Position Control

Definitions, Best Practices, and Processes

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Position Control Outline

- Definition
- Purpose
- Best Practices
- Standards
- Processes

Position Control Definition

- A budgeting and planning tool that organizes and tracks a workforce by position rather than by employee and helps ensure sufficient funding is available to support staffing commitments

Position Control Purpose

- Position control is designed to ensure effective fiscal management and ongoing accountability as an integral part of filling positions.

- Personnel costs account for a large portion of the institution's expenditures, and it is critical that hiring managers balance the need for fiscal responsibility and effective hiring practices when filling positions.

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Position Control Uses

- Budget Management
  - Cost Allocation: ensures each position is tied to the budget and funded appropriately
  - Forecasting: enables planning for future hires and adjustments while maintaining budgetary control

- Personnel Planning
  - Workforce Planning: aligns new hires with strategic initiatives
  - Vacancy Management: filling roles strategically and in alignment with institution priorities

Position Control Uses

- Compliance and Reporting
  - Compliance with regulations: labor laws, union agreements, state funding requests and reporting
  - Audit trail: shows how decisions were made for external audit purposes

- Organizational Structure and Efficiency
  - Position Management vs People Management: managing positions to be filled based on institutional needs
  - Job Classifications: ensure consistency in classifications and ranges, supporting equity and transparency

Position Control Best Practices

- Budget Accountability and Compliance
  - Supports financial oversight to avoid overspending and maintains fiscal discipline
  - Link to budgeting tools for forecasting, cost projections and reporting
  - Position tracking with a unique position number to maintain continuity in structure
  - Strategic resource allocation toward institution priorities and goals

Position Control Best Practices

- Ensures Organizational Consistency
  - Standardization in job classifications, salary ranges, and organizational structure
  - Sustains long-term planning to align staffing levels with anticipated growth or expansion over time

- Improves Decision-Making
  - Data-driven decisions based on costs and turnover levels are often more sustainable and defensible
  - Manages vacancy and attrition to ensure critical positions are not left unfilled for long periods

Position Control Best Practices

- Balancing Best Practices and Convenience
  - Best practices for governance and strategy
    - Essential for institutions aiming to maintain budget discipline, equitable resource allocation and compliance obligations

  - Convenience for Day-to-Day Operations
    - Offers significant strategic advantages while providing integrated position control systems for real-time oversight of staffing needs

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Position Control Standards

- Budget Services is responsible for implementing and overseeing position control processes to accurately allocate, monitor, and report on all continuing and fixed-term faculty and staff positions.

- Department Financial Managers are responsible for managing funds they oversee within their available budget, ensuring permanent positions are fully budgeted with a funding plan prior to hiring commitments.

Position Control Standards

- Division Financial Managers are responsible for positions within their divisions to ensure recruitment and hiring processes follow set standards.

- Once leadership has made a commitment to filling a position, funding must be identified either within existing levels or from other additional sources.

Position Control Standards

- Position Control procedures begin with approval by the Executive Leadership Team, then flow through the Human Resources recruiting system for necessary approval of salary ranges, funding levels, and regulatory recruitment requirements.

- As a best practice, permanent positions should only be hired with recurring funds -- In rare circumstances, one-time funding may be appropriate as a bridging strategy while waiting for permanent fund availability.

Position Control Process at EWU

People Admin
- Fill a New Position
- Fill an Existing Position

PAF Workflow
- Paper PAFs
- e-PAFs
- Payroll

Axiom Input
- Position Cards
- Labor Adjustments
- Labor Reconciliation

Position Adjustment
- Adjusting Pool Budgets
- Salary Savings for Single Positions
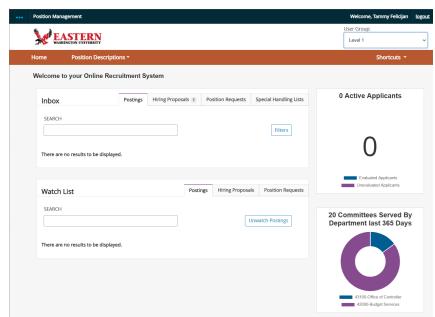
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People Admin

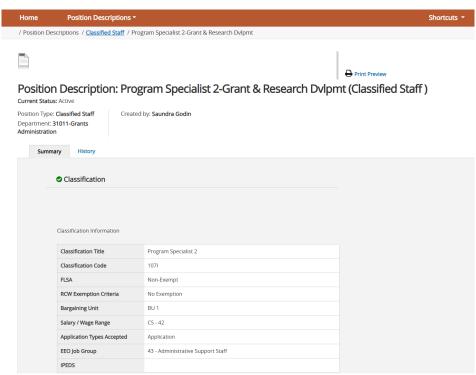| ELT approves a request to fill a new or vacant position | → | Level 1 user works with HR to enter position details, salary, labor distribution, funding plan | → | HR inputs position details in People Admin | → | Level 1 user reviews, attaches approvals and funding plan, then sends to Level 2 user | → | Level 2 user approves and sends on to any further approval level needed |

People Admin

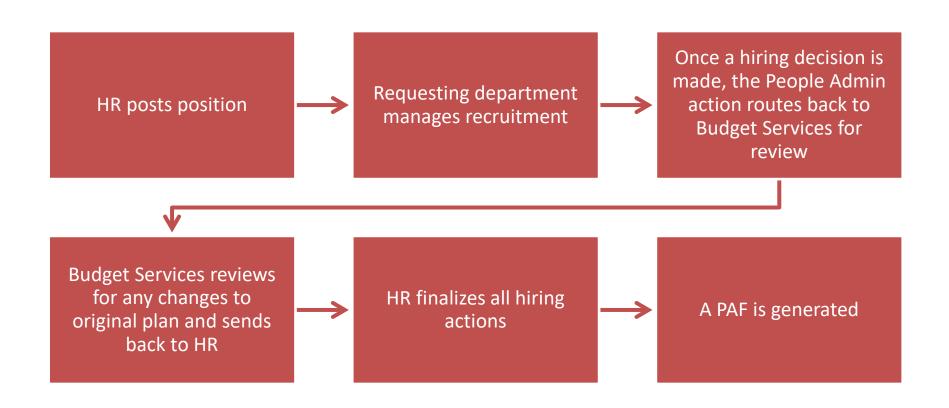| Position request comes to Budget Services for review | → | Budget Services reviews position number and funding available within the position, requests information about funding plan as needed | → | Budget Services creates new position number and record as needed, then sends on to HR |

People Admin

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┌─────────────────────┐      ┌─────────────────────┐      ┌─────────────────────┐
│                     │      │                     │      │  Once a hiring      │
│                     │      │                     │      │  decision is made,  │
│  HR posts position  │ ───▶ │ Requesting          │ ───▶ │  the People Admin   │
│                     │      │ department manages  │      │  action routes back │
│                     │      │ recruitment         │      │  to Budget Services │
│                     │      │                     │      │  for review         │
└─────────────────────┘      └─────────────────────┘      └─────────────────────┘

┌─────────────────────┐      ┌─────────────────────┐      ┌─────────────────────┐
│  Budget Services    │      │                     │      │                     │
│  reviews for any    │      │                     │      │                     │
│  changes to         │ ───▶ │ HR finalizes all    │ ───▶ │  A PAF is generated │
│  original plan and  │      │ hiring actions      │      │                     │
│  sends back to HR   │      │                     │      │                     │
└─────────────────────┘      └─────────────────────┘      └─────────────────────┘
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PAF Workflow

- Payroll Action Forms are used to document and initiate changes in payroll-related information for employees. These forms can serve various purposes.

  - New Hires and Terminations: Recording details about new employees or updating the payroll system when an employee leaves

  - Salary Adjustments: Capturing details of salary increases, bonuses, or other compensation adjustments

  - Changes in Employment Status: Documenting changes like promotions, demotions, changes in job title, full-time to part-time transitions, or similar adjustments

  - Timekeeping and Hours Changes: Adjusting scheduled hours, overtime pay, or time-off requests that may impact payroll

PAF Workflow

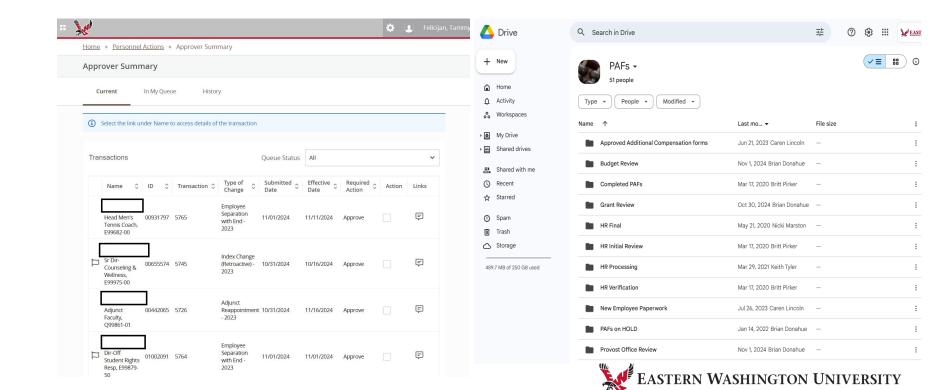|				
PAF is created by either the Department or by HR	→	PAF is routed via Google Drive folders or through the ePAF workflow to the necessary approvals within each department	→	PAF is routed to Budget Services to review accuracy of calculations, dates and factor/pays, FOP structure, and completeness

PAF is routed to Budget Services to review accuracy of calculations, dates and factor/pays, FOP structure, and completeness → Upon signing the PAF, it is saved in Budget Services folders for input into Axiom and then forwarded to HR for input into Banner → Once PAF information is updated in Banner, the new job information will pull into the next Payroll run

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Axiom Input

- PAF adjustments must be input into the Axiom Budget Planning and Maintenance system.

  - These adjustments will either increase or decrease the budget associated with the position, creating a file for input into Banner.

  - When the labor adjustment is processed to Banner, it will interact with reserves for Index 1 and direct expense within the index for all other index types.

  - We strive to process a labor adjustment once each week to keep budget information in Banner as up to date as possible.
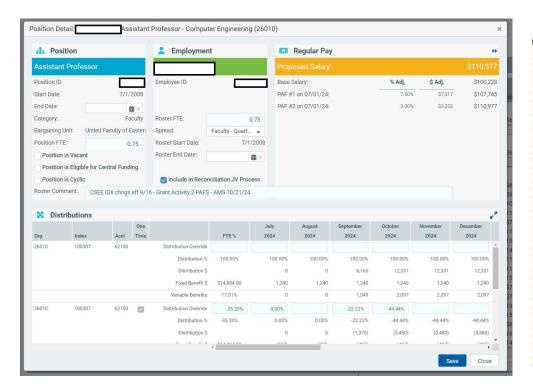
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Axiom Input

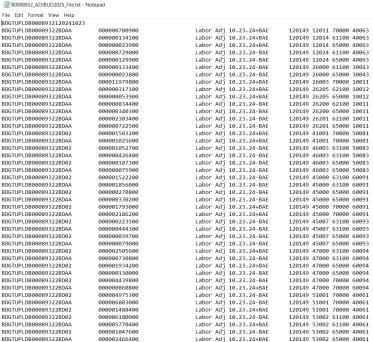| Specific analysis is done to determine how the PAF changes the permanent position budget, as well as current-year levels | → | PAF is input into the Axiom System | → | A labor adjustment file is generated, interacting with either the reserves for Index 1 or direct expense for all other index types | → | The labor adjustment file is posted to Banner | → | Labor adjustment worksheets are provided to units to provide line-item detail of the changes |

Axiom Input

- Types of Analysis involved with PAF input
  - How much does the change effect salary?
  - What about benefits?
  - When does the change occur?
  - Is there an index change?
  - Is there a percent time change?
  - Is the change permanent or current-year only?
  - What is the current-year component for changes mid-year?
  - What are the impacts for potential salary savings?

Axiom Input

- Labor reconciliations occur each month to adjust position budgets for forecasted need.

- Labor reconciliations look at the following situations to determine what changes to make.

  - How much budget currently exists in each position?

  - How much has been expensed?

  - How much is currently encumbered?

  - How much encumbrance should be released based on expensed amount?

  - What is the forecasted need for the remainder of the year?

- A reconciliation file is generated and posted to Banner.

  - Index 1 interacts with reserves and other index types interact with direct expense within each index

- Reconciliation Reports are generated and provided to departments

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Position Adjustments

- Adjustments to position budgets may be necessary during the year.

  - Pooled positions may be proactively increased or decreased to reflect current need.

  - Single vacant positions may have budget held in the compensation accounts that is needed for other purposes.

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Position Adjustments

- Complexities exist when adjusting budgets for regular salary and benefit accounts.

    - Traditional budget revisions can be used to make changes to accounts 66xxx, 67xxx, and 7xxxx accounts.

    - Accounts 61xxx, 62xxx, 63xxx, and 65xxx are tied directly to a position number and must be adjusted through the Axiom position card.

- Axiom has systematically-programmed processes to offset position changes to a standardized source.

    - Index 1 type is automatically offset to the reserve index for each unit.

    - All other index types are automatically offset to the direct expense account in each index.

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Position Adjustments

- Options exist for making these requested changes.
  - Option 1: Use the existing budget revision form to specify which accounts need to be adjusted to accomplish an end goal.
    - In this option, the account code is directly input into each row requesting an increase or decrease to result in a balanced budget revision.
    - **Challenge:** Because the adjustment to compensation accounts must be done in the position card, the budget revision needs to be pulled apart into sections for processing to achieve the desired result.
    - **Possible Solution:** Email position change requests directly to Budget Services (Option 2 below).

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Position Adjustments

- Pull budget revision apart into sections for processing to achieve the desired result.

  - What part of the budget revision is referring to compensation accounts?

  - Does the budget revision list the position number associated with the index/account?

    - If not, determine which position is affected.

  - Is the intent to move the budget adjustment to/from the reserve or a different index/account?

    - Because Axiom has a systematically-programmed process for offsetting position changes, how does the budget revision need to be revised to accomplish the request?

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Position Adjustments

Add additional budget to 62300 and 65000 for an increase in PTOL and pull the budget from direct expense in that index

⬇

Identify the position for 62300 in that index and adjust the position card up in the amounts requested

⬇

Decrease the direct expense via a standard budget revision by the amount requested

⬇

Increase the reserve index by this amount to backfill for the budget pull that will occur when the labor adjustment file is loaded into Banner

⬇

Explain the changes to the requesting party as to why the adjustment appears different than what was submitted

Example – Increase pooled position budget

Instructions:

An online budget revision has been submitted for your review.

If approved, open the Online BR Queue, edit with the BR number, update the online form, save as a PDF to Shared, and enter the BR Axiom and FUPLOAD to Banner. "Approve" the item in the Online BR Queue. Upon approval an email will automatically be sent to the originator with a copy of the revision as approved and a notice that the revision will be posted to Banner in the next couple of days.

If not approved, notify the originator. "Reject" the item in the Online BR Queue.

Name

Select your department

Academic Affairs (routes to Provost Office)

SSO Email

Budget Revision Transactions

Index	Account (5-digit)	Amount	(+/-)	Short Description
100123	70000	17809	-	reduce to fund PTOL
100123	62300	14800	+	increase for Fall PTOL earnings
100123	65000	3009	+	increase for Fall PTOL benefits

Effective Period

Current Year (1X)

Explanation

Move funding from direct expenses to adequately cover Fall Semester 2024 PTOL earnings and benefits costs.

Budget Revision Number

B0000000

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Position Adjustments

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1) Reduce DE and add a line to increase 100345 DE by $17,809
   - Standard budget revision

2) Increase Q99979 in Axiom
   Benefits will calculate based on rate in Axiom
   - These actions will create a labor adjustment file to load into Banner

Effective Period

Current Year (1X)

Explanation

Move funding from direct expenses to adequately cover Fall Semester 2024 PTOL earnings and benefits costs.

Budget Revision Number

B0000000

These two transactions will accomplish the requested end result of funding Fall PTOL from direct expense

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Position Adjustments

- Options exist for making these requested changes.
  - Option 2: Email position change requests directly to Budget Services and do a budget revision for the backfill. Most salary savings requests are made this way.
    - In this option, the request to change the compensation-related budgets is sent via email and Budget Services uses the email to make the adjustments.
    - **Challenge:** This could result in inconsistent request styles from each area without a standard to specify the information necessary to make the change.
    - **Possible Solution:** Create a workflow form specific for position budget changes with fields to capture all required information.

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Position Adjustments

Receive an email requesting changes to position budgets

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Adjust position cards in Axiom for the requested amounts, checking to make sure that the proper amount of budget remains for prior expenses

↓

Process the return with the next labor adjustment

↓

This adjustment will return budget to the reserve for Index 1 and to direct expense within the index for all other index types

↓

Process any budget revision submitted to move anticipated savings to other indexes

Example – Salary Savings Request

From:
Sent: Tuesday, October 29, 2024 8:44 AM
To: Felicijan, Tammy <tfelicijan@ewu.edu>; Angelo, Jill <jangelo3@ewu.edu>
Cc: Weed, Paul <pweed@ewu.edu>
Subject: Salary Savings Request

Hello,

Could you please process the following return of salary & benefit savings request?

C99091 – From 07/01/24-11/16/24 (anticipated fill date) - $27,716.60.
C99066 – All since 07/01/24 – $25,621.70.
C99925 - All since 07/01/24 - $25,751.19.
C99953 – From vacancy on 10/01/24-11/16/24 (anticipated fill date) - $9,238.87
E99766 – All since 07/01/24 – $32,436.42
E99972 – All since vacancy on 9/13/24-10/31/24 – $9.690.
E99305 – All excess budget assigned to [ ] for FY25 – $28,718.17.
E99293 – All excess budget assigned to [ ] for FY25 - $17,012.19
F99893 – All since 07/01/24 - $86,317.96
Total - $260,503

Please let me know if you have any further questions regarding this request. Thank you.

Warm regards,

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Questions?

Thank you.

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