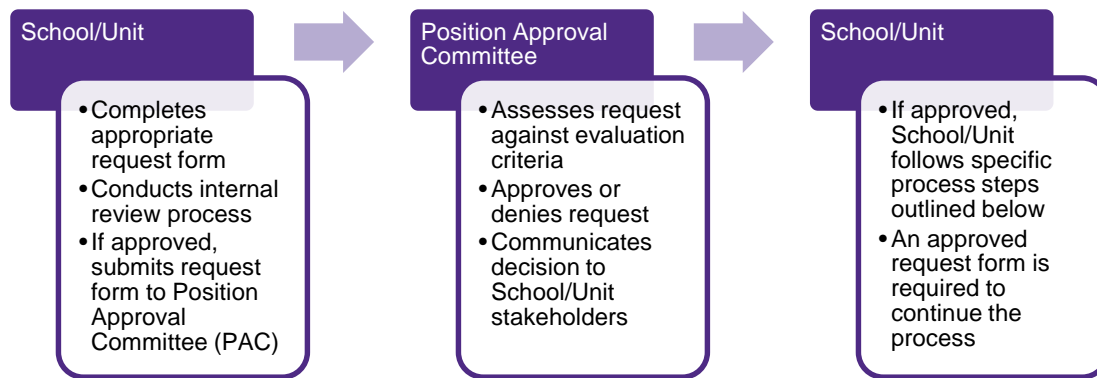# Position Management

How to Navigate the Process

What is Position Management?

- University-wide process to review currently vacant, future vacant, new and/or reclassified staff positions AND temporary and contractor hiring

- Position requests require:

  - School/Unit review, including Dean/VP approval

  - Central Position Approval Committee approval

- Posted staff positions require additional approval at offer stage

- Process was put in place to more closely manage the growth of salary/personnel expenses

- Only positions identified as essential to supporting the University's priorities and mission will be approved to be filled at this time

Position Management Process

School/Unit	Position Approval Committee	School/Unit
• Completes appropriate request form • Conducts internal review process • If approved, submits request form to Position Approval Committee (PAC)	• Assesses request against evaluation criteria • Approves or denies request • Communicates decision to School/Unit stakeholders	• If approved, School/Unit follows specific process steps outlined below • An approved request form is required to continue the process

Position Approval Committee

- Associate Provost, Budget, Facilities, and Analysis
- Associate Vice President, Human Resources
- Vice President, Office of Budget and Planning
- Executive Director, Administrative Initiatives, Office of the Executive Vice President
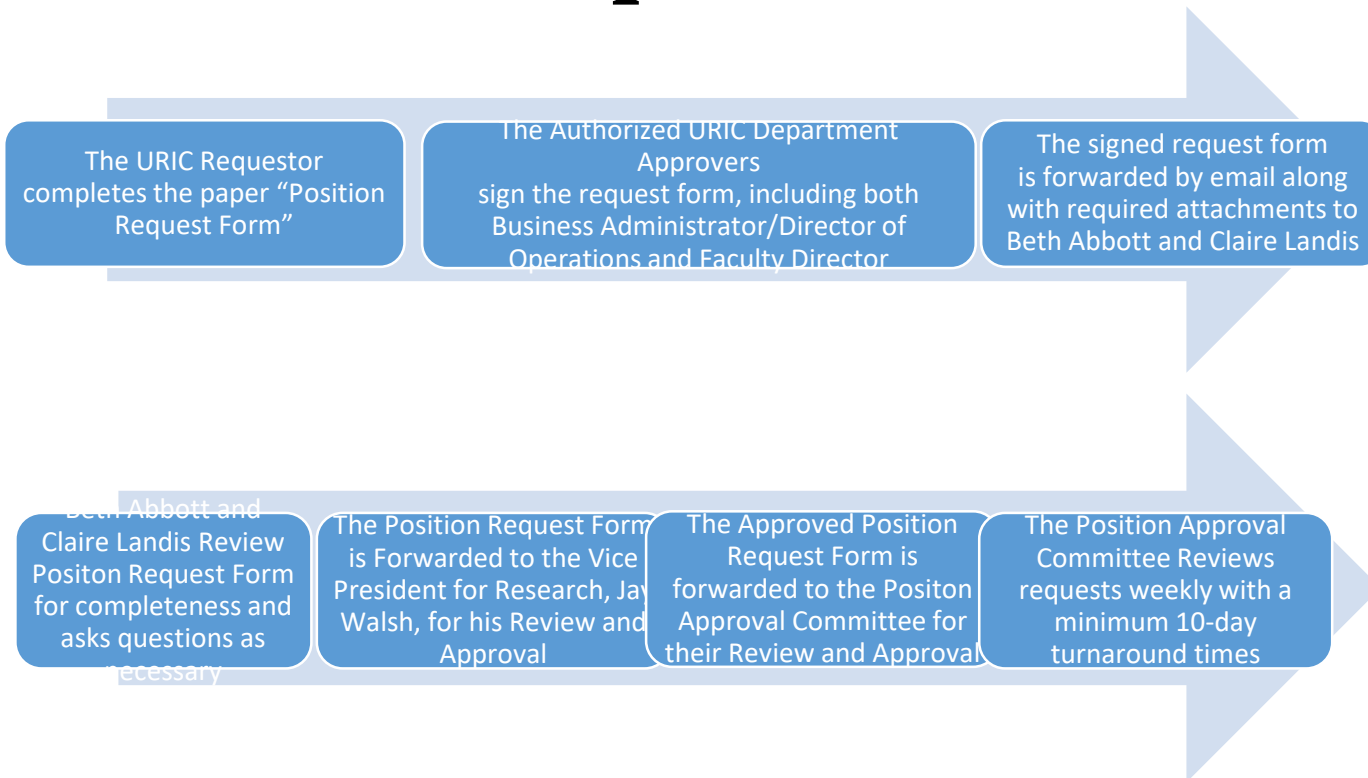
Northwestern

Human Resources Role

- Develop tools and process to support university's Position Management Process

- Staff the Position Approval Committee (organize requests, facilitate meetings, coordinate communications about decisions)

- Be a resource to Schools/Units on process

- Ensure approval has been granted before taking action on staff or temporary positions

Request Types

- Position Request Form

- Approval to Hire Form

- Temporary/Contractor Request Form

- Add Pay Request Process

Position Request Process Flow

The URIC Requestor completes the paper "Position Request Form"

The Authorized URIC Department Approvers sign the request form, including both Business Administrator/Director of Operations and Faculty Director

The signed request form is forwarded by email along with required attachments to Beth Abbott and Claire Landis

Beth Abbott and Claire Landis Review Positon Request Form for completeness and asks questions as necessary

The Position Request Form is Forwarded to the Vice President for Research, Jay Walsh, for his Review and Approval

The Approved Position Request Form is forwarded to the Positon Approval Committee for their Review and Approval

The Position Approval Committee Reviews requests weekly with a minimum 10-day turnaround times

Position Request Form

- Complete Position Request Form for:
  - Any staff changes including promos, reclassifications, pay adjustments, increase hours, term extensions/conversions, new headcount, or backfill
- Exemptions to this Process Include:
  - Post Docs, Research Associates, Research Faculty, Post Baccalaureates, Research Specialists
  - Positions that are 70% to 100% funded from research grants
    - ➢ Does not include cost sharing or recharge chartstrings

Position Request Form – Position Information

- Type of Request to The Committee: new, updated, etc.
- Reason for the Request: New, backfill, reclassification, etc. Be sure to select ALL that apply
- Schedule and Appointment type: Full/part-time; regular/term
- Funding and Funding Source: Budgeted, faculty commitment, from what source type?
  - Add any and all details in the description box about funding source (Provost commitment, faculty retention, appropriation coming)
- Targeted Salary: Recommend a salary range
  - Answer "Yes" to other considerations: Candidate Experience; Promotion guidelines for internal transfer

Position Request Form – Position Justification

- Why is the position/change necessary?
  - How is this position an integral part of your work processes
  - What unique role do they play
  - Is it revenue generating?
- How were duties accomplished previously?
- What organization assessment did you complete prior to the request?
  - Review of staff workload, additional bandwidth, responsibilities
  - Type of work, % administrative, etc.
- If not approved, how will work be accomplished?
  - Describe the negative impact to your Center should the positon not be approved

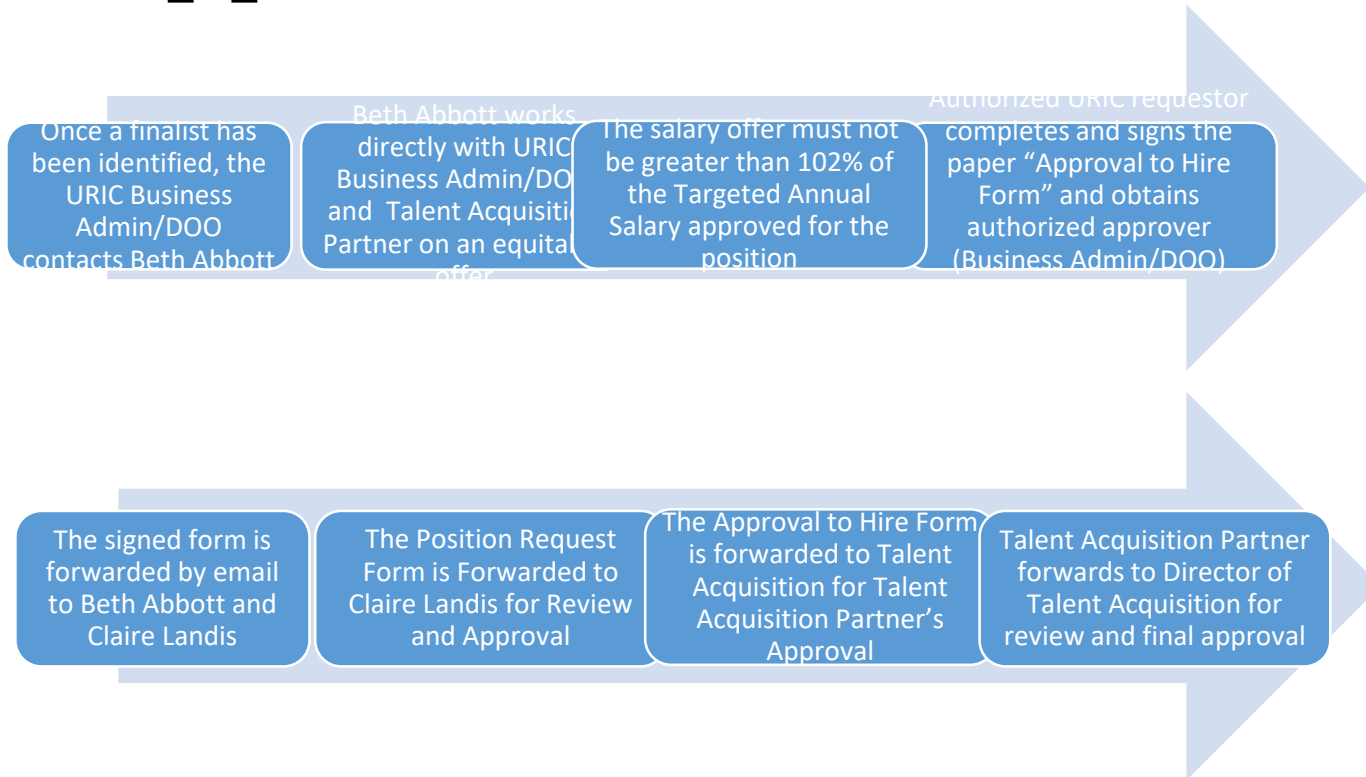# Position Request Form – Unit/Center Evaluation Criteria

- Directly Support Campus Safety
- Direct Support to Faculty Commitments
  - How will this position support the research mission of the Center and the faculty
    - e.g., Support faculty in fulfilling funded research obligations and research objectives
- Contribute Significantly to Unit/Center Efficiency and Effectiveness
  - What role will they play?
    - e.g., Need to maintain adequate staffing to ensure unit's ability to meet faculty needs and sponsor requirements in a timely fashion, reducing delays in research activity and ensuring efficiency in conduct of research
- Directly Supports University Priorities
  - Which of the University Priorities will this position support and how?
    - e.g., Provide superior customer service and support to investigators to enable Northwestern's continued research growth and societal impact
    - Ensure faculty attain objectives of research conduct, teaching and dissemination of results through IP filings, scholarly publications, all of which support faculty and institutional research reputation

Unit/Center Approval
(Position Approval Form Required Signatures)

- Requestor:
  - Person completing the form

- Dept/Business Administrator:
  - Sr. Staff in the Center (Bus. Admin or DOO) – Can be same as Requestor

- Assoc Dean/Head of Administration:
  - Faculty Director of Center

- Dean/Vice President:
  - Vice President for Research, Jay Walsh

Approval to Hire Form Flow

Once a finalist has been identified, the URIC Business Admin/DOO contacts Beth Abbott

Beth Abbott works directly with URIC Business Admin/DOO and Talent Acquisition Partner on an equitable offer

The salary offer must not be greater than 102% of the Targeted Annual Salary approved for the position

Authorized URIC requestor completes and signs the paper "Approval to Hire Form" and obtains authorized approver (Business Admin/DOO)

The signed form is forwarded by email to Beth Abbott and Claire Landis

The Position Request Form is Forwarded to Claire Landis for Review and Approval

The Approval to Hire Form is forwarded to Talent Acquisition for Talent Acquisition Partner's Approval

Talent Acquisition Partner forwards to Director of Talent Acquisition for review and final approval
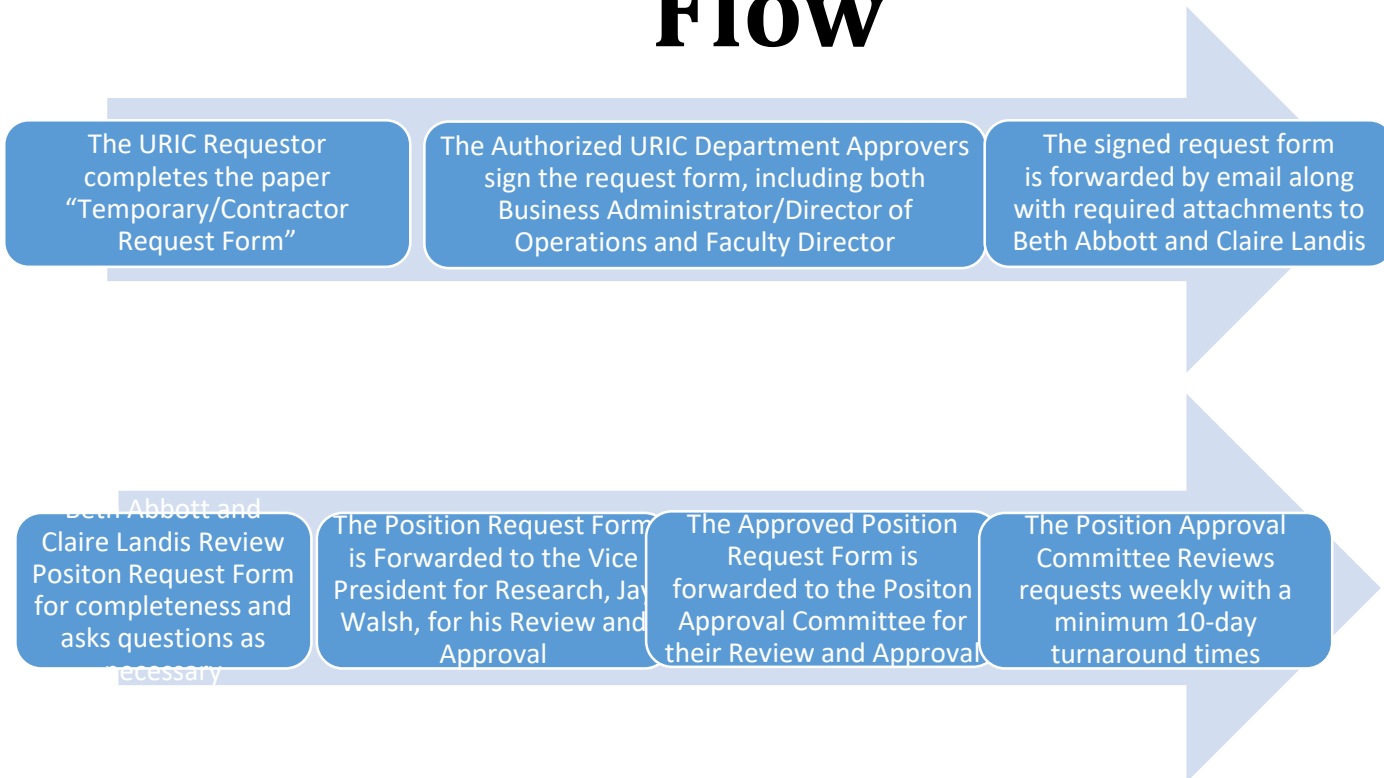
Approval to Hire Form

- Once a finalist has been determined, begin a conversation with Beth Abbott in the Office for Research regarding a targeted salary offer.

- Beth will work directly Unit/Center Business Administrator/DOO and with the Talent Acquisition Partner on an equitable offer.

- Salary offer should:
  - Fall within NU offer guidelines (between Min-Mid of salary grade, follows promotional guidelines, no increase for lateral transfers)
  - Requested offer range falls within 2% of Target Annualized Salary approved on the Position Request Form

Unit/Center Approval
(Approval to Hire Form Required Signatures)

- Requestor:
  - Person completing the form

- Dept/Business Administrator:
  - Sr. Staff in the Center (Bus. Admin or DOO) – Can be same as Requestor

- Assoc Dean/Head of Administration:
  - Claire Landis

Temp/Contractor Request Process Flow

The URIC Requestor completes the paper "Temporary/Contractor Request Form"

The Authorized URIC Department Approvers sign the request form, including both Business Administrator/Director of Operations and Faculty Director

The signed request form is forwarded by email along with required attachments to Beth Abbott and Claire Landis

Beth Abbott and Claire Landis Review Positon Request Form for completeness and asks questions as necessary

The Position Request Form is Forwarded to the Vice President for Research, Jay Walsh, for his Review and Approval

The Approved Position Request Form is forwarded to the Positon Approval Committee for their Review and Approval

The Position Approval Committee Reviews requests weekly with a minimum 10-day turnaround times

Temporary/Contractor Request Form

- Complete Temp/Contractor Request Form for:
  - Non-Student Direct/Sourced Temp
  - Staffing agency contractor/temp
  - Independent Contractor
- Exemptions to this Process Include:
  - Student temps/Work Study students
  - Non-Student Sourced Temps whose assignment < $2,000
  - Honorariums, Human/Research Subjects, Royalties, Prizes/Awards, Refunds/Reimbursements
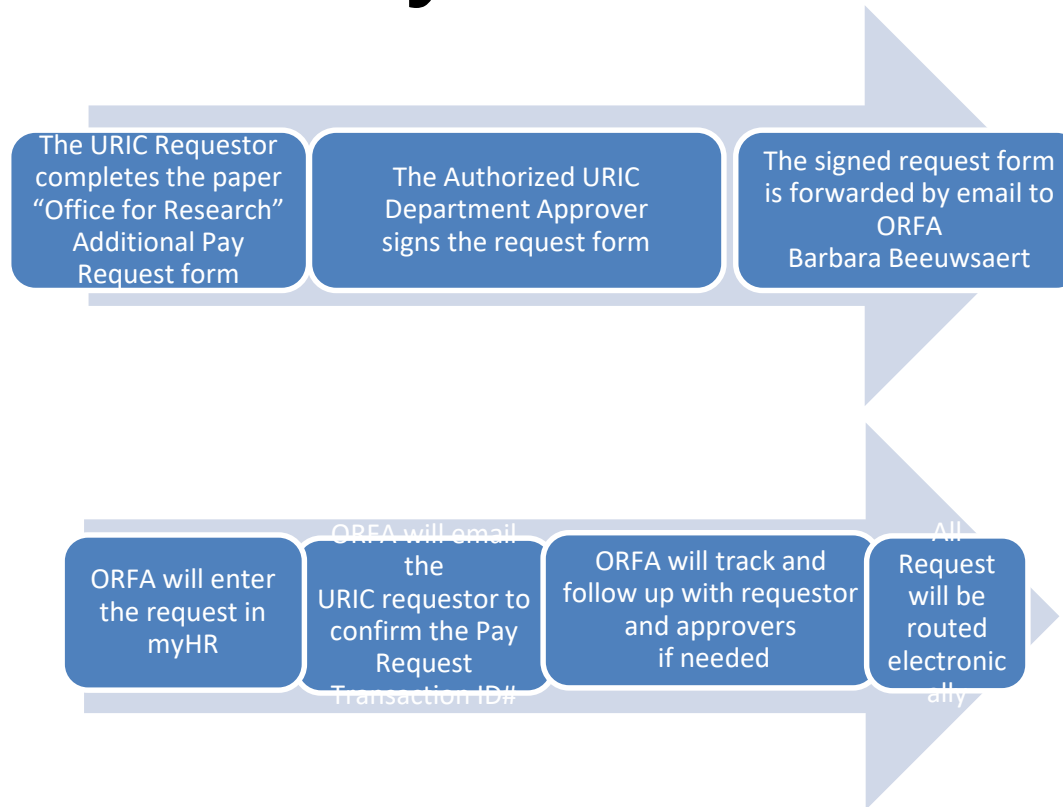
Temporary/Contractor Request Form

- This form replaces the Temp Center's:
  - Non-Student Direct Temp and Sourced Temp Request Forms
- For Contractors:
  - Established: Have established vendor code
  - New: Independent Contractor Questionnaire (ICQ) must be completed and approved by Compensation before submitting for approval. Attach ICQ to the request.

Unit/Center Approval
(Temp/Contractor Form Required Signatures)

- Requestor:
  - Person completing the form

- Dept/Business Administrator:
  - Sr. Staff in the Center (Bus. Admin or DOO) – Can be same as Requestor

- Assoc Dean/Head of Administration:
  - Faculty Director of Center

- Dean/Vice President:
  - Vice President for Research, Jay Walsh

Add Pay Process Flow

The URIC Requestor completes the paper "Office for Research" Additional Pay Request form

The Authorized URIC Department Approver signs the request form

The signed request form is forwarded by email to ORFA
Barbara Beeuwsaert

ORFA will enter the request in myHR

ORFA will email the URIC requestor to confirm the Pay Request Transaction ID#

ORFA will track and follow up with requestor and approvers if needed

All Request will be routed electronically

Add Pay Process – Pre-Approval

All Add Pay requests must
be pre-approved

- For Staff/Research Staff contact Joe Boes and Beth Abbott
- For faculty/graduate students contact Barbara Beeuwsaert

Add Pay Process – Completing the Form

- University Research Center submits Add Pay request via email to Barbara Beeuwsaert using the new Office for Research Additional Pay Request form

- The form should be completed in its entirety

- University Research Center obtains appropriate URIC/Dept approval signatures

- If approved by the Office for Research, the Add Pay request will be sent to the Position Approval Committee via electronic workflow for final review and approval.

Add Pay Process – Routing

- The online Add Pay process has an updated workflow to support the University's new Position Management Process

- Updated workflow:
  - Home Dept
  - OSR/ASRSP
  - Graduate School
  - Approval Committee
  - HR/Payroll

- Forms are routed for all staff member regardless of position type (staff, research staff, research faculty, etc.)

Add Pay Process – **Updates**

- Dates cannot span more than 12 months (monthly employees/grad students) or 6 months (biweekly employees)

- Requests from non-sponsored chartstrings may be entered with a future service end date

- Request from sponsored chartstrings must be submitted after the work has been completed

- KRONOS timesheets are no longer required for payments to bi-weekly staff

- New "Hours of Work" field is required to assist Payroll with overtime calculations and hours tracking for bi-weekly staff

Add Pay Process – Updates (cont.)

- Research Subject Fee payments no longer require Home Dept, OSR, or ASRSP approval in my HR.

- A Sponsored Research Justification form is not required when paying Research Subject Fees from a sponsored chartstring

- Special Pay requests continue to be submitted via the paper form

Add Pay Process – Required Forms

- Add Pay requests may require the following forms to be submitted along with the add pay request form:
  - Sponsored Justification Form
  - Graduate Student Permission to Work Request Form (needed if work is any of the following:
    - work is more than 10 hours/week, payment
    - Payment is greater than $600,
    - Service period is more than one month
  - 90-day Justification Memo

Position Management Process

Reminder: Always go to the HR's webpage for the most updated forms

For additional questions about the process please visit:

http://www.northwestern.edu/hr/positionmanagementprocess/index.html