

Boston College
Department of Human Resources

POSITION MANAGEMENT PROCESS

Purpose:

The Position Management Process (PMP) outlined below represents the University's ongoing effort to support the optimization of its workforce. The PMP establishes a process for managing workforce attrition, internal transfers and promotions, refilling and/or reallocating existing positions, elimination/alteration of existing positions, and creation of new positions necessary to fulfill the mission of Boston College. Through the implementation of these approaches to workforce management, Boston College intends to achieve the goal of a competent, highly motivated, effective and efficient workforce that maximizes our resources while contributing to the mission and success of BC. Each vice president or dean is responsible for ensuring that their operating units continually assess their needs and that staffing levels and training are evaluated in light of resources and competing priorities.

Procedure for Review of Existing Positions:

- (1) Effective October 1, 2016, any University-funded staff or administrative position that becomes vacant will be reviewed by the Vice President for Human Resources (VPHR) or Director of Employment in consultation with the appropriate Vice President or their designee. It is the responsibility of the Vice President to notify the VPHR of any pending vacancy so the review can be conducted expeditiously. All reviews will be concluded in a timely manner, or as otherwise agreed upon by the VPHR and the relevant supervisor. In some cases, the position review may be part of a larger organizational review within the requesting unit or more broadly across the University. The recommendations that will be considered in the review process include:
 - a. Fill the position as it exists
 - b. Fill the position as altered
 - c. Eliminate the position
 - d. Freeze the position pending further review
 - e. Fill the position on a temporary basis and re-evaluate after a fixed period of time
 - f. Reduce the hours of employment per week
 - g. Reduce the weeks/months of employment per year
 - h. Transfer/reallocate the position to another organizational unit for purposes of productivity and flexibility

- (2) The review will include an assessment of the following:
 - a. Current staffing in the area where the vacancy occurs
 - b. Duties performed by the incumbent, skills required, and responsibilities that remain necessary

- c. Time since the last vacancy in this area
 - d. How the position supports the mission of Boston College and the effectiveness of the requesting unit
 - e. How the elimination of the position would impact the unit and the University
 - f. Could the duties be covered by another employee or through a change in process/procedure or enhanced technology
 - g. Viability and cost of alternatives to filling the position
 - h. Any other relevant information (Union status, equity/diversity needs, health and safety concerns, etc.)
- (3) Upon completion of the review, the VPHR will provide his/her recommendation to the Executive Vice President (EVP) for all positions and to the Provost/Dean of Faculties and EVP for academic staff and administrative positions. A copy of the VPHR's recommendation shall be provided to the appropriate Vice President or their designee.
- (4) The EVP or the Provost and EVP as required will review the recommendation of the VPHR and determine whether to accept, deny, or modify the VPHR recommendation before final review by the President.

Exemptions from Procedure:

- *Police Officer positions*
- *Custodial and Trades Staff*
- *Hourly Dining Staff*
- *Short-term (daily or intermittent) temporary or substitute positions in Dining or Health and Safety areas*

Procedure for Review of New Positions:

- (1) Effective for fiscal year 2018, all University-funded staff or administrative positions should be identified and submitted as part of the annual budget approval process. On the rare occasion that a position needs to be created after the budget-setting process has been completed, requests should be submitted by the appropriate Vice President directly to the Vice President for Human Resources (VPHR). The VPHR or Director of Employment will review the position request in consultation with the appropriate requesting Vice President or their designee. It is the responsibility of the Vice President to notify the VPHR of any proposed new position so the review can be conducted expeditiously. In some cases, the position review may be part of a larger organizational review within the requesting unit or more broadly across the University. All reviews will be concluded in a timely manner, or as otherwise agreed upon by the VPHR and the relevant supervisor. The recommendations that will be considered in the review process include:
- a. Create and fill the position

- b. Do not create and fill the position
- c. Fill the new position on a temporary basis and re-evaluate after a fixed period of time

(2) The review will include an assessment of the following:

- a. Current staffing in the area where the position need has been identified
- b. Duties and responsibilities of other staff within the area
- c. How the proposed position supports the mission of Boston College
- d. Could the proposed duties be covered by another employee or through a change in process/procedure or enhanced technology
- e. Viability and cost of alternatives to creating the position
- f. Availability of funding for new position
- g. Any other relevant information (Union status, equity/diversity needs, health and safety concerns, etc.)

(3) Human Resources will consult with the Budget Office to identify and ensure the adequacy of proposed funding sources. Upon completion of the review, the HRVP will provide his/her recommendation to the Executive Vice President (EVP) for all positions and to the Provost/Dean of Faculties and EVP for academic staff and administrative positions. A copy of the VPHR's recommendation shall be provided to the appropriate Dean or Vice President.

(4) The EVP or the Provost and EVP as required will review the recommendation of the HRVP and determine whether to accept, deny, or modify the HRVP recommendation before final review by the President.