# Position Management Guidelines and Processes

## V1 June 2019

# Table of Contents

- Position Management Overview

- Position Management Guiding Principles (from BPR)

- Summit Reports

- Key Guidelines

  - Report Column Definitions & PeopleSoft Data Guidelines
  - Position Number Usage Guidelines
  - Department Budget Table Guidelines
  - Position/Job Guidelines

- Budget Reflected in Position Management

  - Budget:  Overall Process
  - Budget:  Fiscal Year Begins
  - Budget:  In Year Changes
  - UM-Plan / PeopleSoft Integration

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# What is Position Management?

- Position Management is a campus driven strategic tool that provides transparency around positions and their respective funding.

- Position Management is used to organize, establish, and track positions. A "position" is a group of duties and responsibilities to be assigned to an employee.

- Focusing on the position itself provides the ability to track information related to the position, regardless of whether it is vacant or an employee is assigned to that position.
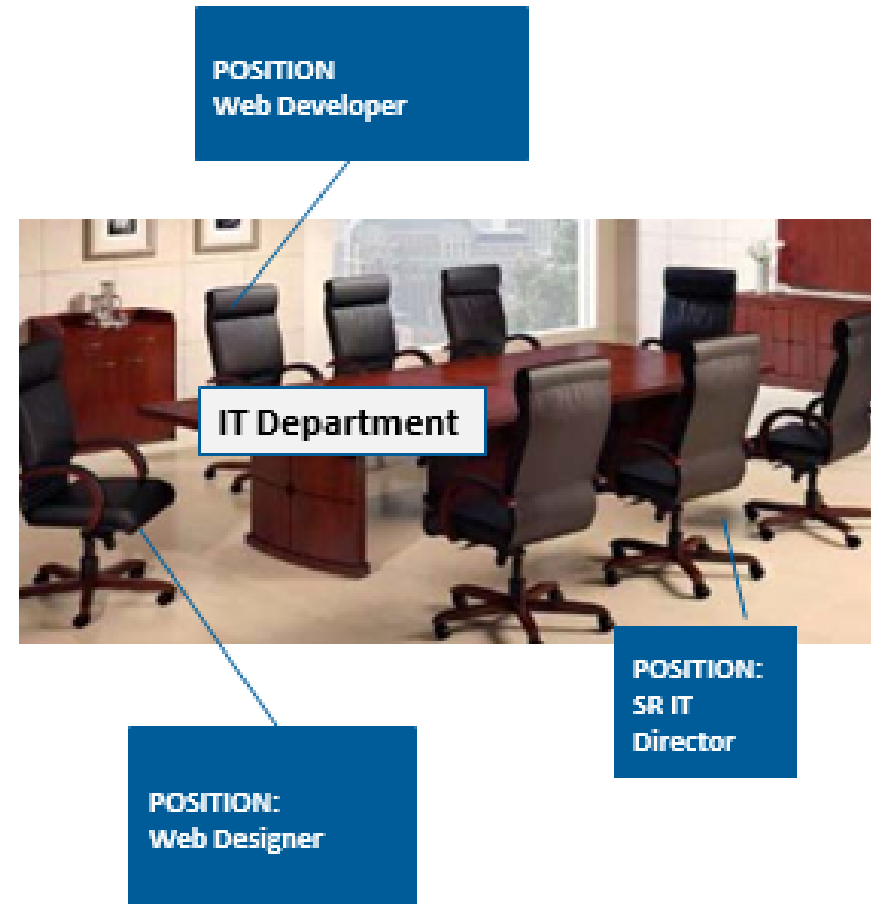
# Position Management is often described with the analogy "seats at the table"

And it looks like this:

- A Table represents a **Major Budgetary Unit**

- The style, color and other characteristics of the chair represents the **Job**

- A chair or a "Seat" represents a unique **Position**

A Position can be:
- **Vacant or Filled**
- **Budgeted or Not Budgeted**

**POSITION Web Developer**

IT Department

**POSITION: SR IT Director**

**POSITION: Web Designer**

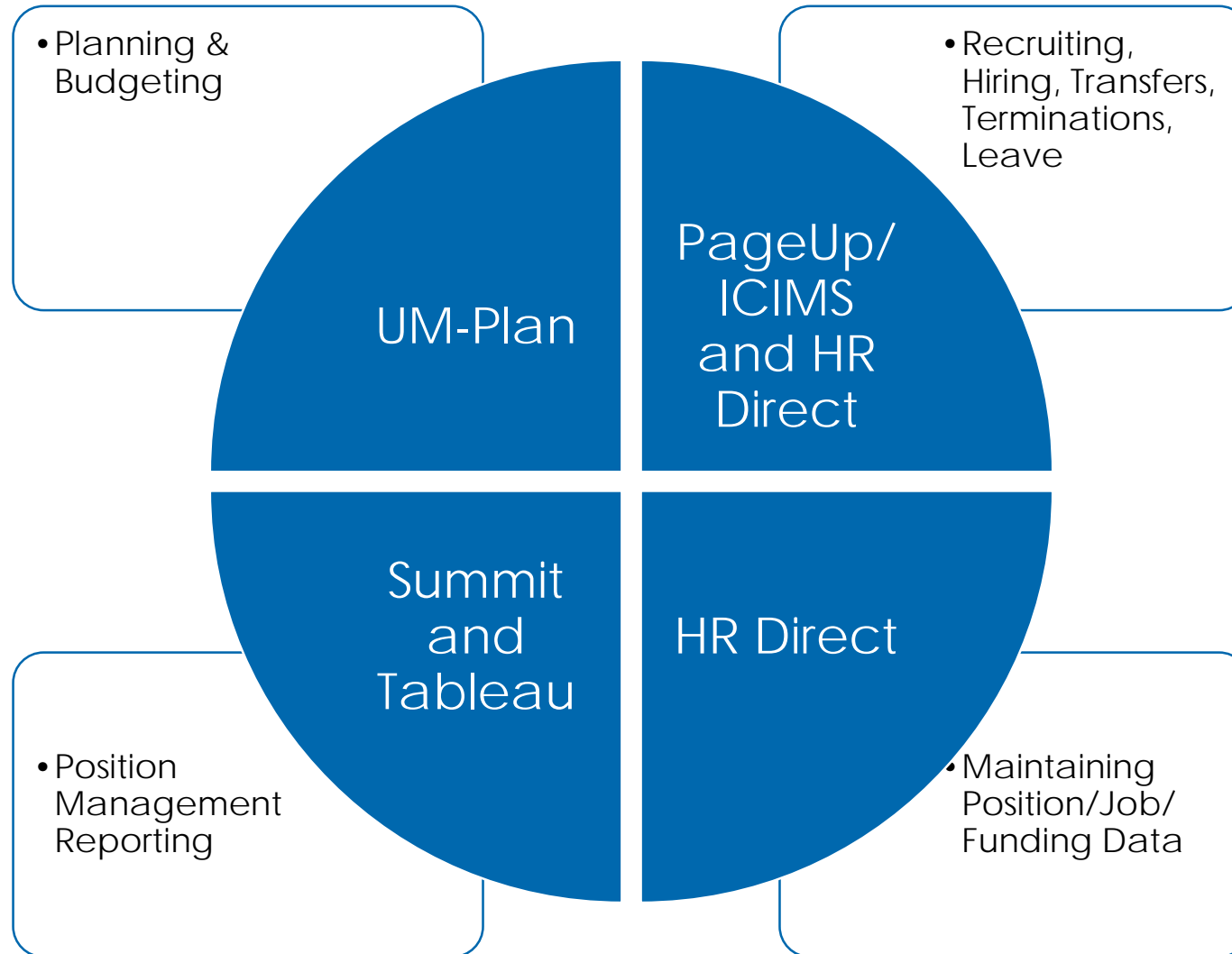University *of* Massachusetts

# Key Terms

- **Budgeted Position**: A position that has funding in that fiscal year.

- **Position:** A chair that inherits and maintains job information which is then filled with an employee.

- **Employee**: A person who is paid through payroll.

- **Position Budget:** The budgeted dollars captured in the Encumber Salary Amount field in PeopleSoft Position Data.

- **Link to Funding Source:** PeopleSoft's capability for capturing split funding at the position level will be leveraged for vacant and filled positions. This is the most critical component that ties position to funding and supports the financial processes for budgeting and cost control.

- **Major Budget Unit (MBU)**: An area on campus responsible for their budgets that interacts with the budget office on budgeting, forecasting and reporting on their budgets.

- **Vacant Position:** A position that is approved and unfilled.

- **Position – Approved:** A position that has been authorized to be filled.

- **Position – Budgeted:** A position that has funding in that fiscal year.

- **Position – Filled:** A position with a current incumbent.

- **Position – Frozen:** A position that has not been authorized to be filled.

- **Position – Proposed:** A position for which the MBU is seeking position approval.

- **Position – Vacant:** A position that does not have a current incumbent.

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# Position Management



- Planning & Budgeting

- Recruiting, Hiring, Transfers, Terminations, Leave

UM-Plan

PageUp/ ICIMS and HR Direct

Summit and Tableau

HR Direct

- Position Management Reporting

- Maintaining Position/Job/ Funding Data

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# Position Management Guiding Principles

- Split funding at the position level Department Budget Table should always be by percentage only.

- Budget amount reflects the 'approved budget' for that position as of July 1st.  As changes to the position occur during the fiscal year, position management will be updated to reflect the 'working budget' for that position using an effective date. *Campuses may choose to maintain the July 1st budget for the entire year and not update the 'working budget' as changes occur.*

- The budgeted amount on the position report (fiscal year based) will be equal to what is described in #2 (above). The position level data in the Department Budget Table will show how much of the budget each finance department/fund/project is allocated.

- Every position should have a corresponding position level Department Budget Table record that reflects the funding source for that position.

- Position level Department Budget Table setup for vacant positions for calculating and reporting the budget amount by labor distribution.

- Status quo vacant positions will not encumber dollars in the PeopleSoft finance system.

- Campuses will establish processes to maintain position level Department Budget Table.

- Movement of budgeted dollars during the fiscal year will be specific to each campus' policy and process.

- Temporary employees will be handled via each campus' business process. If campuses want to track positions for temporary employees, the same guidelines as for regular full-time benefitted positions should be followed.

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# Available Summit Reports

- **Annual Commitment Report HR Version**
  - Position centric view that summarizes data at the position level.
  - No breakout of amounts by GL chart field.

- **Annual Commitment Report Finance Version**
  - Starts at the position and breaks the amounts out by GL chart field.

- **Position Budget Only Fiscal Year Summary** (pending)

- **Executive Summary Report**

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# Annual Commitment Report HR Version

# Annual Commitment Report Finance Version

# Position Budget Only Fiscal Year Summary

# Executive Summary Report

# Report Column Definitions & Data Guidelines

The following resources can be accessed via the Position Management website
https://www.umassp.edu/hr/position-management

- The Annual Commitment Report (Finance and HR view) column definitions

- The Guidelines for PeopleSoft Data at Job Data, Position Data, and Job Code level

- The new Action Reason Codes

- The chart representing where data will be maintained and where information will be pulled for the reports

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# POSITION DATA MANAGEMENT GUIDELINES

# POSITION NUMBER USAGE GUIDELINES

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# Position Number Usage Guidelines

- One of the first decisions when starting a new recruitment is to decide which position number to use. This guide will assist with determining which process to follow.

  (1) Use an active existing position number
  (2) Use an inactive existing position number
  (3) Create a new position number

- All campuses minimally should have an annual process to review and inactivate any vacant benefited positions that will not be filled and therefore no longer planned/budgeted for.

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# Position Number Usage Guidelines

**Using an <u>active</u> existing position number**

- Departments should seek to reuse position numbers first, before creating new position numbers.

- The continuity of the position over time should be maintained as much as possible.

- Staff positions must remain staff positions; faculty positions must remain faculty positions.

- Please refer to campus specific guidelines for more details.

**Using an <u>inactive</u> existing position number**

- Departments should seek to reuse position numbers first, before creating new position numbers .

- This should be implemented based on campus specific guidelines.

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# Position Number Usage Guidelines

**Creating a new position number**

- New positions may be created if:

  - There are no eligible existing position numbers available to reuse (e.g., no more inactive positions of like kind, or the department wants to hold a position vacant for recruitment at a later date, etc.).

  **or**

  - The unit is establishing a brand-new role separate from existing positions.

- To create a new position, follow the Annual Budget or In-Year process (included)

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# DEPARTMENT BUDGET TABLE GUIDELINES

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# DEPARTMENT BUDGET TABLE (DBT) GUIDELINES
## Audience – Campus Commitment Accounting Staff

- A DBT record must exist at the position level for all positions (filled and vacant). *This record should not be confused with appointment level (employee level).*

- It is important to keep the HR Department ID in sync between the Position Data and the DBT at the appointment level and the position level.

- Depending on your campus, during the year:

  - If an employee's funding changes you will need to change the position funding as well.

  - If a new position is created, you will need to create a DBT at the position level.

- There will be a rollover program to copy forward the funding from one fiscal year to next. Campuses can request this to be run through UITS.

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# Initial screen to begin setup of Department Budget Table at the Appointment Level



**Department Budget Table USA**

## Department Budget Table USA

Enter any information you have and click Search. Leave fields blank for a list of all values.

| Find an Existing Value | Add a New Value |
| --- | --- |

▼ Search Criteria

| Set ID | = ▼ | UMCEN 🔍 |
| --- | --- | --- |
| Department | begins with ▼ | 🔍 |
| Fiscal Year | = ▼ | 2019 |
| Budget Level | = ▼ | Appointment ▼ |
| Position Pool ID | begins with ▼ | 🔍 |
| Job Code Set ID | begins with ▼ | 🔍 |
| Job Code | begins with ▼ | 🔍 |
| Position Number | begins with ▼ | 🔍 |
| Empl ID | begins with ▼ | 10200999 🔍 |
| Empl Record | = ▼ | 0 🔍 |

☐ Include History   ☐ Correct History

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# Department Budget Table setup at a the Position Level



**Department Budget Table USA**

## Department Budget Table USA

Enter any information you have and click Search. Leave fields blank for a list of all values.

| **Find an Existing Value** | Add a New Value |

▼ Search Criteria

| Set ID | = ▼ | UMCEN | 🔍 |
| Department | begins with ▼ | C990502 | 🔍 |
| Fiscal Year | = ▼ | 2019 | |
| Budget Level | = ▼ | Position ▼ | |
| Position Pool ID | begins with ▼ | | 🔍 |
| Job Code Set ID | begins with ▼ | | 🔍 |
| Job Code | begins with ▼ | | 🔍 |
| Position Number | begins with ▼ | 00019737 | 🔍 |
| Empl ID | begins with ▼ | | 🔍 |
| Empl Record | = ▼ | | 🔍 |

☐ Include History   ☐ Correct History

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# Budget Reflected in Position Management

# Budget: Overall Process

- PeopleSoft HR Direct is the system of record for the position budget

- Budget Process Kick-Off

  - Amherst – Fall (UM-Plan pilot for FY20 budget); Medical – Fall (not used for FY20 budget)
  - Boston, Dartmouth, Lowell, PO – February (UM-Plan used for FY20 budget)

- Budget Development (Annually)

  - Using a snapshot date (snapshot should be taken as close to the launch of the budget exercise; may not be the same for each campus), a feed from PeopleSoft will be provided to UM-Plan.
  - PO will provide certain assumptions for positions such as Collective Bargaining and Fringe.
  - Other campus wide assumptions will be added to the Campus Utility in UM-Plan
  - Departments will be responsible for making updates to salary (i.e. promotions), funding source, requests for new / changes to positions, or other non-standard changes to positions in UM-Plan

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# Budget: Overall Process (continued)

- Budget Approval – once budgets are approved, the position budget and funding will be provided from UM-Plan to PeopleSoft HR Direct

- Automated Feed – automate the feed of budget and / or funding data to PeopleSoft

  - Manual Feed – manual process to load budget and / or funding data to PeopleSoft using campus process flow; this may include a spreadsheet upload.

- Budget Management – The approved budget will always be maintained in UM-Plan; as changes occur, they will be reflected in UM-Plan through the "Working Budget" fields and communicated to PeopleSoft via an automated or manual process; campuses may decide under what circumstances the 'working budget' will be adjusted in PeopleSoft, in other words the July 1st budget may be maintained for the full year.

- The budget in PeopleSoft will always be the Approved or Working budget; some campuses will load an approved budget and never change it, others will maintain a working budget all year and change PeopleSoft to reflect that working budget. This will enable the reports to be effectively used by departments and end users.

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# Budget:  Fiscal Year Begins (July 1 Budget)

- The fiscal year approved budget for a position should include:

  - Full year or partial year funding (depending on what was approved)
  - Base salary (fed from PeopleSoft Position Management to UM-Plan)
  - Step increases (calculated in UM-Plan)
  - Full fiscal year cost adjustment (i.e. extra day) (calculated in UM-Plan)

- Note: Collective Bargaining / Merit increase may be budgeted in a central utility

- Upon budget approval, this budget and any adjustments to funding sources should be loaded into PeopleSoft via an automated or manual process; this includes:

  - Budget (Encumber Salary Amount)
  - Funding Source changes (Department Budget Table)
  - Budgeted Position check box (for those campuses utilizing this field)

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# Budget:  In Year Changes

- As changes to the position occur during the fiscal year, position management will be updated to reflect the 'working budget' for that position

- The changes may be for:

  - Position vacated and filled at different salary
  - Adjustments to incumbent salary
  - Reorganization of positions / departments

- The working budget for a position should include:

  - Full year or partial year funding (depending on what was approved)
  - Base salary changes
  - Step increases (if applicable)
  - Collective Bargaining / Merit increase (if applicable)
  - Full fiscal year cost adjustment (i.e. extra day)

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# Budget:  In Year Changes

- Upon approval of the working budget, this budget and any adjustments to funding sources should be loaded into PeopleSoft via an automated or manual process; this includes:

    - Budget (Encumber Salary Amount)
    - Funding Source changes (Department Budget Table) including HR Dept ID changes
    - Budgeted Position check box unchecked

- The timing of when these changes should occur can be determined by each campus; for example:

    - In real time as changes are approved
    - Monthly
    - Quarterly
    - Annualy

# Budget: In Year Changes Scenarios

- Employee moving from one position to another during a fiscal year.

  **Scenario 1:** An employee is promoted from Position A to Position B during the middle of the Fiscal Year and Position A becomes inactive. On the original Position (A) update the Budget Amount with the actual payroll paid. This will show the inactive Position (Position A) as having a budget and actual amount that equal each other.

- Position is vacated and is being made inactive

  **Scenario 2:** Set Status to "Inactive"; Set Effective Date to the campus specified value; Set Reason Code to "INA" (position inactivated). Campuses can choose to update the Budget Amount with the actual payroll paid. This will show the inactive Position as having a budget and actual amount that equal each other.

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# Budget: Fiscal Year Begins (July 1 Budget)

**Active Position data moved from PeopleSoft to UM-Plan**

**Departments update Axiom with changes (additions/ deletions/other changes)**

**Snapshot date closest to Budget Exercise being launched**

**Feb-April**

**Campus budget offices recommend which positions are included in budget**

**May**

**yes**

**No**

**New Positions #'s will be created in PeopleSoft and synced with UM-Plan**

**Position data loaded into PeopleSoft (via automated or manual process)**

**July-August**

**Positions not approved for next FY Budget**

**Communication to requesting department**

Position Management:
1. Budget (Encumber Salary)
2. Funding Source (DBT)
3. Budgeted Position Check Box

**Use 7/1 effective date for data**

**Stop**

# Budget: In-Year Changes

Represents a change from the FY beginning (July 1) budget

**Department identifies need for a new position or a change to an existing position**

Tracking Systems (varies by campus): Campuses use Pageup, ICIMS, email, or other system to capture request

**Department submits request**

**Campus Decision Making Group determines approval**

Campuses use different methods for approvals

**Yes**

**No**

**Budget Dept receives position information and validates budget information**

**Department is contacted to complete information process**

**Department is notified that the request was not approved**

**Works with HR to validate HR information**

**Updates to Position Management:**
1. Budget (Encumber Salary)
2. Funding Source (DBT)
3. Budgeted Position Check Box

**Budget amount updated and represents working budget**

**Tracking system is updated**

**Stop**

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# UM-Plan Position Management

- All benefited positions will have position numbers and be budgeted at the position level. Some non-benefited employees MAY be tracked by person, or via the bulk planning sheet. Any employee that does not have a position number must be budgeted in the bulk planning sheet.

- Positions imported into UM-Plan will have a field to designate which positions are active/inactive. This will be used in a filter to determine which positions show up in the labor planning template.

- Each position may contain multiple employees in the case that one employee is leaving and another is starting and there is some overlap, but for the most part, each position will be filled by only one employee at a time.

- Each campus can decide which types of employees are planned by individual position/employee, but generally all administrative positions are planned at the employee level. Other groups of employees, such as those involved with grants, gifts, and student employees, will be planned on the bulk planning sheet.

- Employees do not share position numbers: If a person is working in more than one position, this employee will be budgeted on two separate lines (within two separate position blocks) in the labor planning budget.

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# Employee Position/Job Scenarios

**Employees With Multiple Jobs**

- An employee could have two different position records that map to two different jobs and hence two different employee records.

**Two Employees in the Same Position**

- In certain situations one position may have two people (a shared chair). The headcount should reflect the accurate number of EE's.

**Employee goes on leave without pay**

- It is important to populate the expected return date when and employee goes on leave without pay. The report can then more accurately calculate the projected encumbrance upon return.

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# Managing New Positions Between UM-Plan & PeopleSoft HR Direct

- A New Position tab will be used to budget for new positions. These positions will show up in the labor budget without running through an approval process.

- Campuses can instead choose to use the budget template to add either a bulk total dollar amount to an account line for the purpose of budgeting for new positions, or the New Request option to track a bulk dollar request amount for approval.

- New positions should ultimately be setup in PeopleSoft in order to show up on Summit Position Management reports.

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# UM-Plan / PeopleSoft Integration