



Global HR Design: Organisation and Position Management

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This pack highlights the benefits of Position Management over Job Management and gives an overview of what 'organisations' (or 'departments' on Oracle) are on a cloud system.

Job Management vs Position Management

- Staffing models influence how we track, manage or control workers
- Cloud technology HCM systems generally support two types of staffing models:
 - Job Management
 - Position Management
- Job Management is flexible but lacking in structure for workforce planning (WFP).
- Positions Management, can be tied to jobs, departments and locations providing rigidity and discipline to an organisation's workforce structures allowing for effective WFP reporting

Organisations

- On cloud platforms, 'organisations' (or 'departments' on Oracle), form the structure of how employees operate
- There are multiple organisation 'types' on a cloud platform; these include:
 - Grouping workers based on memberships, associations and/or characteristics
 - Workers will be members of different organisation types
 - Each organisation may have different security support roles (i.e. HR Business Partners may be assigned on Supervisory Organisations)

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Job and Position Management

An overview

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Staffing Models / Workforce Structures

Job Management vs Position Management



Cloud technology HCM systems generally support two types of staffing models: Job Management and Position Management. Determining whether to use Job or Position Management is an important decision that should be made prior to the design phase of implementing a strategic HCM solution. Staffing models influence how we track, manage or control workers.

The Staffing Model determines:

- the process, approvals, and restrictions for opening and closing positions
- what happens to a position when it is vacated

This document will provide an overview of the relative benefits of Position Management, highlighting the rigour and discipline it can provide to an organisation's workforce structure.



Position vs Job Management

The two options



Below is an overview of the two staffing model options:

Position Management	Job Management
Positions	Jobs
Position management resembles assigned seating; each chair is unique	Job management resembles unassigned seating where all chairs are the same – i.e. ‘Manager’ – and generic irrespective of department or function
Budget control is typically in the creation of the position or requisition; not in the staffing/compensation/hiring event	Budget control is associated with the requisition or the staffing/compensation/hiring event
Positions offer a well-defined space independent of the person performing the job	Jobs are defined by the person performing the job
Positions are defined within one department/directorate	Jobs can be defined globally/across the organisation



Whilst there are benefits to both options, the following slides will outline the detail and benefits of Position Management as a recommended approach.

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Position Management

Overview of Position Management



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What is a position?

A **position** is a specific occurrence of one job, fixed within one business unit or department

What are the characteristics of a position?

Positions must be unique within an organisation and department:

- Represents a specific instance of a job
- There may be one, many, or no holders of a position at any time
- Generally used when there are clearly defined rules for work, reporting structures, compensation, and headcount

Other attributes can be associated to a position:

- Job
- Location
- Work Schedule
- Manager
- Organisation

Positions as assigned seating

A **position** resembles assigned seating in which Employees sit – each position is unique and separate. Positions can be moved from organisation to organisation.

Position attributes refers to a set of data which is linked to that position. This includes title, organisation, job profile, pay grade etc. In this example new employees are assigned a leather chair which is designated for them and customised.

The chair must be created and available before the employee can be hired.



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Benefits of Position Management

Why choose a Position Management approach



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Benefits of Position Management

Position Management ensures the integrity of position data within a cloud system. Positions are the foundational blocks of an organisation unit.

It allows for:

- ✓ A Global standard approach across Government
- ✓ Effective budget and forecasting
- ✓ Effective recruiting
- ✓ Integration with other cloud modules
- ✓ Career progression
- ✓ Position history reporting and auditing
- ✓ Effective Workforce planning
- ✓ Productive FTE reporting and/or Vacancy reporting
- ✓ Assignment data can be defaulted based on the position selected
- ✓ Ability to track and report on open and filled positions, and position history
- ✓ Helps to monitor actual expenditures and variances to approved budgets



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Key Considerations

- **Detail** – Positions provide an additional level of detail on an employee's role.
- **Workforce planning** – More detail will increase the ability to track budgeted headcount and FTE, encouraging more robust workforce planning and improved budgeting. Additional information can be captured against jobs, but there is no means of capturing budgets, FTE or working hours.
- **Control** – Position management allows the organisation to track and enforce explicit headcount limits. With Jobs there is no systematic control over the potential of “org creep”.
- **Skills mapping** – Positions allow organisations to do more detailed skills mapping to a position, rather than at a job level.
- **Reporting** – Reporting on the existing job library only works if the job has an associated position

- **Data accuracy** – When you hire into a position many of the attributes are defaulted. This can improve data integrity and reduce data entry errors for job assignments. There is minimal static data about the role an employee is undertaking, or the defined attributes of the job. This can lead to data entry errors for job assignments
- **Heavy governance** – Position management needs strong governance around how positions are managed, which will need to be defined both in and outside the system (i.e. who can approve the creation of a new position?)
- **Ongoing management** – Managing a position structure will require material administrative effort. Requires dedicated resource to manage the addition, closing or modifying of positions
- **Cultural impact** – Positions require a rigid structure and buy-in from the business to utilise the structures as intended. It requires an up to date and well managed organisation design

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Organisations

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On cloud platforms, 'organisations' (or 'departments' on Oracle), form the structure of how employees operate.

Organisations are the basic building blocks

Organisations group workers based on memberships, associations and/or characteristics

Workers will be members of multiple organisation types (i.e. locations, pay group, legal entity, region)

Each organisation may have different security support roles (i.e., HR Business Partners may be assigned on Supervisory Organisations)

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Forget about today...think about the possible design for tomorrow



Design considerations

- Consider what you want to achieve when looking at the 'organisation' design for your system
- Focus on what you want to get out of your organisation structures, not what they are today

Getting implementation ready

- **Accuracy** - review your current reporting structure – is it accurate?
- **Data Cleanse** – clear up your existing data regardless of the system you choose





Considerations to make when choosing what your 'organisations' will look like

Key considerations for organisations on your cloud structure

Reporting requirements

- From an HR, Finance and business perspective consider what your reporting requirements are
- Design organisation structures that enable these chosen reports to be produced e.g. to report on future headcount costs the system will require a cost centre hierarchy organisation

Reporting structures

- This provides visibility of who reports into whom
- Consider what reporting structures you want to be able to view and report on in the system
- Consider whether the system's reporting structure accurately reflects your organisation's managerial reporting structure

Organisation types

Within an system there can be a range of different organisation types – examples include: locations, hierarchy, pay group, legal entity, cost centre, region, union and matrix*

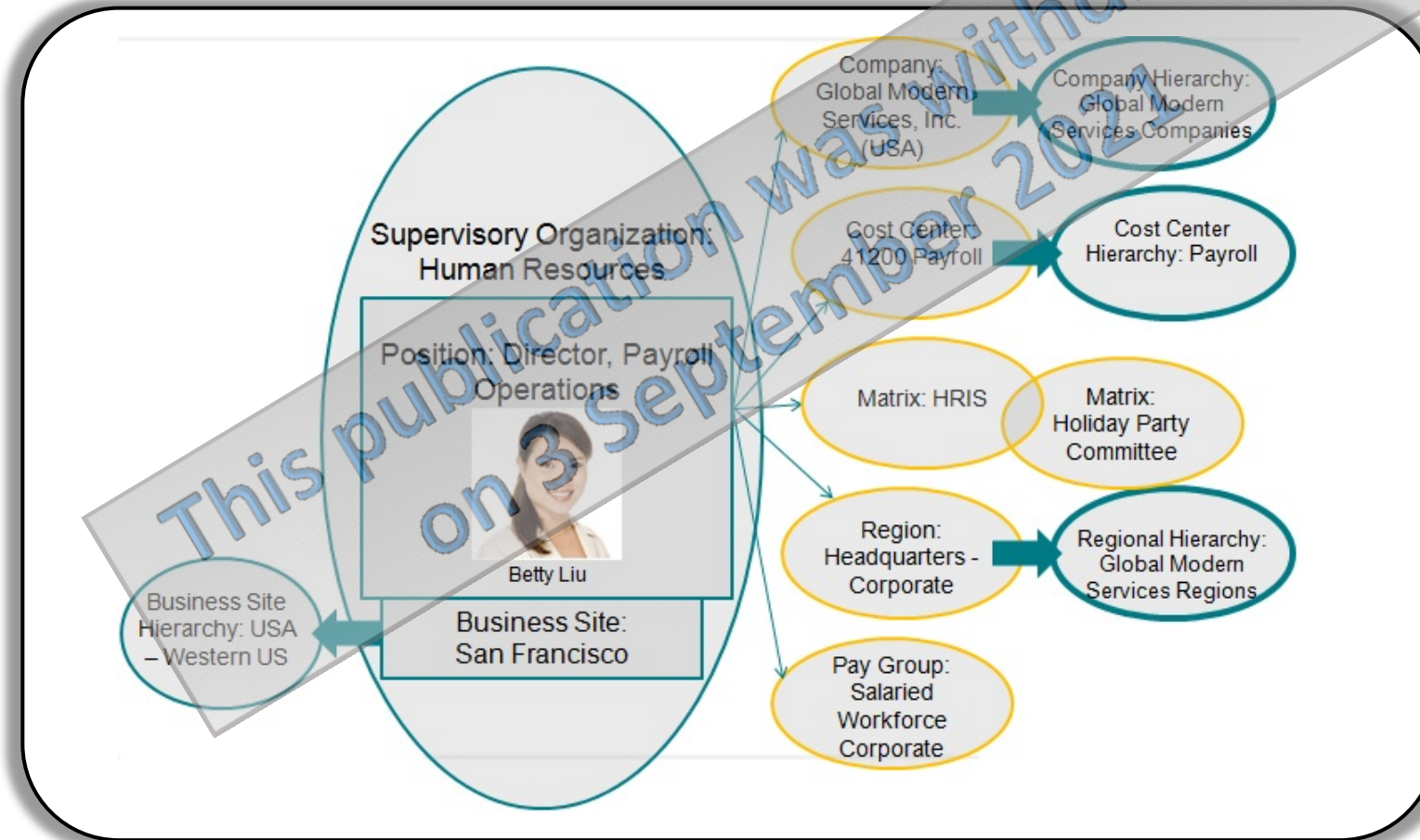
* This list is not exhaustive and for illustrative purposes only; terms may vary by system

Example Organisation Scenario

Organisations in practice



Below is an illustrative example of how organisations work in practice taken from a specific cloud vendor:



Appendix

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Example scenarios based on typical criteria

Job Management and Position Management



Positions or Jobs is one of the key questions associated with any HR implementation, as they both offer very different options of how an HR implementation will function. The table below shows the outcomes of decisions that organisations have typically made in defining which would be appropriate.

Organisation Type/Industry	We always replace employees by rehiring to same role	We replace the head count, but the manager can use the head count in a different job	We rehire to the same position, but the manager can request a reallocation of budget to a different post
Project-based (an organisation that supports project-based forms of organisation in which teams of specialists from both inside and outside the company report to project managers)	Positions	Jobs	Jobs
Controlled (An organisation that is highly structured in which all aspects of work and remuneration are well organised and regulated)	Positions	Positions	Positions
Manufacturing	Positions	Jobs	Positions
Retail	Positions	Jobs	Positions
Education	Positions	Jobs	Positions
Other	Positions	Jobs	Jobs