

Wright State University Strategic Hire

While the university's financial position has improved, the end of some state and federal support coupled with expected enrollment declines require our continued vigilance around expenditures – especially in the area of compensation which constitutes our largest category of spending and is the least flexible in adjusting to decreasing revenue. Filling vacant positions continues to be a “last resort” only to be undertaken after all other options have been duly considered and opportunities to implement efficiencies have been acted upon. Every Wright State leader should be proactively and collaboratively working to build a resilient and adaptable organization that is intentionally designed to bear attrition and adapt to a changing environment.

For those positions that are moved forward with a request to hire, the new process will be as follows:

| Step | Activities/Considerations |
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| 1. Originator submits the posting in PeopleAdmin | All position information, pre-work, data, and justification should be complete and reflect the collective effort of the unit leader, college/division leader, fiscal services manager, HR business partner (staff), and associate vice provost (faculty), Institutional Research and Effectiveness, and/or any other relevant parties. |
| 2. Executive level (Dean/VP/Division leader) reviews and takes action | All position details, and supporting information/documents are reviewed for accuracy and confirmed. If support is insufficient or other alternatives are available or yet to be explored, proposal should be returned to originator. |
| 3. Fiscal services manager reviews and takes action | Available budget is confirmed and any missing position/funding information provided. Unfunded/underfunded positions should be returned to originator or explanation of new funding source added. |
| 4. Proposal is reviewed by Director for Organizational Planning and Effectiveness (OPE), additional information will be requested from executive as needed | Efforts to identify/evaluate alternatives, support for critical nature of position, pertinent data to support ROI, and depth of proactive organizational planning will be examined and discussed with the executive as needed. |
| 5. Strategic Hire Committee reviews and provides decision | Proposal, supporting data, and any contextual information from OPE review will be evaluated. The committee decision or follow up request will be communicated to the executive level approver. |
| 6. HR Compensation (staff) or Vice Provost for Faculty Affairs (faculty) reviews and takes action | HR Compensation or Vice Provost for Faculty Affairs will evaluate appropriateness of salary and/or classification against reliable data sources. |

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| 7. Equal opportunity employment and inclusion reviews and takes action | Position is reviewed to ensure language, compensation, and recruiting plan are aligned with university commitment to diversity, equity, and inclusion. |
| 8. If applicable, Research and Sponsored Programs reviews and takes action | Grant fund balances are verified. |
| 9. If applicable, WSU Foundation reviews and takes action | Foundation fund balances are verified. |
| 10. Budget reviews and takes action | Available budget is verified. |
| 11. HR employment posts position | Position is posted to PeopleAdmin site and other recruitment activity begins. |

The Strategic Hire Committee is composed of the Provost, Executive Vice President/Chief Operating Officer, Associate Vice President for Financial Operations, Chief Human Resources Officer, and Interim Controller/Director of Fiscal Services. Position review and strategic hire process coordination is provided by the Director for Organizational Planning and Effectiveness.

Positions will not be reviewed until they reach the Strategic Hire queue in People Admin. All documentation should be attached to the People Admin submission to allow for centralized record-keeping within our talent management system. Positions that do not have strategic hire support or that do not have the requested data/information attached will be returned for completion. When the request reaches the strategic hire approval queue, the coordinator will follow up with the executive level leader to discuss in detail. Hiring proposals will be sent weekly to the Strategic Hire Committee and will either be unanimously approved or moved to the Strategic Hire Committee meeting (which occurs the first Thursday of each month) for further discussion. There is no set submission deadline for inclusion on weekly submission or for the strategic hire agenda. Each position will be given its due time for evaluation, which can vary significantly. Provision of clear and accurate data is the best means for speeding the review process.

Requests for expedited review

With few exceptions, all positions will be required to go through the standard strategic hire process. Only positions critical to health and safety or mission critical functions will be considered for expedited hiring. *Expedited hires are not exempted from completing the strategic hire proposal.* To request expedited hire, submit the proposal as outlined above and email nova.lasky@wright.edu with the request and justification to fast-track. This will be evaluated by the Executive Vice President/Chief Operating Officer for final decision making with the President. When appropriate and funding is available, units may consider use of temporary employees until a determination is reached for the position through the standard process.

Strategic hire process exemptions

Positions that are 100% externally funded remain exempt from the strategic hire process. Those positions will follow the same workflow outlined above, but will not be required to complete the support/justification portions of the strategic hire proposal *as long as evidence of funding is attached to the position* (e.g., copy of relevant language from external funding agreement).

Internal promotions are not routinely reviewed by the committee, but they maintain the right to review any position. Justification for the promotion, promoted employee's resume/CV, and Indication of whether the promoted individual's position will be requested for replacement must be included.

Certain positions foundational to health and safety, enrollment, or that perform critical functions and may experience more frequent turnover have been pre-approved for replacement at the same or lower compensation. Additions to the pre-approved list can be proposed to the strategic hire committee with justification.

Guidance and documents for the strategic hire website will be available on the HR website at:

<https://www.wright.edu/human-resources/policies-and-resources/strategic-hire-procedures-timelines>

How to prepare your college, department, unit, and employees for resiliency

Proactive organizational planning is foundational to building a resilient workforce and institution. Below are recommendations for activities that should be undertaken immediately.

- Think strategically about the future state of operations in your unit relative to expected enrollment and staffing levels.
- Work closely with HR business partners to advise and provide tools for planning and development.
- Perform a skills audit for existing personnel and use training/development to align with the units critical functions.
- Evaluate work capacity for existing employees and opportunities to redistribute tasks
- Identify any lower-priority tasks that can be eliminated to create capacity
- Identify opportunities for professional development and cross-training to enhance service and/or succession planning.
- Collaborate with other unit leaders to identify opportunities for job sharing/shared services on temporary or permanent bases.