

**POLICY TITLE:** Managing Staff Promotions and Lateral Transfers

**POLICY OWNER:** Columbia University Human Resources

**POLICY EFFECTIVE DATE:** July 1, 2010

**POLICY STATEMENT**

Columbia University supports an environment that values career mobility and encourages staff members who express an interest, and have the abilities, to pursue appropriate vacancies to foster their career development. Managing Staff Promotions and Lateral Transfers establishes a university-wide process for effectively managing the movement of staff both between and within schools and departments for approved positions.

**REASON FOR THIS POLICY**

The purpose of this policy is to establish appropriate communication between departments with respect to the movement of staff from one department to another and to maintain fairness and equity with regard to staff moving into new opportunities.

**RESPONSIBLE UNIVERSITY OFFICE AND OFFICER**

Columbia University Human Resources Morningside – Associate Vice President

(212) 851-7008

Columbia University Medical Center Human Resources and Harlem Hospital – Chief Human Resources Officer

(212) 305-3819

**REVISION HISTORY**

This policy will replace the Internal Mobility policy in the Human Resources Policy Manual. The Internal Mobility policy was last reviewed in July 2004.

**WHO IS GOVERNED BY THIS POLICY**

This policy affects all officers of administration, administrative officers of the libraries and non-union support staff employees of Columbia University.

**WHO SHOULD KNOW THIS POLICY**

All Columbia University officers of administration, administrative officers of the libraries and non-union support staff should review and understand this policy.

Department administrators, Human Resource representatives and hiring managers should review and understand this policy, as well as refer to the Administrative Hiring Guide in the Manager Toolkit: <http://managers.hr.columbia.edu/>

**EXCLUSIONS AND SPECIAL SITUATIONS**

Academic officers, officers of instruction, officers of research and officers of the libraries should refer to the Faculty Handbook located online at: <http://www.columbia.edu/cu/vpaa/fhb/>

Staff rights and obligations under applicable collective bargaining agreements are not affected by this policy. Staff covered by collective bargaining agreements are governed by the provisions of their respective contract. Collective bargaining agreements may be found in the CUHR website under <http://hr.columbia.edu/union-contracts>.

## **POLICY TEXT**

University employees who have completed one year of service in their current position may apply and be considered for a posted job opportunity at the university. In special circumstances and with CUHR approval, an employee may seek a transfer prior to completing one year of service in his or her current position.

In addition to experience, skills and qualifications, future career moves will depend upon successful performance and demonstrated success in the current position. All employees are subject to the standard background checking process for any university position for which they apply.

Any open position must be reviewed and approved by the department or school before posting in Jobs @ Columbia (JAC). Please consult with your HR Client Manager for any questions regarding the hiring process and filling vacancies within your department.

The guidelines described below establish a university-wide process for effectively managing the movement of internal staffing both between and within schools and departments for approved positions. Positions that are waived from posting in Jobs @ Columbia (JAC) are also subject to this policy.

### **I. Guidelines**

1. Position is approved by department or school, funding is confirmed and job description is posted on the Jobs @ Columbia (JAC) system.
2. Any qualified and eligible staff member may apply for the position as appropriate.
3. After the staff member applies for the open position, the hiring manager may initiate a confidential informal meeting with the internal candidate to determine mutual interest. This step is optional and at the discretion of the hiring manager.
4. After meeting with the internal candidate and reviewing his or her qualifications, the hiring manager determines if the candidate should proceed with his or her application and engage in the interview process.
5. If a hiring manager determines that an internal candidate is the finalist, he or she should inform the candidate. At this point, the candidate must inform his or her supervisor that he or she is the finalist prior to a formal offer being made. The candidate must confirm completion of this step with the hiring manager within a reasonable and mutually agreed upon time frame.

6. After confirmation of step 5, the hiring manager should follow-up with and obtain feedback on work performance from the finalist's supervisor or designated reference(s) prior to a formal offer being made.

**NOTE: It is strongly recommended that a review of work performance and/or performance appraisals is fairly and consistently applied to all internal candidates and completed before any offer is made. The HR Client Managers for both departments will ensure that a review of the candidate's work performance has been conducted before any offer is made. Any questions or concerns about this step should be reviewed with the HR Client manager.**

7. After completion of step 6 (review of work performance with finalist's manager), the hiring manager can formally offer the position to the finalist. After the offer has been accepted, the hiring manager and supervisor should jointly determine the finalist's start date and finalize any agreements that might involve "splitting time". The release date may be extended beyond the standard 30 day notice period because of critical operational needs and with necessary approvals.

**NOTE: If the supervisor considers extending the release date or a splitting time agreement beyond the standard notice period, the supervisor must provide a business rationale that requires review and approval by CUHR or CUMC-HR prior to any discussion with the hiring manager and finalist. In addition to CUHR or CUMC-HR approval, the hiring manager, the supervisor and the finalist must mutually consent to the agreement. It is expected that the release date and/or splitting time agreement will not exceed a total of two months. Any questions or concerns about this step should be reviewed with the HR Client Manager.**

8. Hiring manager confirms offer in writing to finalist including salary, title and start date.

## **II. Definitions:**

**Jobs @ Columbia (JAC):** Online job posting and application system. JAC lists open administrative positions for the University, Harlem Hospital and the Medical Center.

**Internal Candidate:** Any eligible and qualified staff member who applies for another position within the university.

**Finalist:** The final candidate being considered for a position.

### **III. Special Notes**

**Administrative Hiring Guide:** Hiring guidelines are located in the Manager Toolkit on the Columbia University Human Resources website.

**Counter Offers:** Departments should refrain from engaging in compensation counter offers over internal staff.

**Lateral Transfer:** Movement of a regular full or part-time staff member from one regular position to another without a break in service. This includes transfers within the same or equivalent grade, within the same department or to another department within the University. If considering a lateral move with a salary increase, please consult with your HR Client Manager to receive appropriate salary guidance.

**Salary Increases:** Salary increases over 10% per grade must be justified using the current salary exception form found on the CUHR website. Please consult with your HR Client Manager to receive appropriate salary guidance.

### **RESPONSIBILITIES AND ROLES**

**Hiring Manager:** Ensures that position is approved by the department or school, funded and posted on the Jobs @ Columbia (JAC) system. The hiring manager is expected to fully engage in the staff transfer guidelines as described in this policy.

**Supervisor:** Is expected to fully engage in the staff transfer guidelines as described in this policy.

**HR Client Manager:** Provides HR support and assists department with the staff transfer process and policy interpretation.

**Internal Candidate:** Determines that eligibility and requirements as stated in this policy are met. Reviews the position qualifications and applies for the posted internal position on JAC. The internal candidate is expected to fully engage in the staff transfer guidelines as described in this policy.

### **CONTACTS**

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**GUIDELINES AND RELATED POLICIES**

**Administrative Hiring Guide**

<http://managers.hr.columbia.edu/hiring-guides/admin-recruitment>

**Salary Exception guidelines and form**

<http://managers.hr.columbia.edu/tig/salary/bonus-exception-review-form>

**Termination of Employment**

<http://hr.columbia.edu/policies/hr-manual/separations#701>

**RESOURCES**

**Jobs At Columbia (JAC)** <http://www.columbia.edu/cu/jobs/>