



CREATING THE NEXT

USG Critical Hire Justification Process

Briefing for Key Stakeholders (Updated January 24, 2020)

Resources: <http://af.gatech.edu/USG-Critical-Hire>

Note: Presentation is based on best available information and belief as of January 24, 2020. We will continue to update this if/when new guidance is shared by the USG.

Background

Governor's office direction to **all state agencies**, including USG:

- **Action:** Create a strategic (or critical) hire process to thoroughly review postings
 - Review does *not* mean approval; even important hires may not be approved at any level
- **Purpose:** Leverage existing positions strategically to maximize efficiency
- **Effective Date:** December 15, 2019 (immediately)
- **Impacts:** To a varying extent, all positions with salaries > \$40k

A critical hire:

- Is required to maintain student success, patient/life safety, compliance with applicable law and ensuring accreditation.
- Supports areas of critical need, like OneUSG and CAR Action Plans.
- Is required to effectively mitigate risk (legal, financial, data integrity, academic standards).

CHJ Process

Includes:

- Faculty and Staff positions
- Reclassification of vacant full time roles
- Reclassification of filled full time roles that qualifies as a “promotion” (change in title, increased scope, plus change in grade and/or compensation)

Excludes:

- Contractors, such as Tech Temps and Affiliate roles
- Part-time employees
- Student employees

Process by Position Type

Type	Campus Review	USG Review
Full-time staff positions (all funding sources, even limited-term)	Yes	Yes
Full-time instructional faculty	Yes	No
Full-time research faculty directly funded by grants	Yes	No
Full-time administrators with faculty status	Yes	Yes
Full-time research faculty not directly funded by grants	Yes	Yes
Tech Temps or temporary contractors	No	No

Note: Full-time visiting faculty will follow current practice of campus review, with Critical Hire Justification form filled out at time of appointment.

Key terms:

- **“Instructional”** – academic faculty whose primary role is to teach (ranked faculty, lecturer, professor of the practice)
- **“Full-time”** – 30 hours / week or greater (75% time)

High-Level Pre-Posting Approval Process

- Utilize existing business processes wherever possible
- New Executive and USG review steps happen **after** any necessary local department or HR review

Staff Positions	Faculty Positions
Need to hire	Need to hire
If a new position or reclassifying an existing position, follow existing HR review process (no action if filling vacancy “as is”).	
Local HR representatives submit an online Georgia Tech Critical Hire Justification form, which goes to central coordinators for routing	
Senior staff review / approval of justification (GTRI staff reviewed by Provost / EVPR offices)	Provost / EVPR senior staff review / approval of justification
President and CBO review / approval of justification	President and CBO review / approval of justification
USG review / approval of justification	(<u>Administrative faculty only</u>) USG review / approval of justification
Job posted	Job posted

Changes to Pre-Posting Process

Follow current process with addition of following steps:

- HR Reps utilize Qualtrics to enter required Critical Hire Justification information. Electronic resource made available January 6th with training.
- All submissions will be reviewed and approved by senior staff prior to submission for Executive approvals.
- Coordinators review submissions **solely** for completeness and high-level clarity. Funnel submissions using DocuSign to Executives for approval signatures.
- Coordinators will track submissions and provide approval notification to Requestor and department HR / FA staff.

The CAR justification form is *no longer required* (as of 1/6/20).

Guiding Principles

- Effectively a hiring pause on all non-critical roles.
 - Local units should consider criticality of positions < \$40k as well, although review is not required.
- All state agencies and all USG institutions are impacted.
 - Reports on requests and hires submitted regularly to USG and to Governor's Office of Planning and Budget.
- Need to see how this process develops. Things may change over time, and there is no clear end date for the process.
- Opportunity to consider prioritization of work, potential elimination of lower-value-add services during this period.
- Continue to advocate need for support of core activities and growth of student body and research base.
- It is critical to build trust in the scrutiny at all levels of the process, for positions over \$40k and even those under \$40k.