



RHODE ISLAND COLLEGE

Rhode Island College Workforce Planning Advisory Committee

Policies and Procedures

Last Updated: 9/25/19

Committee's Role:

The Workforce Planning Advisory Committee (WPAC) is a six (6) member standing committee comprised of RIC staff whose role is to advise the President on decisions with personnel proposals from members of the President's Executive Cabinet (PEC). These proposals involve the request to fill vacant positions, or to create new position(s) within their respective divisions. The goal of the committee is to make recommendations to the President that takes into consideration the priorities of the college, the alignment of strategic goals, the availability of funding, and a review of possible alternatives.

It is the anticipation that the committee will meet at least once on a month to review proposals and make recommendations. All discussions by the WPAC are confidential

Each member of the committee represents the broader interests of the college. The current committee configuration is:

- Director of Human Resources, Chair of Committee
- Vice President for Academic Affairs
- Executive Director Strategic Initiatives
- Associate Vice President for Community, Equity and Diversity
- Director of Institutional Research and Planning
- Director of Budget

Committee's Scope:

At present, the WPAC reviews proposals submitted by PEC members for all *non-faculty* positions at the college. The proposals submitted to the committee involve the following requested actions:

1. Request to fill an existing position that has recently become vacant: a position that is currently funded and has become vacant within the last month; it is assumed that the position is needed to maintain current operations in the division or unit therein.
2. Request to fill an existing position that has been vacant for some time or /substantially revised position: a position that 1.) exists but has been vacant for three to six months with no active search currently underway; 2.) is being substantially revised in terms of duties, title, salary, reporting line, etc. in response to changing needs in the division or unit therein; Requests to increase part-time positions to full-time (35 hours) or benefits eligible (20 hours or more): an existing position that is less than full-time and the appropriate VP determines that changing operational needs justifies increasing part-time hours to full-time or benefits eligible.

3. Requests to create a new position requiring funding and an FTE: a division has determined that demands have created the need for a new position not currently funded or holding an FTE.
4. Positions that are confirmed to be 100% grant funded for both compensation and benefits do not require WPAC review unless proposed changes in funding may result in the position being moved to general college funding.

Committee's Review and Recommendation Process:

1. At least one week prior to the scheduled WPAC meeting, the PEC member must submit a "Workforce Planning Committee Position Request Form" to the Director of Human Resources, who is the committee chair.
 - a. In addition to the form, a current organizational chart for the division (or relevant unit/department thereof) should be provided. If an existing position is being proposed, the position should appear on the current chart. If a new position is being created, a revised chart should be provided that shows how that new position fits into the division's organizational structure.
 - b. Only members of PEC may submit proposals to WPAC; any employee within a division wishing to fill or create a position must work with their respective PEC member.
 - c. When submitting multiple position forms, the PEC member should group positions in the order of highest priority for the division.
2. Each PEC member will be asked to give a short presentation of their respective position requests at the scheduled WPAC meeting. When position(s) are presented to the committee, the PEC member presenting should be prepared to address the following questions:
 - a. Why is the position needed (does it perform a critical function, is it related to a strategic objective of your division or the college, does not filling it pose any risks to the institution)?
 - b. If the position is a new one, what is its relationship to other positions in your division? How will it interact with others in the division and how distinct are its functions from those positions?
 - c. Have you considered other, potentially more cost-effective ways of meeting the need this position fulfills? For example, could the need be met through technology, resource sharing with other divisions, contracting out, etc.?
 - d. How difficult will it be to fill the position?
3. The WPAC will discuss the positions presented shortly after the presentation is made by the PEC member and make a specific action recommendation to the President. These recommendations will be documented in the minutes of each meeting. All discussions and recommendations are confidential and may only be discussed outside the committee when consultation with another individual/department is necessary.
 - a. In determining whether to recommend approval of the position proposals(s) to the President, the committee will consider answers to the questions described above in and the following:
 1. Anticipated changes in divisional leadership or organizational structure
 2. FTE Cap and Funding
 3. Needs of other divisions

- b. If the PEC member presenting the position proposals is also a member of WPC, that individual will be required to leave the room while the positions are discussed and will not be able to vote on whether to recommend approval to the President.
4. The committee chair will share committee's decisions regarding positions with President.
 - a. If the President approves the position(s), the chair will inform the committee and then the PEC member.
 - b. If the President does not approve the position(s), the chair will share the decision with the committee and then communicate the president's decision to the PEC member with a brief statement of reason.
 - c. If the PEC member has concerns about a decision not to approve a position request for their respective division, the PEC member should address those concerns directly with the President.
 - d. Response time between presentation of position and approval/non-approval for hire will vary depending on number of positions under review, committee and president availability, and other factors. However, the committee chair will keep the PEC member apprised on progress.
5. Once the WPAC chair has relayed approval of the position to the PEC member, the position may be posted for hiring. An approved position that is not filled within 12 months, must again be reviewed by the WPAC.

Expedited Process for Critical Positions

The committee acknowledges that situations arise where critical positions may become vacant and need to be filled on an immediate basis so that operations of the college will not be impacted. The following review and recommendation process is as followed below with these special situations:

1. PEC member should submit "Workforce Planning Advisory Committee Position Form" to Maggie Sullivan, the committee chair.
2. Committee chair will circulate position form among committee members via e-mail.
3. If a meeting is scheduled for the week in which the form was received, the position will be discussed at that meeting; if not, committee members will share feedback via e-mail.
4. Committee chair will seek president's approval via e-mail or an in-person meeting, if convenient.
5. Approval by committee will be rendered within one week of receiving form.
6. Committee chair will share decision with PEC member.

Committee Periodic Review of Workforce

- The committee will review and monitor positions that are funded in the budget, but have remained vacant for more than six (6) months. The Committee will review and make a recommendation to the President whether to re-allocate the position and/or the funding associated with the position.
- Requests to fill and/or create new grant-funded positions will be reviewed on an ongoing basis, which will be flagged by the Director of Budget. Positions that directly impact the operations of the budget will need to be vetted by the committee's review and recommendation process.

- The college's annual operating budget development process will involve an opportunity for each member of the PEC to propose new positions to be included in the following year's budget. A list of these new position requests will be provided by the Director of Budget each spring, which will follow the standard review and recommendation process. The recommendation of these positions will be contingent on funding, which may not be known until the college submits its formal budget request to the Council on Postsecondary Education each September.

Record Keeping of Committee

- a. WPAC will maintain running lists of unfilled and proposed positions; the lists will be updated as status of positions change.
- b. WPAC will maintain a list of currently funded vacancies.
- c. Minutes will be taken at all meetings, and minutes must document all decisions made during the meeting.
- d. All "Workforce Planning Advisory Committee Position Request Forms" will be maintained by the Office of Human Resources.
- e. Any e-mails and other written correspondence regarding the committee and its business will be maintained by the committee chair.