

## Matrixed Staffing Process

### 1. General

A matrixed organization is defined as an organization in which the functional (Home Unit) manager shares responsibilities with the project (Work Unit) manager for assigning priorities and for directing the work of persons assigned to a project. The purpose of this process is to establish procedures for the management of employees who are matrixed from their Home Unit to a Work Unit that is different from the Home Unit. Those employees who are part of a service provider group will be organized through service level agreements.

This structure, which is often used when a particular skill set is widely required, but the number of staff having it are limited, is designed to provide for:

- Equitable distribution of expertise to support customer requirements
- Sensitivity to individual customer needs
- Cost effectiveness/efficiency
- Professional development of employees
- Consistent interpretation of general policies
- “Just in time” skills to deal with unexpected contingencies

### 2. Definitions

**Home Unit:** The department/group in which an employee is assigned.

**Home Unit Manager (HUM):** The subject matter expert on issues that relate to the professional body of knowledge he or she represents, as well as the provider of administrative support and professional development for employees.

**Work Unit:** The department/group to which an employee is matrixed for support.

**Work Unit Manager (WUM):** The supervisor who directs the project work of a matrixed employee. This supervisor may provide day-to-day or weekly guidance based on project scope.

**Matrixed Employee:** An employee who reports 10% or more of his/her time worked for a project outside the Home Unit and is supervised by a WUM.

**Service Provider:** Employees who provide service to internal customers where day-to-day work is controlled and assigned by the HUM. Internal customers assist in determining priorities and pay for such services.

**Existing Employees:** Those employees already in an organization who are matrixed to meet the needs of the Lab and are tied to their Home Unit Manager. The HUM continues to have overall responsibility and accountability. When the employee is matrixed, see below guidelines on management responsibilities.

**Newly Hired Employees:** Those employees that are hired after the implementation of this policy will reside in the organization of the hiring manager. Thus, the hiring manager

will become the HUM and have overall responsibility and accountability. If the employee is matrixed, see below guidelines for management responsibilities.

### 3. Location

Employees may be located with the work units they support or, if their work units vary and change frequently, with the home unit. Physical location of work assignment to be agreed upon among all parties.

### 4. Employees Matrixed Up to 49% of the Time

For those employees who are **matrixed to a work unit up to 49% of their time throughout the course of one year, all management responsibilities reside with the Home Unit Manager.**

#### a. People Management

- i. HUM reviews, requests, and matches employee of his/her group to the needs of the work unit and assess this against the Lab priorities. Employees are assigned based upon priorities and skill sets.
- ii. HUM coordinates work of employee and communicates details of assignment to employee. This should be completed once the *Matrixed/Service Provider Form* has been submitted by WUM and both HUM and WUM have agreed to assignment/work scope/duration.
- iii. Project Management: The WUM is responsible for directing the employee's activities for the project when matrixed out.
- iv. HUM approves timesheets, requests for travel, vacation and sick leave. During matrixed period, time off requests for one week or more are reviewed by HUM & WUM to ensure resources are available to cover critical needs. HUM communicates time off approvals to the employee.
- v. WUM reviews and approves time charged to the project.
- vi. Professional Development: HUM is responsible for overseeing employee's professional development activities. However, HUM is encouraged to obtain feedback from WUM on specific areas that could benefit the employee.
- vii. Training and Certification: WUM is responsible for ensuring job specific training is completed for matrixed work. All other training is coordinated between employee and HUM in order to meet job and developmental requirements.

#### b. Performance

- i. HUM coordinates employee's overall performance with WUM(s), and is responsible for delivering the review to the employee.
- ii. HUM writes measurable performance objectives for employees that pertain to professional development.
- iii. HUM incorporates professional development and other broad objectives (e.g. EH&S), as well as functional objectives into appraisals.
- iv. HUM meets with the WUM to review specific matrixed performance objectives and incorporates them into the appraisal.
- v. WUM to whom the employee is matrixed completes the *Matrixed/Service Provider Form* to which the objectives are tied. This document is reviewed by both the WUM and HUM to ensure understanding and agreement. The WUM is expected to give detailed examples to support the rating and allow the HUM to address strengths/weaknesses.

## 5. Employees Matrixed 50% or More of the Time

For those employees **matrixed to a work unit for 50% or more of their time** throughout the year, management of the employee is a shared responsibility between Home Unit and Work Unit Manager.

### a. People Management

- i. WUM provides specific details such as length of assignment, scope of work, objectives and expected results to be achieved by employee to HUM. The HUM reviews requests and matches employee of his/her group to the needs of the work unit and assesses this against Lab priorities.
- ii. Once the HUM and WUM are in agreement, HUM coordinates work of employee and communicates details of assignment to employee. This will be done once the HUM has received the *Matrixed/Service Provider Form* that details assignment expectations.
- iii. Project Management: The WUM is responsible for directing the employee's activities for the project when matrixed out.
- iv. As work requirements are dynamic, the WUM is responsible for communicating changes in the proposed assignment as quickly as possible. After six months, the HUM & WUM meet to review work schedule and assignment to ensure scheduling is still realistic. A progress report is communicated to the employee so that expectations are appropriately managed.
- v. HUM reviews time worked requests for travel, vacation and sick leave and communicates with WUM. During matrixed period, time off requests for one week or more are reviewed by HUM & WUM to ensure resources are available to cover critical needs. WUM provides final communication to the employee if employee is actively matrixed out during requested time off. The work unit paying for the travel provides the final communication to the employee with regards to approval or denial. The matrixed employee is responsible for communicating time off requests to both the HUM & WUM via email and at least one week in advance.
- vi. WUM reviews and approves time charged to the project.

### b. Performance

- i. HUM coordinates employee's overall performance with WUM. The WUM provides specific feedback/documentation to the HUM so the overall performance assessment is understood and agreed to. The HUM delivers the performance review.
- ii. WUM provides specific performance objectives to the HUM prior to commencement of assignment and revisits as appropriate.
- iii. WUM completes *Matrixed/Service Provider Form* that includes, but is not limited to, evaluations of the specific objectives the employee was tasked with accomplishing during the review period.
- iv. WUM provides Skill Requirements List (SRL) specific to the job or location of work and ensures training is complete.
- v. HUM incorporates professional development and other broad objectives (ES&H) as well as functional objectives.
- vi. Both the WUM and HUM must agree on the final performance rating assigned to the employee based upon collective documentation and feedback prior to communication and delivery to employee. If the WUM and HUM do not agree on the final performance rating, the decision will be escalated to the next level for appeal and review.

**c. Administrative Activities**

**Staffing:** In the event an employee who is matrixed leaves the organization, the HUM will be responsible for staffing the position. The HUM includes the WUM or a member of the WUM's group during the recruitment process.

**Timeframe:** If the matrixed agreement extends beyond one year, an agreement must be renegotiated between the HUM and WUM to assess needs, work scope and priorities. If the matrixed position appears to have an indefinite end date after two years, the position should be reevaluated to determine if it needs to be reclassified or reassigned. Reassignment of a position can occur; however, the division level management must be apprised of the situation and will make the final decision.

**Disciplinary Action:** Corrective action is warranted when an employee fails to meet JLab's standards of performance or conduct. The corrective action is administered by the manager under whom the offense occurred. In instances where this is the WUM, the HUM must be informed of the action and consulted prior to delivery. The HUM is required to sit in for the delivery of such corrective action. Corrective actions include verbal counseling, written warning, suspension, dismissal or other actions deemed appropriate under the circumstances. Corrective action that involves the delivery of a written warning or above must be coordinated with HR prior to delivery.

**6. Service Providers**

**Employees who provide service to internal customers where day-to-day work is directed and assigned by the HUM, but customers help determine priorities and pay for services. Internal customers assist in determining priorities and pay for such services, but may not be able to provide specific technical direction.**

**a. People Management**

- i. WUM completes a Service Level Agreement (SLA) form that defines the length of the assignment, scope of work, and expected results to be achieved.
- ii. HUM and WUM communicate information to those employees who will be providing the service. HUM provides work objectives and expectations to the employee based on the WUM (Customer) needs. The SLA is negotiated annually through the AWP.
- iii. Project Management: The HUM is responsible for directing the employee's activities to ensure the deliverables are met within the timeline expected by the WUM (Customer). The HUM and WUM are expected to communicate regularly to assess progress, priorities and timelines.
- iv. The WUM provides feedback on the performance of the employee. This feedback is captured and incorporated into the final performance review for the employee via the *Matrixed/Service Provider Form* on-line.
- v. HUM reviews and approves time charged to a project or service need as well as requests for travel, vacation, and sick leave and communicates this to the WUM (Customer). Time off requests for one week or more are submitted to both HUM and WUM so that arrangements can be made to cover work and critical needs. The HUM communicates final approval for requests. The work unit paying for the travel provides the final communication to the employee with regards to approval or denial.

**b. Performance**

- i. HUM coordinates employee's overall performance with WUM (Customer). The HUM delivers the review to the employee.
- ii. WUM provides specific performance objectives to the HUM prior to commencement of assignment and revisits as appropriate. This is captured in the SLA.
- iii. WUM completes *Matrixed/Service Provider Form* that includes, but is not limited to, evaluations of the specific objectives the employee was tasked with accomplishing during the review period.
- iv. HUM provides SRL requirements specific to the job or location of work and ensures training is complete.
- v. HUM incorporates professional development and other broad objectives (ES&H) as well as functional objectives.
- vi. Input from the WUM (Customer) is factored into the overall performance rating by the HUM prior to communication and delivery to employee. When the occasion arises that the WUM and HUM do not agree on the final performance rating, the decision will be escalated to the next level for appeal and review.

**c. Administrative Activities**

**Time Off:**

Vacations are subject to the demands of operating requirements. Vacation time should be scheduled as far in advance as possible and approval will be coordinated between the HUM and WUM. Final communication of time off is given by the manager for whom the employee is working for at the time of the request. Times off requests are granted on a first-come, first-serve basis during critical periods when aspects of a project require an increased effort. The Lab makes every effort to accommodate requests. If multiple requests for the same day off are made, time off will be coordinated between the employee(s) and manager.

**Other Leave (Military, Family Emergency Leave, Court):**

All other leave requests are subject to approval by the manager to whom the employee is currently assigned and are handled on a case by case basis and in accordance with the guidance provided in the Administrative Manual.

**Staffing:**

If the employee leaves the Lab while engaged in a SLA, the HUM meets with the WUM (Customer) to evaluate existing resources and provides a suitable replacement.

**Timeframe:** The SLA is negotiated through the AWP annually or until the service is no longer required. It is understood that SLA's may be in place for several years; however, through annual reviews, the needs and

resources will be evaluated and negotiated between the HUM and WUM (Customer).

**Disciplinary Action:** Corrective action is warranted when an employee fails to meet JLab's standards of performance or conduct. The corrective action is administered by the manager under whom the offense occurred. In instances where this is the WUM (Customer), the HUM must be informed of the action and consulted prior to delivery. The HUM is required to sit in for the delivery of such corrective action. Corrective actions include verbal counseling, written warning, suspension, dismissal or other actions deemed appropriate under the circumstances. Corrective action that involves the delivery of a written warning or above must be coordinated with HR prior to delivery.