

Staffing Decisions During the Hiring Freeze: Guide and Approval Matrix

Purpose

This guide establishes a consistent governance framework for evaluating staffing requests during the hiring freeze. It is intended to ensure that staffing decisions support the University's strategic priorities, maintain fiscal stewardship, and preserve essential operations while providing managers with a clear, transparent decision-making process.

The guide is designed to help managers determine (1) whether a Workforce Analysis is required, (2) whether a staffing action may be approved within the division or must be elevated to Cabinet, and (3) what administrative and compliance steps are required after a decision is made.

Rationale

A Workforce Analysis is generally required for proposed employee hires and when the University is determining what work should be performed, how it should be organized, or whether an existing staffing commitment should continue or change. Limited exceptions for routine operational actions are identified in the Staffing Action, Documentation, and Approval Matrix. The process distinguishes routine operational decisions from strategic staffing decisions that affect the University's organizational structure, long-term fiscal commitments, or institutional priorities.

A Workforce Analysis and Cabinet review serve different purposes. A Workforce Analysis documents the organizational need and alternatives considered. Cabinet review is required only when an action creates an ongoing commitment beyond the division's approved budget or authority, materially changes organizational structure, or has a material cross-divisional impact.

Guiding Principles

Workforce Analyses document organizational needs and alternatives considered. Completion of a Workforce Analysis does not, by itself, mean that Cabinet review is required. They are planning tools, not approval documents. Human Resources provides policy, classification, recruitment, and compliance guidance. Division leadership recommends staffing actions, Budget validates funding, Cabinet evaluates strategic requests, and the President grants final approval when required. Human Resources does not determine whether the University should fund or approve a staffing request.

- A Workforce Analysis is required for any proposed employee hire and when the University is determining what work should be performed, how it should be organized, or whether an existing staffing commitment should continue or change. Cabinet review and Presidential approval are required when a proposed action creates an additional budget impact, materially changes the organizational structure, establishes or increases an ongoing institutional commitment, or otherwise exceeds divisional authority. HR review determines how an approved

staffing action can be implemented in accordance with classification standards, policy, collective bargaining agreements, and employment requirements.

Roles and Responsibilities

Role	Responsibility
Manager	Identifies staffing needs and prepares Workforce Analysis
Division VP	Evaluates operational needs and recommends action
Budget	Verifies funding and fiscal sustainability
Human Resources	Advises on classification, compensation, recruitment, policy, collective bargaining, and employment compliance; determines whether labor-relations processes are required; and facilitates required personnel transactions.
Cabinet	Reviews strategic staffing requests and recommends action
President	Approves requests requiring presidential authorization

Process and Routing

The manager prepares the Workforce Analysis, the Division Vice President reviews and recommends the action, Budget verifies funding and fiscal sustainability, and Human Resources completes its advisory and compliance review. When Cabinet review is required, the division submits the request through the established Cabinet agenda process.

After Cabinet review and presidential approval, the decision is communicated to the division, Budget, and Human Resources. The division then initiates the applicable documents identified in the matrix, and Human Resources completes the classification, recruitment, labor-relations, and employment-compliance steps needed to implement the approved action.

When a Workforce Analysis is Required

- Refilling a vacant position when the campus is being asked to continue, restore, or recommit funding to the position, regardless of benefit eligibility or time base
- Substantially redesigning an existing position when the duties, level of responsibility, organizational purpose, or scope of work have materially changed.
- Creating, eliminating, or materially redesigning a position
- Materially changing reporting relationships between departments or divisions
- Changing a position's funding source when the change creates or shifts an ongoing campus commitment (for example, temporary grant funding to permanent state-side funding)
- Establishing a grant-funded position that requires campus funding or creates an ongoing campus commitment
- Significantly redistributing duties following a vacancy or reorganization when management is determining the future design of the work
- Considering a permanent organizational or staffing solution following an extended interim arrangement

Routine classification or compensation reviews initiated under applicable policy or collective bargaining requirements do not, by themselves, require a Workforce Analysis.

Labor Relations Review

Certain staffing actions, including changes in duties, reporting relationships, organizational structure, or other terms and conditions of employment, may create notice, consultation, or bargaining obligations. Human Resources/Labor Relations will determine whether such obligations apply and coordinate the required process. Labor-relations review is separate from the determination of whether the staffing action requires Cabinet approval.

Decision Flow

START: Identify Staffing Need
Does the action create, refill, eliminate, or significantly change a position?
NO → Follow the applicable HR and Budget procedures and documentation identified in the matrix. YES ↓
Complete Workforce Analysis
Does the action create an ongoing commitment beyond the division's approved budget or authority? Consider whether it: • Creates a new permanent position or FTE • Materially increases the classification/compensation level of a vacant position • Creates a new ongoing General Fund obligation not already authorized • Materially changes executive or organizational structure • Requires an exception to an established Cabinet or presidential staffing restriction • Creates a material cross-divisional commitment or institutional dependency • Otherwise requires presidential approval under existing authority
NO → Division Approval + Budget Verification + HR Compliance Review YES ↓
Presidential Approval → Decision returned to Division, Budget, and HR for implementation

Staffing Action, Documentation and Approval Matrix

Staffing Action	Workforce Analysis?	Cabinet Review?	Staffing Approval Level	Next Step / Required Documentation
A. ROUTINE OPERATIONAL STAFFING ACTIONS - WFA may Be Required, but Cabinet review is generally not Required				
Backfill existing position (same classification)	Yes	No	Division VP	PD; CHRS Recruiting Job Card
Temporary acting/interim assignment	No	No	Division VP	Utilize current process
Leave backfill	Yes, if hiring	No	Division VP	PMAF; PD; CHRS Recruiting Job Card
Student assistants within allocation	No	No	Division VP	HR Requisition
Hourly replacement- Existing allocation	No	No	Division VP	Utilize current process
Hourly replacement- Additional cost	Yes	Depending on fiscal impact	Division VP	Utilize current process
Lateral reassignment	No	No	Division VP	PMAF, if applicable; PD; HR Requisition
Step increase / contractual increase	No	No	Not applicable / contractual	No manager action; processed automatically by HRIS/systemwide HR
Recall from layoff	No	No	Required by applicable process	Utilize current process
B. STRATEGIC STAFFING ACTIONS - Workforce Analysis and Cabinet review Required				
New permanent position	Yes	Yes	Cabinet review/ Pres. Approval	PMAF; PD; CHRS Recruiting Job Card; President's Memo
Backfill at higher classification	Yes	Yes	Cabinet review/ Pres. Approval	PMAF; PD; CHRS Recruiting Job Card; President's Memo
New MPP or MPP replacement involving a higher classification or materially changed scope	Yes	Yes	Cabinet review/ Pres. Approval	PMAF; PD; CHRS Recruiting Job Card; President's Memo
Grant requiring campus match	Yes	Yes	Cabinet review/ Pres. Approval	PMAF; PD; CHRS Recruiting Job Card; President's Memo
Position elimination - occupied position	Yes	Only if material institutional or cross-divisional impact	Division VP; Cabinet/President if required	Do not initiate separation paperwork until HR/Labor Relations review is complete.
C. ACTIONS REQUIRING ADDITIONAL ASSESSMENT - routing depends on the nature and impact of the action				
Position redesign / classification review	Yes, if management is redesigning work	Depending on material fiscal/organizational impact	VP initiated, Cabinet review/ Pres. Approval	Classification Review Request; PD; Org Chart
Organizational restructuring	Yes	Yes, if material	Cabinet review/ Pres. Approval	Supervisory Change Form if only reporting change; PMAF/PD/other requisition if needed
Grant-funded position (100% external)	No (unless requiring campus funds)	No (unless future campus commitment is created)	Division VP	PMAF; PD; CHRS Recruiting Job Card
Funding source change	Yes, when it creates/shifts an ongoing campus commitment	Case-by-case	Cabinet review/ Pres. Approval	PMAF or Budget forms, if applicable
Vacant position elimination	Yes	Case-by-case	VP initiated, Cabinet review/ Pres. Approval	Utilize current process