



Georgia Tech Human Resources

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# Job Rotations @ Tech

October, 2009

## JOB ROTATIONS @ TECH – GENERAL GUIDELINES

### Overview

Georgia Tech has traditionally had a strong commitment to leadership development. At the Institute level, current offerings include: the Masters Series, Mentor Tech and the Management and Supervisory Development training programs. In addition, many organizations supplement these offerings with departmental employee development programs. Adding a Job Rotation Program (JRP) to Georgia Tech's employee development process would continue to strengthen the program and be a valuable leadership identification tool.

The following general guidelines have been developed in an effort to assist organizations interested in a JRP. Many organizations provide a suitable environment for offering a rotational experience. In Administration and Finance - Human Resources, Auxiliary Services, Financial Services, Facilities, the Office of Information Technology and Internal Auditing all have some positions that could be designated as rotational. In Academic Units, many of the administrative positions are also suitable and it is anticipated that over time additional positions will be identified.

### Benefits

An effective JRP could benefit the Institute in many ways. A few examples are:

- ◆ Employees would broaden their horizons and gain exposure to new skills and knowledge, thus strengthening their commitment to Tech.
- ◆ Bench strength would be developed to help offset anticipated skill gaps resulting from retirements.
- ◆ Higher quality applicants would be attracted to a continuous learning environment.

The individual employee also benefits through:

- ◆ Exposure to broader perspectives.
- ◆ Access to a stronger professional network.
- ◆ Increased skills and experiences.

### Definition of Terms

To ensure a consistent understanding of these guidelines, the following terms will be used throughout this document:

- ◆ Job Rotation - the systematic movement of GT employees from job to job/project on a full or part time basis.
- ◆ Organization – administrative and academic units (HR, Internal Audits, IT, Colleges, Schools etc.).
- ◆ Functional Unit – functional units within an organization (Compensation within HR, EIS within IT, etc.).
- ◆ Sending Organization – the organization that will “send” one of their employees to another assignment/organization.
- ◆ Receiving Organization – the organization that will “receive” an employee from another organization.

### Points to Consider

Prior to implementing a JRP, there are some practical points an organization's leader should consider:

- ◆ How will a JRP fit into and enhance your organization's efforts to identify future leaders?
- ◆ Exactly what skills will be enhanced by placing an employee in a JRP?

## Points to Consider (continued)

- ◆ What rotational assignment would best benefit your organization and the employees being considered for the JRP?
- ◆ How will the work get done while the JRP employee is off the job? Will you be able to guarantee the employee that they will return to their same position?
- ◆ In addition to early-career employees, are there later-career plateaued employees that could be re-engaged by a new assignment?
- ◆ How will you select participant candidates?  
*NOTE:* Care must be taken to insure the selection process is objective.
- ◆ How will you manage expectations within your organization? The JRP employee must understand that this does not guarantee a promotion and the remainder of the organization must not assume the JRP is “anointed”.

## Participant Qualifications

The program is intended for exempt employees with leadership potential and any employee being considered for a JRP assignment should possess the following qualifications:

- ◆ Three years of employment at Georgia Tech with an exemplary performance history.
- ◆ Success in their current position over the last 12 months.
- ◆ A demonstrated record of broadening skills, experiences and their professional network.
- ◆ A documented career development plan.

## Types of Rotations

Cross Organizational – an employee moves, for a pre-determined amount of time, to another organization. Examples are - a Facility employee is assigned to Housing, an OIT employee to a College or School, etc.

Cross Functional – an employee moves for a predetermined amount of time to another functional unit within the same organization. Examples are an HR employee currently working Compensation is moved to Employment, a Finance employee is moved from the Controller’s Office to Procurement.

Part Time – an employee works in another organization/functional unit, for a predetermined amount of time on a half time or, if viable, one day a week.

Project Rotations – Employee retains their regular job but is temporarily assigned to a special project.

## Process – Planning

The following general guidelines are designed in a “to do” format and will address Cross Organizational full/part time rotations. Cross Functional and Project rotations should continue to be handled as they are today.

Organizational leaders considering a JRP should:

- ◆ Draft a statement of purpose – an objective that clearly defines what the organization intends to accomplish through the JRP.
- ◆ Develop a process for candidate selection and determine which employees in their organization would benefit from a JRP (see Participant Qualifications above).  
*NOTE:* Care should be taken to insure the identified candidate pool appropriately reflects the diverse population of Georgia Tech.
- ◆ Determine which organizations and positions would provide these employees with the greatest developmental experience.

## Process – Planning (continued)

- ◆ Identify and define what you would expect the employee to “bring back” to your organization.
- ◆ Have an initial meeting with identified employee(s) and determine if they would be interested in participating in a JRP.  
*NOTE:* It is important the employee(s) understand that this is the initial stage of the process and many of the details that they will want to know (What will I do? Who will I work for? Etc.) are not yet available. Convey that once detailed information is available, the employee will have the opportunity to accept or decline the JRP.
- ◆ If the employee(s) do express interest, to minimize organizational rumors and impacts to morale, effectively communicate information about the potential JRP with the remainder of the organization.
- ◆ Meet with the leader of the receiving organization and secure their agreement to accept the JRP employee(s).  
*NOTE:* The receiving organizational leader should know that this program is completely voluntary and the employee being discussed may decline to participate.
- ◆ In partnership with the receiving organization determine:
  - The job the rotating employee will perform, including performance expectations.  
*NOTE:* If there is a significant difference in the compensation levels of the employee and the job they will be performing, HR should be contacted prior to finalizing the agreement.
  - Who the JRP employee’s supervisor will be.
  - The length of the rotation.  
*NOTE:* A minimum of six months is recommended.
  - How performance evaluations will be handled.  
*NOTE:* Performance evaluations should be mutually agreed upon by both the JRP employee’s sending and receiving supervisor PRIOR to the employee being covered on the evaluation.
  - If the assignment will be full or part time.
- ◆ Once these decisions have been made, the sending organizational leader should:
  - Determine if the identified employee(s) remain interested in participating in the JRP and are willing to rotate to the selected job.  
*NOTE:* Prior to making a final decision, employees should consider the points listed in the “Employee Expectations” section of this document.
  - Determine how the departing employee(s) work will be handled.
  - Again, to minimize organizational rumors and impacts to morale, both the sending and receiving organizations should be provided with information.

## Process – Implementing

To begin the actual JRP, an in-depth meeting should be held between the JRP employee, their current supervisor, the receiving supervisor and the appropriate HR representative. Details that should be determined in this meeting are:

- ◆ Exactly when will the assignment begin and end?
- ◆ What are the specific performance expectations associated with the new position? The specific measures of success?
- ◆ Will any training be required before the employee can begin performing? If yes, when will that occur?
- ◆ How and when will the performance evaluation be handled?
- ◆ What are the specific “bring back” expectations of the sending unit?

*NOTE:* A rotating employee will always return to the sending organization unless all involved parties mutually agree otherwise.

- ◆ Who will the employee officially report to while on the JRP? It is recommended that the employee officially report to the receiving supervisor.
- ◆ Receiving departments may wish to absorb all or part of the JRP employee’s salary while they are on rotation. In this case, a journal entry is recommended.

The outcomes from this meeting should be documented in a simple form which should be signed by the participant, a representative from the receiving organization, and a representative from the sending organization. (See Attachment A)

## Process – Concluding

At the conclusion of the assignment:

- 1) OOD should be contacted in order to add the completed the JRP assignment to the employee’s training record.
- 2) Several de-briefing sessions should be conducted by a neutral individual not directly impacted by the JRP -
  - ◆ With the employee – was the assignment beneficial? What went well and what could have gone better? Would you recommend the experience?
  - ◆ With the sending organization – were the objectives accomplished? Was there a positive/negative impact on the organization as a result of the employee being gone? Did we select the right employee(s)?
  - ◆ With the receiving organization – did the employee meet their expectations? What went well and what could have gone better? Would you be willing to accept another JRP?

## Employee Expectations

Prior to accepting a JRP an employee should:

- ◆ Determine if the JRP assignment supports their personal career goals / career development plan
- ◆ Assess the rotational position to see if it will provide both the opportunity to learn new skills and demonstrate existing capabilities
- ◆ Understand that the rotational experience in no way guarantees a promotion

## Available Resources

Resources are available to assist the organizational leader interested in a JRP

- ◆ For consultation contact the organizational unit’s HR representative, Marita Sullivan [marita.sullivan@ohr.gatech.edu](mailto:marita.sullivan@ohr.gatech.edu) 5-6441 or Chuck Donbaugh [chuck.donbaugh@ohr.gatech.edu](mailto:chuck.donbaugh@ohr.gatech.edu) 4-2499

## Attachment A

The purpose of this document is to describe the specific terms of a Georgia Tech Job Rotation (JRP) assignment between \_\_\_\_\_ of \_\_\_\_\_ and the \_\_\_\_\_ .

Describe the purpose of the rotation (a brief statement that clearly identifies what the organization intends to accomplish through the JRP and what the employee will be expected to “bring back” to the sending organization).

Describe how the JRP will support the employee’s personal development plan.

Provide a **specific** description of the rotational job duties the JRP employee will be performing

Provide a **specific** description of the performance standards the JRP employee will be expected to achieve and describe how these expectations will be measured.

Describe any orientation or training that might be required prior to beginning the JRP assignment and the dates when it will occur.

## Attachment A

Provide a brief description of how the JRP employee's current work assignments will be handled during their absence.

This rotational assignment will begin on \_\_\_\_\_ and end on \_\_\_\_\_ .

The general hours of work for the JRP will be \_\_\_\_\_ .

The rotational employee will report to \_\_\_\_\_ .

Accepted: \_\_\_\_\_ (Employee)

Approved: \_\_\_\_\_ (Sending Dept. Head)

Approved: \_\_\_\_\_ (Rotational Supervisor)

Concurred \_\_\_\_\_ (Receiving Dept. Head)