

20 December 2010

Dear Deans:

Re: Staff and Administrative Post-Freeze Hiring Procedures

I would like to follow-up on our discussion in Deans Council on Monday regarding the lifting of the hiring freeze as it pertains to staff and administrative positions. I would also like to express my gratitude particularly to all the administrators and staff who have responded to the freeze these past two years in a spirit of sacrifice for the common good. In many ways, the freeze has brought out the best in our community and has renewed my confidence that the Spirit of the Y is alive and well here.

As we begin to work toward filling staff and administrative positions, it is vital to keep several things in mind:

First, **it is still necessary to receive permission to fill vacant staff and administrative slots.** While BYU is no longer required to petition the Board for exceptions to hire, colleges and departments do need to petition the central administration to fill any staff/administrative vacancies, including Cat II and III positions. This will require a memo from the chair and a memo from the dean with accompanying justifications for each position, along with a listing of all full-time and part-time (Cat. I, II, or III) staff/admin. positions, and a job description. You can use the same job description form required by HR for all staff/admin employees. This must not be treated as a *pro forma* exercise. It is a chance for those at every level—department, college, university—to make strategic decisions. We expect departments and colleges to engage in the same rigorous review about how to deploy—or redeploy—slots as you have undertaken during the freeze. We commit to do the same centrally.

Second, **a genuine search must be conducted for every open staff/admin position.** Those hired as Category II employees cannot be simply moved into a permanent full-time slot. There must be a search. While we deeply appreciate the contributions of Category I and II employees, it is in our institutional interest to ensure that each full-time position is filled with the very best candidate available at the time of hire.

Third, **do not rush to fill every position.** We must be exceedingly careful to make wise hiring decisions. This is especially true as there is not a large turnover of staff/administrative positions.

Last, **take advantage of what you have learned from the freeze.** All of us have learned a great deal during the freeze about what students and part time employees can do, and what they cannot do. We have learned about which areas need resources and which can do with less. Full-time positions should be used to maximum advantage. Subject to approval, slots are fungible as between staff/admin/faculty as well as between professional and professorial faculty.

Again, I compliment you on how well you have dealt with the challenge of the hiring freeze. At the same time, may I suggest that the thaw will be just as challenging in its way as was the freeze, and even more decisive for our future. This new season will test our ability to act with patience, prudence, and high standards. The choices we make during the next few years will have a major impact on the quality of the university for many years to come. Let us meet this new challenge with equal vigilance and vision.