

**Process for Open Position Review
Drake University
March 1, 2009 – October 1, 2009**

I. Purpose

Pursuant to the contingency planning efforts of Drake University, the following process for reviewing open staff positions was established. This process is designed to accomplish the following:

- Manage costs in the short term by extending the period for filling open positions;
- Evaluate, where appropriate, opportunities for long term strategic changes. This may take the form of redesigning or repositioning staff positions.

In all cases, the goal of this process is to consider staffing decisions carefully, with an eye toward both the short and long term needs of the department and the University in the context of current external economic conditions.

II. Guidelines for Vacated Positions

- a. All positions will remain open until June 1, 2009.¹
 - i. In rare cases, an exception may be granted by the President's Cabinet where failure to fill the position would jeopardize the safety and security of students, faculty or staff or prevent the performance of a critical function within the University.
- b. An evaluation of open positions for possible restructuring or redesign will be performed.
 - i. Human Resources may discuss with the individual responsible for hiring, alternatives to filling the open position in its current form. Human Resources will ask for input from the review committee, in consultation with the hiring manager, and submit recommendations for restructuring or job redesign as part of the review process to the President's Cabinet for further consideration.

¹ These guidelines only apply to positions that are vacated after March 1, 2009. If the position was posted and recruitment began prior to March 1, 2009 the recruitment may continue until the position is filled.

- c. A review committee will assess the timeline for filling the position. The review committee will recommend one of two actions to the President's Cabinet:
 - i. Recruitment may begin when the position becomes open or on June 1, 2009, whichever is later, and the position may be filled as soon as a candidate is identified; or
 - ii. Recruitment will be delayed until fall enrollment numbers are confirmed, approximately Sept. 15, 2009.
 - 1. If enrollment targets for the "likely" scenario identified in the Drake University Contingency Plan are met, recruitment may begin as soon as enrollment numbers are confirmed. If enrollment targets are not met (the "worse" or "worst" scenario), then a process will be established for review of open positions. (In this scenario, it could be that the University suspends all recruitment activity)

III. Process

- a. The same process applicable to the hiring process that is currently in effect will continue to apply, starting with the completion of a position vacancy form and submission of an updated job description to Human Resources. The recruitment phase will not begin until approval to fill has been granted pursuant to the guidelines above.
- b. The Review Committee will meet periodically to review open positions. As soon as a decision is reached, the hiring manager will be notified of the review committee's decision.
- c. All budgetary savings from the delay of filling a position will revert to the University to be used for contingency-related expenses and cannot be used by the department for any other purpose, including student employment or temporary employees.

IV. Questions

Questions about these guidelines can be directed to Venessa Macro at 271-3962 or Gary Johnson at 271-4804.