Position Management Training for HR and Finance Representatives

An Introduction to Position Management

December 2012
Training Audience

Position Management fosters a **new partnership between HR and Finance** through **new processes and responsibilities**.

This training is meant to facilitate an open dialogue between these departments.

**Participants for this training:**

**Finance**
- CalPlanning Local Implementation Managers (LIMs)
- Central Budget Office (CBO)
- PRT Salary Provision Administrators (SPAs)
- Appropriate staff

**Human Resources**
- Departmental Human Resources Managers (DHRMs)
- Control Unit Administrators (CUAs)
- Appropriate staff
### Course Objectives

By completion of the course, you will have learned the following:

<table>
<thead>
<tr>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is Position Management?</td>
</tr>
<tr>
<td>Key Dates and the Timeline for Position Management Implementation</td>
</tr>
<tr>
<td>The Relationship between Position Management and CalPlanning</td>
</tr>
<tr>
<td>An Overview of Position Management</td>
</tr>
<tr>
<td>The Role of Human Resources and Finance in Position Management</td>
</tr>
<tr>
<td>The Relationship of Position Data to Job Data</td>
</tr>
<tr>
<td>The Difference between Position Funding and Job Funding</td>
</tr>
<tr>
<td>Job Reclassification Methods</td>
</tr>
<tr>
<td>The Partnership between Departmental HR and Finance Teams</td>
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</tbody>
</table>
WHAT IS POSITION MANAGEMENT?
What is Position Management?

Position Management coordinates 3 components:

**Position:**
A job independent of an employee

Example: Administrative Assistant II

**Person:**
An employee

As in a person named “Chris Doe”

**Job:**
The joining of a position and person

Example: “Chris Doe” having the position of Administrative Assistant II
What is Position Management?

- The **framework** to manage all positions in one central location
  - Filled, vacant, active, or inactive
  - Staff, academic, students, etc.
- Track positions, identify vacancies, and view post-conversion historic position data
- Supports CalPlanning summarized compensation budgeting
- A tool for making more informed HR and Budgeting decisions
## Benefits of Position Management

<table>
<thead>
<tr>
<th>Finance</th>
<th>Human Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Provides Position and Position Funding data for budgeting and reporting.</td>
<td>• Reduces or eliminates redundant data entry in HCM, PRT, and ancillary systems.</td>
</tr>
</tbody>
</table>

### Shared Benefits

- Serves as a single, **central repository** for ALL UC Berkeley approved positions across all fund types and sources.
- **Builds a bridge** between Human Resources and Finance to ensure strong, long-term planning for positions and budgets.
- Prepares campus for the transition to **UCPath**.
- Position data becomes the **basis for organizational planning, recruitment, and budgeting**.
**Key Systems**

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>HCM</td>
<td>PeopleSoft Human Capital Management</td>
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<tr>
<td></td>
<td>- Current HR Database that includes:</td>
</tr>
<tr>
<td></td>
<td>- Workforce Administration (Person and Job)</td>
</tr>
<tr>
<td></td>
<td>- Talent Acquisition Management (TAM)</td>
</tr>
<tr>
<td></td>
<td>- Position Management (Position) NEW!</td>
</tr>
<tr>
<td></td>
<td>- Job Earnings Distribution (Job Actuals Distribution)</td>
</tr>
<tr>
<td>HCP</td>
<td>Human Capital Planning</td>
</tr>
<tr>
<td></td>
<td>- Budgeting System that includes:</td>
</tr>
<tr>
<td></td>
<td>- Detailed Position and Compensation data from HCM</td>
</tr>
<tr>
<td></td>
<td>- Based on Oracle Public Sector Planning and Budgeting Module</td>
</tr>
</tbody>
</table>
Our Landscape Is Evolving

**BFS/BAIRS**
- BFS
- BAIRS

**CALPLANNING**
- CalPlan
  - Operating Budget & Forecast
  - Summarized Actuals

**HCM**
- HCP (Human Capital Planning)
  - Detailed Position & Compensation Data
- HCM (Human Capital Management)
  - Position Management

**Data Entry:**
- CalRptg
- HCP Rptg

**Reporting:**
- CalRptg

- HCP Rptg
  - Summarized Compensation Data

**SIMPLIFIED VIEW**
Key FY13-14 Dates*

- **HCM POSITION MANAGEMENT**
  - GO-LIVE 12/3/12

- **Budget Call Letter**
  - (end of Jan. 2013)

- **CalPlanning Phase 3**
  - GO-LIVE 2/1/13

- **Division Budget Submission**
  - 3/29/13

**Finance**

- Position
- Roster review & data collection

**Strategy**

- CalPlanning
  - Phase 3
  - Go-Live 2/1/13

**Position**

- Divisions refine FY13 DEPT level budget data
- Divisions maintain HCM & PRT position data

*Details are subject to change. Last updated: November 27, 2012
The PRT Timeline

Campus will continue to use the Permanent Budget through FY 12-13.

- PRT actions should continue through FY 12-13 for all positions supported by the Permanent Budget
- The Central Budget Office (CBO) will create the General Allocation transfers (account 71110) in July 2013 based upon the Permanent Budget, just as is FY 12-13.

The implementation of Position Management does not impact the PRT or the PRT Error Report.

- Departments will still be able to run the PRT Error Report to identify HCM job changes to chartfields, FTE, and salary to linked positions.

Additional information is available on the Position Management website: http://budget.berkeley.edu/positionmanagement/index.html
AN OVERVIEW OF POSITION MANAGEMENT
Using Position Management

Position Management tracks positions in HCM by assigning them **position numbers**.

The person holding a position in Position Management is an **Incumbent**.
A Position Number is:

- Automatically assigned to a new position.
  - Numbers are assigned in order as they are created.
  - The number does not indicate the Department or Job Code.
- It is expected that you will use a Position Number when posting to TAM though it is not required by the system.
  - **Best practice: Always use a Position Number.**
- **Required** by the system to hire a person into a job.

**Finance**
- Can run reports in CalPlanning to view position funding data. Reports will include Position Numbers.

**Human Resources**
- HCM Users are able to search for Position Numbers in HCM.
- Can run a Position Roster Report in BAIRS to view Position Numbers.
What is changing and what is staying the same?

With Position Management, a job is the joining of the Person and a Position.

Current

Job: “Chris”
Administrative Assistant II

- A Job cannot exist without a Person
- No Vacant Positions can be tracked in HCM

Future

Position: Administrative Assistant II
Person: “Chris,” an employee
Job: The union of a position and person

- A Job cannot exist without a Position and a Person
- A Position can exist without a Job or a Person (a Vacancy)
How is Position Data Different from Job Data?

Where we used to have only Job Data, we now use Job Data and Position Data.

**Current**

**Job Data**
- Job Code
- Location
- Standard Hours

- Salary
- FTE
- Pay schedule
- Funding Chartstring

**Future**

**Position Data**
- Job Code
- Location
- Standard Hours
- Position Number (NEW!)
- Headcount (NEW!)
- Position FTE (NEW!)
- Position Chartstring (NEW!)

**Job Data**
- Salary
- Job FTE
- Pay Schedule
- Job Chartstring
- Position Number (NEW!)
HR and Finance representatives’ roles have changed and include shared responsibilities. This chart outlines duties impacted by Position Management implementation. The arrows indicate data flow between offices.

<table>
<thead>
<tr>
<th>Finance</th>
<th>Human Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Plan for possible future positions in CalPlanning (beginning February 2013).</td>
<td>• Work with Finance to identify workforce needs in the department.</td>
</tr>
<tr>
<td>• Maintain the roster of unit positions within CalPlanning.</td>
<td>• Maintain Position Management data in the HCM system.</td>
</tr>
<tr>
<td>• Work with the hiring manager and the HR representative to develop new position criteria.</td>
<td>• Work with the hiring manager and the Finance manager to develop new position criteria.</td>
</tr>
<tr>
<td>• Approve and manage position financing, including requesting chart string updates.</td>
<td>• Approve non-finance-related changes to Position Data, Job Data, and Person Data.</td>
</tr>
<tr>
<td>• Advise decision to increase headcount or create a new position.</td>
<td>• Manage updates to the HCM system.</td>
</tr>
<tr>
<td>• Work with HR representatives to request and approve changes to Position Data and Job Data.</td>
<td>• Work with Finance representatives to request and approve changes to Position Data and Job Data.</td>
</tr>
<tr>
<td>• Review position data with Human Resources representatives to inform decisions.</td>
<td>• Run reports within HCM and BAIRS to inform decisions.</td>
</tr>
</tbody>
</table>
Updating Position Data versus Job Data

When making changes to Position Data or Job Data, ask yourself these helpful questions:

- **Is this an on-going or a temporary salary change?**
  - On-going changes should be made to Position Data.
  - In-year, short-term changes should be made to Job Data.

- **Does the change impact the position or a specific person’s job?**
  - Changes that impact how you want to budget for a position in the long-run should be made to Position Data.
  - Changes that are necessary due to the person holding the position should be made to the Job Data.
Updating Position Chartstring versus Job Chartstring

- **Payroll Impact**
  - The Position Chartstring is considered the on-going chartstring.
  - The Job Chartstring is the chartstring that PPS uses for payroll.

- **CalPlanning will use both chartstrings depending on the position:**
  - For filled positions: use incumbent data (the Job Chartstring)
  - For vacant positions: use Position Data (the Position Chartstring)
    - Therefore, while a position is filled, edit the Job Chartstring with funding updates.

- **Instances when a department may review or edit Position Chartstring(s):**
  - A position becomes vacant.
  - Your department is preparing for a data pull into CalPlanning.
  - A significant shift in on-going funding from unrestricted to restricted funds (or vice versa).

**Position Chartstring:** chartstring for budgeting (on-going)
**Job Chartstring:** chartstring for payroll (change to in-year funding)
When Position Management goes live, all active jobs will be converted to positions at a 1:1 ratio; 1 job = 1 position.*

In HCM, a person used to be linked to the Job. Now, the person is linked to the Position.

*Exception: Undergraduate students will be converted as multiple headcount positions.
A **position** can have **multiple incumbents** (persons).
- This could this be useful for similar positions with high turnover (i.e. undergraduate positions, campus dining, grounds keeping).

A position’s **Headcount** indicates the planned maximum number of incumbents for a position.

![Diagram of Assistant III position with Empl IDs and Headcount 3]

- **Position Incumbents**
  - Empl ID 013333331
  - Empl ID 013333332
  - Empl ID 013333333

- **Job Code 4922U**
Position Attributes

Those who share a position using multiple headcount must share these attributes:

- Position Effective Date
- Job Code
- Department
- Location
- LVL 7 Dept (Dept ID)
- Standard Hours (Position FTE)
When to increase headcount or create a new position

At conversion, positions will be created at a 1:1 position to job ratio. After conversion, departments can choose to use multiple headcount more often – either as a general rule for all positions or as a specific decision for each position.

- **Multiple Headcount:**
  - **PROS**
    - Manage multiple jobs by making the change to one position.
    - Review a large number of positions at once by consolidating them into one row of data.
  - **CONS**
    - Every incumbent must share an identical set of Position Data.
    - A new position must be created and the existing position’s headcount must be lowered in order to edit just one employee.

- **New Position:**
  - **PROS**
    - Can edit each employee separately without impacting another.
    - Positions are already converted in this manner; no change.
  - **CONS**
    - Requires redundant data entry to update all similar positions.
When to increase headcount or create a new position

- CalPlanning will automatically pool some non-faculty academic positions in HCP for budgeting purposes. This chart illustrates which job codes will be pooled into the larger CalPlanning categories.

<table>
<thead>
<tr>
<th></th>
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<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1506</td>
<td>GSI I-V-Aced Yr-1/2-GSHP</td>
<td>GSI</td>
<td>50235</td>
<td>Graduate Student-Teaching</td>
</tr>
<tr>
<td></td>
<td>1507</td>
<td>GSI I-V-Aced Yr-1/2-NonGSHP</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2310</td>
<td>Grad Stud Instr I-GSHP</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2311</td>
<td>Grad Stud Instr I-Non-GSHP</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2550</td>
<td>Acting Instructor-GSHP</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2551</td>
<td>Acting Instructor-Non-GSHP</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>2850</td>
<td>Reader-GSHP</td>
<td>Reader/Tutor - Student</td>
<td>50235</td>
<td>Graduate Student-Teaching</td>
</tr>
<tr>
<td></td>
<td>2851</td>
<td>Reader-Non-GSHP</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2860</td>
<td>Tutor-GSHP</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2861</td>
<td>Tutor-Non-GSHP</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>2500</td>
<td>Reader-Non-Student</td>
<td>Reader/Tutor - Non-Student</td>
<td>50240</td>
<td>Other Academic-Teaching</td>
</tr>
<tr>
<td></td>
<td>2510</td>
<td>Tutor-Non-Student</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>3266</td>
<td>Grad Student Reseacher-No Rem</td>
<td>GSR Resident</td>
<td>50230</td>
<td>Graduate Student-Other</td>
</tr>
<tr>
<td></td>
<td>3273</td>
<td>Grad Stdu Asst-Rschr-non-GSHP</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3274</td>
<td>Grad Stud Asst-Rschr-GSHP</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3276</td>
<td>Grad Stud Rschr-Part Fee Rem</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3282</td>
<td>GSR-Full Fee Rem</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3283</td>
<td>GSR-Full Tuition/Part Fee Rem</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>3284</td>
<td>GSR-Tuition/Fee Rem</td>
<td>GSR Non-Resident</td>
<td>50230</td>
<td>Graduate Student-Other</td>
</tr>
</tbody>
</table>

- Other pooled positions will include lecturers, visiting professors, adjunct professors, student titles, and summer salary positions.

- It is possible that a department will manage these positions as multiple headcount positions depending on the department’s needs.
Job Reclassification

- Two options of updating HCM data using Position Management for Job Reclassification.
- The Position Management Team, along with Central HR, **recommend Option 1** under most circumstances.

<table>
<thead>
<tr>
<th>Option 1: Update Existing Position</th>
<th>Option 2: Create New Position</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Process:</strong></td>
<td></td>
</tr>
<tr>
<td>- Update the existing position with the new Job Code and any additional changes.</td>
<td>- Create a new position with the new Job Code.</td>
</tr>
</tbody>
</table>
| - Complete additional actions to push the update onto Job Data. | - Link the employee to the new position using the current Job Data Reclassification process.  
  - Linking the employee to the new position leaves the original position vacant. |
| - Finally, complete the reclassification using business processes currently in place. | - Inactivate the original position. |
| **Assumption:**                   |                               |
| - The original workload of the existing position has changed; therefore, the position has changed and there will be no backfill. | - The original position that is now vacant should only be hired into after going through the necessary approval process since a reclassification in of itself, should never result in a net gain of Positions. |

A reclassification should never result in a net gain or loss of active positions.
The recommendation is that departments update the existing position for most situations.

The full Reclassification Job Aid is available online.

http://budget.berkeley.edu/positionmanagement/docs/PositionManagementReclassificationJobAid.pptx
We’ll review the **Position Management Process Map** during the next few slides. Please print the document before preceding.

There are different processes depending on how you would like to create a position in the HCM system.

- **Filling a Vacancy**: A vacant position exists into which a person will be hired. Confirm the Position Data is correct and hire the employee. Filling a vacancy does not require classification.

- **Beginning from an Existing Position**: A position exists that either needs to be edited before a person can be hired, or a position exists from which we would like to copy the data to begin creating the new position. This limits additional data entry.

- **Creating a New Position**: A position does not exist that meets our needs. We want to create a new position into which we intend to hire a person.
These internal unit processes might be impacted by the implementation of Position Management.
When assessing your internal Position Management processes, it will be helpful to discuss the following questions:

- How will we request new positions in the future?
- Who will be the final approver for position edits and how will that approval be communicated?
- Who needs to be consulted with each type of position change (i.e. creating a position, changing the Position Chartstring)?
- Who will be responsible for submitting requests for data changes in HCM?
- Which of the existing internal processes will be impacted by Position Management?

**Additional resources:** Please use the [Road Map for Users](#) on the Position Management website for additional resources for your internal processes.
Partnering between HR and Finance

In what ways do the HR and Finance representatives need to partner as a result of the Position Management implementation?

- Review data to maintain data integrity.
- Data security access:
  - HR representatives have access to HCM.
  - Finance representatives have access to HCP and CalPlanning.
  - Unit HR representatives and Unit Finance representatives are both required to approve some requests.
    - The Position Funding Exception Report will enable Finance representatives to audit chartstrings in HCM.
Human Resources and Finance are integral partners in making Position Management implementation a success.

**Finance**
- Approves position funding.
- Supplies position funding chartstrings.
- Advises position data processing as it impacts financial reporting.

**Human Resources**
- HCM Users update data in HCM.
- Manages internal data processes and approvals.
- Approves non-finance data changes.
## Future Position Management Reports

<table>
<thead>
<tr>
<th>Availability</th>
<th>Report/System</th>
<th>Function</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1st Week of December 2012</strong></td>
<td>PRT</td>
<td>Campus will continue to use the PRT through June 30, 2013.</td>
</tr>
<tr>
<td></td>
<td>Position Roster Report (BAIRS)</td>
<td>Provides departments with a complete snapshot of their position data.</td>
</tr>
<tr>
<td><strong>December 2012 - January 2013</strong></td>
<td>Position Exception Report (BAIRS)</td>
<td>Identifies positions with discrepancies between Position Data and Job Data, listed by Position Number.</td>
</tr>
<tr>
<td></td>
<td>Position Funding Exception Report (BAIRS)</td>
<td>Identifies positions with discrepancies between Position Chartstrings (position funding data) and Job Chartstrings (Job Earnings Distribution data).</td>
</tr>
<tr>
<td></td>
<td>Position Funding Report (BAIRS)</td>
<td>Provides departments with a complete snapshot of their position funding data.</td>
</tr>
<tr>
<td></td>
<td>HCM Inquiry Screens</td>
<td>Current HCM inquiry screens will be updated to include Position Numbers.</td>
</tr>
<tr>
<td><strong>February 2013</strong></td>
<td>CalPlanning Reports</td>
<td>TBD</td>
</tr>
</tbody>
</table>
Access to Additional Training Resources

Training Resources are available on the UC Berkeley Budget website:

http://budget.berkeley.edu/positionmanagement/index.html

- Job Aids and Quick Reference Guides
- Process Maps
- FAQs

Further Assistance:
- Send your questions to: positionmanagement@berkeley.edu.