

Announcement: Workforce Analysis Process for MPP, Confidential, and Staff

Introduction

In response to financial constraints and the evolving needs of California State University Channel Islands (CSUCI), the hiring chill will be replaced with a workforce analysis process for MPP, confidential, and staff positions effective January 1, 2025. This process will apply to requests to create positions, fill positions, reclassify positions, temporarily assign to positions, increase pay, and to pay stipends. This report outlines the rationale for memorializing the workforce analysis process and proposes a structured process for centralizing funding and evaluating workforce needs. The goal is to ensure that only mission-critical roles vital to day-to-day operations and core to CSUCI's mission are funded and filled. This approach aims to balance operational efficiency with fiscal responsibility and student enrollment needs.

The hiring chill initiated in January 2023 highlighted gaps in assessing the criticality of roles and challenges in managing resources across divisions consistently. The workforce analysis process will impose more stringent criteria to ensure the alignment of hiring decisions with CSUCI's operational and strategic priorities. A centralized funding approach will provide consistent and transparent management of resources.

Resource Requirements

Financial Impact: The workforce analysis process is expected to generate cost savings by reducing personnel expenses.

Personnel Management: Divisions will need to rely on alternative staffing models, including more careful evaluation of essential programs and functions or reallocating duties to current employees.

Time Commitment: The evaluation process may add time to the hiring timeline, as division heads and managers will need to assess each vacancy rigorously. It is recommended, but not required, that each vacant position remain unfilled during a 90-day exploratory period which will realize an immediate reduction in salary/benefit expense and encourage more analysis and reflection during the vacancy period.

Risk Management

Risks Identified: Increased workload for current employees may lead to burnout if vacancies are not managed properly.

Mitigation Strategies: Regular reviews of the workforce analysis process will be conducted to ensure it remains aligned with operational needs. Temporary staffing solutions such as retired annuitants or consultants can be used to bridge critical gaps. Units will be encouraged to prioritize workload management and redistribute tasks to mitigate the impact of vacancies.

Key Benefits

Operational Efficiency: By limiting hiring and pay to only mission-critical roles or duties, CSUCI will ensure that resources are used efficiently while maintaining core operations.

Cost Savings: A workforce analysis process will help control personnel costs during this period of financial uncertainty.

Strategic Alignment: The process aligns with CSU's overall mandate to focus on mission-critical activities while maintaining fiscal responsibility. Involving HR up front in this workforce analysis will also ensure that any workload distribution to employees is accompanied by a proactive IRP, rather than a reactive and employee-driven process. Furthermore, a centralized funding approach will allow for a consistent and transparent management of campus resources.

Process

Overview: The workforce analysis process is memorialized with a structured, campus-wide process for evaluating workforce needs. This process will ensure that only roles essential to the day-to-day operations and core to the CSUCI mission are approved and funded for recruitment.

Process for Central Pool:

1. All vacant positions, salary savings and pools will be moved to a central pool as opposed to remaining in their respective divisions. As other positions become vacant or salary savings occur, they too will be moved to this central pool.
2. Existing positions, temporary assignments and stipends that are not budgeted will be funded by this central pool as already approved with existing end dates.
3. Future positions, pay increases, reclassifications, temporary assignments and stipends will be reviewed and funded by the central pool if approved. Funding can be temporary (with an end date) or permanent depending on the nature of the change and as determined during the review/approval process.

Process for Evaluating Position Requests:

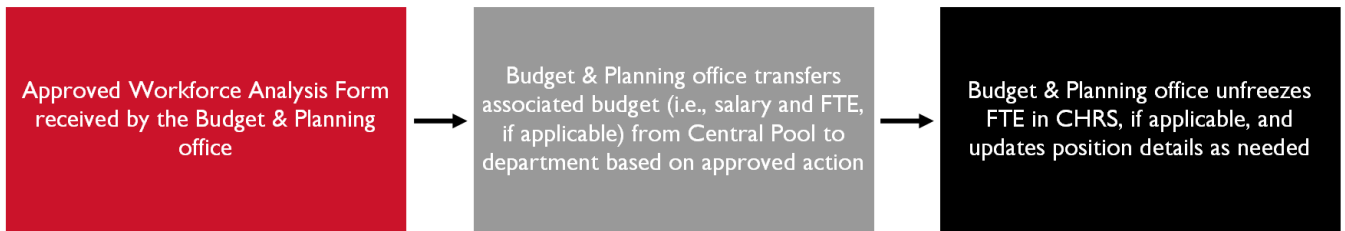
1. Each request (to create positions, fill positions, reclassify positions, temporarily assign to positions, increase pay, and to pay stipends) must undergo a rigorous evaluation using the following questions:
 - Is the work of this position vital to meeting the day-to-day operations and core to the CSUCI mission going forward?
 - Will the unit's work be severely compromised without this position? What essential tasks would remain undone or be delayed if the position remains vacant?
 - What is the role of the unit within the division? Would the division's most important work be affected if the position is not filled?
 - Is a lower level of service acceptable (even temporarily)?
 - Can the decision be delayed by six months without severely disrupting operations?
 - Are there alternatives to permanently filling the position and what are the budget implications? (e.g., eliminating the work or program, offering stipends, distributing workload and assigning IRPs up front, creating an emergency hire, using overtime, student assistants, or enlisting a retired annuitant or consultant temporarily)
2. If it is determined that a position needs to be filled, it will first be posted as an internal search only and must be preapproved by the division VP.
3. If the internal search fails, an external search may be conducted and must be recommended by Cabinet and approved by the President.

Workflows

Central Pool Inflow:



Central Pool Outflow:



HR Workforce Analysis Form:

