given to identify a qualified faculty member who can step in to teach with little interruption to the course schedule and curriculum. The following instructions provide guidance on compensating replacement faculty, the employees eligible to replace faculty, and making emergency instructional hire requests.

#### **COMPENSATING REPLACEMENT FACULTY**

Full-time faculty may be given an overload for additional teaching during the remainder of the semester. If a full-time faculty member already has an overload teaching assignment, the dean may extend an additional overload at his/her discretion.

- Faculty contracts do not have to be revised before the replacement instructor starts their work. Deans should use their best judgment to meet instructional needs as quickly as possible, including assisting replacement faculty with online preparation and course materials. However, documentation of the additional work assignment (overload or additional teaching) should be completed as quickly as possible and prior to the end of the semester, but should not impede instructional continuity.

Part-time and adjunct faculty may be given additional temporary teaching assignments within reason and not to exceed a full-time load.

Any exceptions to the above examples should be referred to the Executive Vice Provost in advance.

When a faculty member is replacing an instructor, particularly midterm, the faculty member should be fairly compensated for taking on additional preparation instructional activities. Be mindful that not only will an instructor be stepping in to teach, but they may need additional prep time to deliver the course online.

#### **EMPLOYEES ELIGIBLE TO REPLACE FACULTY**

Both research faculty and qualified staff members may be eligible to provide replacement instruction.

Qualified currently employed research faculty may provide replacement teaching as long as such an assignment does not conflict with their existing responsibilities and it is approved through standard processes for teaching by research faculty. (Note that a short-term teaching assignment by a research faculty member may be an opportunity to provide them additional income or replace income lost should their regular duties be discontinued or reduced.)

If a qualified staff member is currently teaching and is, in the dean's judgment, capable of meeting additional instructional needs, the staff employee may teach an additional course during Spring 2020. This requires the approval of both the staff member's supervisor and the appropriate department chair and dean.

## **EMERGENCY INSTRUCTIONAL HIRE REQUESTS**

When current full-time, part-time, adjunct faculty, or staff members are not available to replace teaching assignments due to the absence of an instructor, a request may be made to the Executive Vice Provost for an emergency instructional hire.

All emergency instructional hires will be limited to one semester. If a position is needed for longer than one semester, approval will be needed from the Strategic Hiring Committee.