10 Steps TO IMPLEMENTING POSITION CONTROL

One of the best ways to make sure departments aren't overspending on personnel costs is to implement position control, which is a series of linked processes ensuring that the characteristics of the positions being filled (such as title, salary or wage, grade and step, and so on) match what is authorized in the budget and that the number of authorized positions isn't exceeded. Here is a quick checklist to help you develop a position control system for your organization.

1 Determine the total number of positions you have in your organization. Identify the job that each employee has. For scenarios where multiple employees perform the same job, you will create multiple positions (one for each person) so ultimately employees fill positions in a 1:1 ratio. In some rare scenarios, employees with two very different part time jobs may have 2 positions.

2 Create a unique position ID for each position. Each unique position ID can then track information appropriate for the position including department, funding source, title, and FTE limit along with other attributes.

3 Group similar positions into "job classifications." To help manage positions, group similar positions (like budget analysts, police officers, laborers, HR specialists, etc.) into classifications. All positions in a similar classification would share certain attributes like benefit options and pay ranges.

4 Establish a central listing of all positions. The position listing should include current information on the position including whether it is budgeted and filled for all positions in the entire organization, including full-time and part time positions. If filled, you should identify the employee in the position.

5 Check to ensure compliance. When implemented, organizations should check to ensure that salaries are consistent with position limits. Going forward, approval processes for new or promoted employees should check to exceed that FTE limits or pay ranges are not exceeded.

6 Commit to keeping the position control list updated. The position control list should always be kept current. Organizations should develop clear processes for adding new positions or modifying positions so the centralized position control list is always current. When developing a budget for the next year, ensure that any changes to positions are reflected.

7 Develop a process for modifying positions. From time to time, positions will need to be reclassified or specific information on a position will need to be updated. Often, the Human Resource Department will implement a specific process to ensure that positions are paid fairly, promote internal equity, and accurately reflect current work being done.

8 Determine who will manage the position control structure. While Finance, Human Resources, and Budget all have an important stake in position control, the organization should define one group to serve as primary owners of the position control responsibilities.

9 Decide if your organization will allow "over-filling" of positions. It can be a good idea to hire a new candidate before the incumbent has officially vacated the position, allowing for training time. Establish rules for the types of positions that qualify for over-filling and how long the new candidate and the incumbent can overlap.

10 Consider implementing the position control structure into your ERP system. Modern systems provide functionality for managing position control to automate controls and track any changes to positions or the employees filling each position. Modern systems also provide tools to help with budgeting for positions, including adding new positions and applying various salary forecasting scenarios.