

## **COVID-19 HIRING PAUSE: EXCEPTION REVIEW PROCESS**

*Approved by President Struppa and EVPs Bourgeois, Hewitt, and Pfeiffer on April 6, 2020*

### **BACKGROUND**

Effective March 26, 2020, Chapman University paused all hiring as we assess the operation impact of a potentially extended period of remote operations due to COVID-19.

### **AFFECTED ACTIONS, POSITIONS, AND CATEGORIES**

The hiring pause applies to the following actions, position types, and categories:

- Full-time and part-time faculty, staff, and administrators
- Limited term staff and administrators
- Temporary staff and administrators
- Student employees
- Third-party contracts and independent consultants
- FY20-21 enhancement positions (human capital actions that draw on enhancement funds are paused)
- Replacement vacancies
- Reclassifications/promotions
- Reorganization/restructuring
- Any future position that may become vacant during this timeframe

### **EXCLUDED POSITIONS**

The following positions are excluded from the hiring pause:

- Graduate student assistantships, with concentrated activity in the areas of research or instruction
- All grant-funded (or “soft-funded”) positions that are, by operation, eliminated when the grant funding expires.

### **PROCESS TO REQUEST AN EXCEPTION FOR FACULTY HIRING**

If a school or college requests an exception, the following process is available.

The requesting Dean must draft and submit a justification memo to the Provost outlining the criticality of the hire vis-à-vis the academic mission. The memo should articulate the rationale for the exception (for examples: the launch of a new, approved academic program; or an exhaustive review that demonstrates the lack of available subject matter expertise within existing faculty ranks) as well as all related costs (salary, fringe, start-up, relocation, etc.).

The Provost will then review the request. If at this point the Provost declines the request, the exception is not granted, and the process concludes. No further action will be permissible during the hiring pause.

If the Provost believes the exception has sufficient merit to present the request for Executive Vice President review, the Provost will make the recommendation consistent with the below guidelines and approval requirements for staff and administrator review, starting at Step 3 below.

## **PROCESS TO REQUEST AN EXCEPTION FOR STAFF AND ADMINISTRATOR HIRING**

If a department would like to request an exception, the below 4-step process will be followed. The Office of Human Resources, serving as your point of contact, will compile your information (see below) and submit your exception request to the Executive Vice Presidents for review (see Step Three below).

### Definitions:

For the purposes of this document, the following definitions are made:

*Essential services* are those campus functions that the interruption of which would endanger life, health, financial security, or personal safety. List of identified essential services can be found in page 2 of [Coronavirus Protocols for Staff and Administrators](#). Please note: this list is subject to change based on governmental agency directives and/or at the direction of President Struppa.

*Critical position* is one without which the department would be immobilized or face operational failure, and/or the level of direct service to students or research would so deteriorate below minimally acceptable standards that an exception is warranted.

### **Step One: Secure and Document All Applicable Internal Approvals**

- Prior to submitting any request for exception, the requesting department must secure the approvals of the Department Head (Director, AVP, or Vice President). If any of those reviewers declines the request, the exception is not granted, and the process concludes. No further action will be permissible during the hiring pause.
- Requests that proceed must then have the review and approval of the supervising executive (either the President for his divisional reports or the respective Executive Vice President for theirs). If the supervising executive declines the request, the exception is not granted, and the process concludes. No further action will be permissible during the hiring pause.
- If the supervising executive believes the exception has sufficient merit to present the request for Executive Vice President review, the supervising executive will make the recommendation consistent with the below guidelines and approval requirements for staff and administrator review.

### **Step Two: Information Submitted to Human Resources**

- After completing your due diligence in **Step One** above, fill-in questionnaire here: [Exception Request Form](#)
- Complete and submit the questionnaire with supporting documents and approvals
- If you have questions about the questionnaire or need assistance with it, contact [Talent Acquisition](#)

The Office of Human Resources will prioritize exception requests using the following model (from highest priority to lowest priority):

- Critical positions that are within essential services
- Critical positions that are within non-essential services
- Non-critical positions that are within essential services
- Non-critical positions that are within non-essential services

### **Step Three: Executive Vice President Review**

President Struppa has delegated exception review and decision-making authority to Chapman's Executive Vice Presidents: Sheryl Bourgeois, Harold Hewitt, and Glenn Pfeiffer.

The Office of Human Resources will submit staff and administrator exception request packages for their review. The Office of the Provost will submit faculty request packages. The Executive Vice Presidents will convene virtually to assess and render their decision.

#### Process:

- All three Executive Vice Presidents will participate in the review and discussion.
- The Executive Vice Presidents have sole discretion to confer with the submitting department. In the alternate, they may proceed without conference.
- To proceed to Step Four, all exception requests require the support of at least two out of three Executive Vice Presidents. If the request receives the endorsement of only one Executive Vice President, the exception is not granted, and the process concludes. No further action will be permissible during the hiring pause.
- If the exception request originates from one of their respective divisions, that Executive Vice President shall abstain from voting. If, then, there is a split decision from the remaining two Executive Vice Presidents, the two-vote threshold is not met. The exception request is not granted, and the process concludes. No further action will be permissible during the hiring pause.

### **Step Four: Presidential Decision**

- When two or more Executive Vice Presidents support the exception request, the request will be forwarded to the President for a final determination.
- If the President declines the request, the exception is not granted, and the process concludes. No further action will be permissible during the hiring pause.
- If the President approves the requests, he will communicate that decision to the Chief Human Resources Officer, who will make the necessary notifications within Human Resources (Talent Acquisition) and the requesting department to move the position into recruitment.

### **THIRD-PARTY CONTRACTS AND INDEPENDENT CONSULTANTS**

Unless approved by the Executive Vice Presidents, new independent consulting agreements or new third-party consulting engagements will not be authorized during the hiring pause.

Pending consulting agreements submitted prior to March 26 will be further reviewed by Chief Operating Officer and Executive Vice President, Harold Hewitt, and Vice President and Controller, Behzad Binesh.

Human Resources will continue to apply required AB5 review and assessment for independent consultant work and will use similar criteria to evaluate and sequence all IC requests for exception review.