

Augusta University

Policy Library

Reporting Relationships Policy

Policy Owner: University HR Services

POLICY STATEMENT

To maximize synergy, alignment, transparency and economies of scale in talent and resources, those positions throughout the enterprise that provide core administrative support functions will have a solid line reporting relationship to the enterprise leader for that core function and, as appropriate, a dotted line(s) to the leader(s)/administrator(s) they support.

The specific provisions of this policy include:

Any employee in the Augusta University Enterprise whose Primary Job Duties include a function carried out by a Core Administrative Support Function must have a solid reporting line that leads directly to the Chief Enterprise Officer appointed to lead the Core Administrative Support Function .

Such employees should also have dotted reporting line(s) to the customer(s) they serve who are outside the chain of command of their Core Administrative Support Function.

The Chief Officer holding the solid line is responsible for honoring the dotted line and matrix reporting relationships (e.g. obtaining formal input on evaluations, goals, etc.) and for ensuring that the administrative support is being properly provided.

This policy on a clear chain of command shall not be affected by the fund source(s) used to pay the salary of an employee with dotted line or matrix reporting relationships.

This policy clarifies that administrative control and responsibility over support functions should remain with the appointed leader for that support function, rather than being dispersed or duplicated throughout the institution. This policy also serves to clarify the solid and dotted line, and matrix reporting relationships of core administrative support positions.

AFFECTED STAKEHOLDERS

Indicate all entities and persons within the Enterprise that are affected by this policy:

- | | | | | |
|---|---|--|---|-----------------------------------|
| <input type="checkbox"/> Alumni | <input checked="" type="checkbox"/> Faculty | <input type="checkbox"/> Graduate Students | <input type="checkbox"/> Health Professional Students | |
| <input checked="" type="checkbox"/> Staff | <input type="checkbox"/> Undergraduate Students | | <input type="checkbox"/> Vendors/Contractors | <input type="checkbox"/> Visitors |
| <input type="checkbox"/> Other: | | | | |

DEFINITIONS

Office of Compliance and Enterprise Risk Management Use Only

Policy No.: 588

Policy Sponsor: Type the title of the Executive Leader of the department.

Originally Issued: Not Set

Last Revision: 09/28/2016

Last Review: 06/09/2017

- “Core Administrative Support Functions” shall include Advancement, Communications, Facilities, Finance and Budget, Human Resources, Information Technology, Legal Services, and any other areas designated as such by the President.
- “Primary Job Duties” are job duties that comprise 50% or more of someone’s total effort and duties, considered over a year’s time.
- “Augusta University Enterprise” refers to Augusta University and its health system and other cooperative organizations.
- “Solid Reporting Line” refers to a direct supervisory relationship. Where the Solid Reporting Line supervisor and the employee are employed by the same legal entity, the supervisor has immediate authority and responsibility for coordinating hiring and termination; setting compensation; evaluating performance; management and supervision; and conducting career planning and professional development. Where the Solid Reporting Line supervisor and the employee are not employed by the same legal entity, the Solid Reporting Line supervisor shall provide input into hiring and termination; setting compensation; evaluating performance; management and supervision; and conducting career planning and professional development, but an officer employed by the same legal entity as the employee shall have actual authority and responsibility for all such matters.
- “Dotted Reporting Line” refers to a direct and regular relationship in which the employee performs services for the person to whom they have a dotted line. That person jointly establishes performance measures with the person holding the solid reporting line; monitors performance; provides input and recommendations on evaluations, compensation, and hiring and firing; and determining whether the person reporting to them in a dotted line is meeting the needs of their unit.
- “Matrix Reporting” refers to regular relationships in which the employee works collaboratively with and may perform services for, and under the supervision of, other individual(s) other than his/her primary department or unit. All supervisors will be invited to provide input on the employee’s annual performance evaluation and may also have input on the employee’s annual goals. The matrix reporting relationship is viewed as critical to the employee’s success. Matrix relationships are often two-way. Matrix reporting relationships often span more than one entity in the Augusta University Enterprise.

PROCESS & PROCEDURES

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REFERENCES & SUPPORTING DOCUMENTS

The position classification form (PCF) will be used to record the solid reporting line for the position and any dotted line and matrix relationships. (Link to PCF to be inserted.)

RELATED POLICIES

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APPROVED BY:

President, Augusta University and CEO, AU Health System Date: 06/09/2017