ADMINISTRATION & FINANCE | BUDGET, PLANNING & ANALYSIS
Position Management
January 2024

1.0 PURPOSE

This document provides information and guidance to CPP divisional leadership and budget personnel on position management procedures and tools.

2.0 BACKGROUND

Position management is the process of creating, maintaining, and monitoring faculty, staff, and management positions and their budgets. It is an inventory of positions that reflects the institution's investment in human capital. Position management is the foundation of budget management. It provides a roadmap for resource allocation and expenditure estimation. By integrating position management practices into budget management forecasting, we can effectively plan, allocate, and monitor financial resources.

Position management is a critical component of financial stewardship in an organization, especially in the context of higher educational public institutions like Cal Poly Pomona. It involves the strategic planning, allocation, and monitoring of faculty, staff, and management positions along with their associated budgets to ensure alignment with the institution's mission, vision, and strategic priorities.

3.0 OVERVIEW

Budget Planning & Analysis (BPA) is responsible for implementing position management, which enables the institution to accurately create, change, monitor, and report all positions and their associated budgets. Since over 70% of our resources are invested in our workforce, establishing standard procedures for position management ensures prudent financial stewardship.

Position management involves three main steps:

1. **Define Positions and Organizational Structure:** Departments within the University are responsible for determining how various jobs are defined, how many positions are needed, and what the organizational structure should look like. The needs of the institution evolve over time, so positions are reviewed and updated as needed. By placing the institution's mission and strategic priorities at the forefront of decision-making processes within departments, and validated by divisional vice presidents, the University can ensure a sound organizational structure that optimizes its goals.

2. **Align with Institutional Budget:** Position budgets must align with the overall operating budget of the University. This ensures that financial resources are allocated in a way that supports the University's core educational programs, student services, and administrative functions while ensuring the financial sustainability of the institution.

3. **Maintain Position Budgets:** Position budgets must evolve with all position changes to provide a just-in-time view of our position inventory and alignment with the University's budget.

While student assistants are an important part of our workforce, those positions are outside the purview of position management since they are budgeted in lump sums.

4.0 CITATIONS

ICSUAM 02002.00, Budget Oversight

CSU Executive Order 1000, Delegation of Fiscal Authority and Responsibility

5.0 PROCEDURES

Budget Planning & Analysis Functions & Services
BPA performs the following position management functions and services:

1. **Review:** BPA reviews all relevant position information and position budgets to ensure adequate funding is available prior to the execution of position data changes that affect pay rates.

2. **Process:** BPA timely processes position creations, including the associated budgets, makes position budget adjustments, position funding source changes, and some position data changes.

3. **Monitor:** BPA regularly monitors positions and inactivates unused positions at least once a year to ensure positions mirror their budgets and do not become outdated. Only funded positions should remain active.

4. **Report:** BPA provides periodic reports on the institution's position inventory, including the funded amount and full-time equivalent (FTE), position status (vacant or filled), and budget to actual variance analysis, etc.

Position Management Tool: Questica
BPA began using Questica for position management in 2023. Questica offers the following advantages over traditional Excel-based systems:

- **Separation of Positions from Employees:** Questica separates positions from the employees filling those positions. This approach allows for a focus on the inventory and budget of positions, regardless of who is currently occupying them.

- **Separation of Positions from Funding Sources:** Positions and their funding sources are tracked in two separate tables. This flexibility enables the institution to shift position funding as needed without creating new position lines.

- **Real-Time Tracking:** Positions and employees are synchronized with PeopleSoft monthly while position budgets and funding sources are updated in real time. This allows for "real-time" views of positions, making it easier to analyze and manage the institution's investments in human capital efficiently.

Position budgets are stored centrally in Questica, eliminating the loss of position budget knowledge due to turnover. As the system of record for budget information, Questica will be used for budgeted salaries. PeopleSoft will continue to be our system of record for actual salaries and position information. The data between the two systems are connected via integrations.

Questica: budgeted salaries ⟷ *PeopleSoft: actual salaries*

Position Creation
Departments within the University are responsible for determining how various jobs are defined, how many positions are needed, and what the organizational structure should look like. The needs of the institution evolve over time, so positions are reviewed and updated as needed. - By placing the institution's mission and strategic priorities at the forefront of decision-making processes within departments, and validated by divisional vice presidents, the University can ensure a sound organizational structure that optimizes its goals. New positions are typically created during recruitment, reassignment, or reclassifications, etc., so the position creation process is embedded in EODA's personnel action process or Faculty Affairs' process for

faculty positions. All requests for base funding for new positions must be by the appropriate divisional vice president. Creation of any new permanent MPP positions must be approved by the divisional vice president in consultation with the Vice President of Administrative Affairs and Chief Financial Officer prior to being presented to the University President for consideration.

Position Budget Development

The initial position budget is set during the annual budget development process, and the operating budget created as a result is the adopted budget. A position budget determines the authorized annual budget and the funding source chartfield string for each full-time position, including any stipend or special allowances. Position budgets are the building blocks for the operating budget, and changes to the position budget will affect the operating budget.

Position budgets must align with the overall operating budget of the University. This ensures that financial resources are allocated in a way that supports the University's core educational programs, student services, and administrative functions while ensuring the financial sustainability of the institution.

During the annual budget development process, all full-time positions must be reviewed to ensure they are appropriately funded. Divisions are provided with an annual position budget template and a separate position allocation template that contains the chartfield string(s) for each position. These templates are Questica templates that enable information to be uploaded into Questica. Departments may make edits to their position budget or chartfield string by updating the Questica templates. Budget Planning & Analysis will upload the changes to Questica. A copy of the adopted budget, along with the position budget details, is preserved in Questica.

Position Budget Maintenance

A position's salary may change during the year. If a position's salary increases during the year, the position budget must also increase. When a position's salary decreases, you may choose to update the position budget by centralizing the saving in a template position or leave saving in the position budget and adjust during annual budget development the following year. Position budgets should evolve with all position salary increases and chartfield changes to provide a just-in-time view of our position inventory and alignment with the University's budget. BPA reviews all relevant position information and position budgets to ensure adequate funding is available prior to the execution of position data changes that affect pay rates. Therefore, it is important to keep your position budgets updated.

Position Budget Adjustment Form
Departments can make position budget adjustments or chartfield changes using the Position Budget Adjustment Form (PBA).

PBA – Position Budget Adjustment
Net to Zero: The PBA allows for the transferring of funds between two or more positions. Unlike the traditional Excel-based position listing, a Position Budget Adjustment should always have an offset and the lines should always net to zero. This allows BPA to keep the total budget unchanged.

Budget Transfer: Since a Position Budget Adjustment can be a movement of funds within the same General Ledger account, it may or may not trigger an actual budget transfer, which is a movement of funds from one GL account to another. If the PBA results in an actual budget transfer, no additional Budget Transfer Form is required. The PBA will generate the budget journal necessary to process the GL budget transfer.

BPA will process Position Budget Adjustments directly in Questica. Through integration, position and position funding source changes with budgetary impact will automatically generate budget journals, which will be manually posted in PeopleSoft by BPA. Keep in mind that a Position Budget Adjustment does not change the actual position data in PeopleSoft.

3

PBA - Chartfield Change

The PBA form can be used to request chartfield changes for a position budget or actual payroll expense. Chartfield changes for actual payroll expenses may also be submitted along with personnel action requests.

Questica Position Budget → PeopleSoft Budget

Off-Cycle Position Budget Adjustment

Position budgets may change as business needs evolve. When a budget needs to be changed after the annual budget has been adopted, the change is called an "Off-Cycle Position Budget Change."

If a position budget needs to be changed off cycle, submit a Position Budget Adjustment form to Budget Planning & Analysis noting the new annual budget amount, including any stipend or special allowances. An offset from another position(s) or to another position(s) must be identified to keep the budget balanced. No action is needed if the budget does not need to be reallocated to other positions.

Off-Cycle Position Chartfield Change

If the position funding source chartfield string needs to be changed off cycle, submit a Position Budget Adjustment form via Smartsheet to Budget Planning & Analysis.

"Bulk" Position Budget Adjustment Like GSI (General Salary Increases)

Position budgets may require "bulk" changes when they impact multiple positions. An example includes General Salary Increases (GSIs) where a percentage increase affects almost all positions in a bargaining unit. In the event of these bulk changes, Budget Planning and Analysis can work with the division or department to make bulk changes to the existing position budgets.

Position Data Change (Personnel Action)

A position data change is a personnel action request to change one or multiple elements of a position, such as title, classification, supervisor, salary, etc. A position data change affects the "actual" elements of a position and are processed by submitting the various personnel forms provided by the Department of Employee and Organizational Development and Advancement/Human Resources Operations' (EODA/HR). BPA also processes faculty changes submitted by Faculty Affairs for new positions or range changes. Since BPA is responsible for maintaining the Position Update Table in PeopleSoft, EODA forwards some position data changes to BPA to be processed in PeopleSoft. However, Campus Departments should still submit most position data changes directly to EODA using the personnel forms. Actual pay rate changes or employee job data changes are processed by both the Compensation & Payroll Department.

Typical position data changes requested through EODA's personnel forms or Faculty Affairs but are processed by BPA include:

- **Position Creation:** A new position is created based on the needs of a department.
- **Position Changes:** Examples of changes include position assigned job code or classification changes, position regular/temporary status change, title (based on job code) or working title changes, full-time/part-time designation, position home department and work location, position paid hour changes, etc. due to reclassification or reassignment.
- **Funding Source Changes:** BPA is responsible for processing funding source changes that affect payroll actuals and some position data changes. Examples of funding source changes include changing the funding chartfield string, adding a new chartfield string to split fund a position, changing the percentages of a split-funded positions, etc. The Position Budget Adjustment form can be used to update chartfield strings.

- **Position Inactivation:** Position inactivation is processed by BPA directly. BPA regularly monitors positions and inactivates unused positions at least once a year to ensure positions mirror their budgets and do not become outdated. Only funded positions should remain active. Departments can contact BPA for a list of inactive positions to confirm if they can reactivate an inactive position instead of creating a brand new one.
- **Position Pay Rate:** Pay rate changes such as in-range progression, stipend, or temporary pay increases, etc. are processed by the Compensation & Payroll Departments.

BPA will process position data changes directly in PeopleSoft based upon approved personnel actions processed through EODA. Through integration, actual position and employee data that do not impact the budget will be automatically brought into Questica to update our position records at least monthly.

6.0 DEFINITIONS

Actuals
Actuals are the real income and expenses that have occurred in a given period of time.

Budget
A budget is an estimate of income and expenses for a future period.

Chartfield String
Chartfields are the mechanism for categorizing and tracking all University financial transactions. A series of chartfields makes up a chartfield string, which is required on every transaction. A chartfield string answers several questions, including:
- Where is the money coming from?
- What is the general purpose for the funds?
- Who is spending the funds?

A chartfield consists of the following elements:
- Fund
- General Ledger Account
- Department ID
- Program Code
- Class Code

Off-Cycle Position Budget Change
Position budgets are set during the annual budget development process. When a position budget needs to be changed after the annual budget has been adopted, the change is called an "Off-Cycle Position Budget Change."

Position Budget
The position budget is the amount of budget, permanent or temporary, allocated to fund a given position.

Position Budget Adjustment
A position budget adjustment is a request to change the position budget amount, the chartfield string for the funding or both.

Position Data
Position data refers to the key elements of a position, such as title, classification, supervisor, salary, etc.

Position Data Change
A position data change is a personnel action request to change one or multiple elements of a position, such as title, classification, supervisor, salary, etc. A position data change affects the "actual" elements of

a position and are processed through EODA. A salary change that changes the position data does NOT change the position budget automatically. Submit a Position Budget Adjustment to change the position budget.

Position Management
Position management is the process of creating, maintaining, and monitoring faculty, staff, and management positions and their budgets. It is an inventory of positions that reflects the institution's investment in human capital.

Template Position
A template position is a dummy position created in Questica to hold salary savings due to reasons such as vacancies or salary differentials. It can also be used to hold unallocated funding that is committed to positions. Template positions are most often held by divisional VPs only for strategic planning purposes. Template positions also help preserve the total institutional investment in personnel, so funding does not get shifted to other budget lines such as operational expenses.

7.0 CONTACTS

This operations detail is owned, administered, interpreted, and revised as necessary by the Office of Budget Planning & Analysis in the Division of Administrative Affairs.

Carol Lee
Assistant Vice President of Budget, Planning, & Analysis
cllee@cpp.edu

8.0 REVISION TRACKING

Revision History

Revision Date	Revised by	Summary of Revision	Section(s) Revised
12/8/2023	Natalie Schroeder	Initial Draft	All

Review/Approval History

Approval Date	Approved by	Summary of Approval	Section(s) Approved
1/9/2023	Carol Lee	Initial Draft	All
4/10/2024	Ysabel Trinidad	Initial Draft	All