



ADMINISTRATIVE PROCEDURE

POSITION CONTROL

4101

Procedure
April 7, 1978

Date

- I. **PURPOSE:** This procedure provides a mandatory process for charting the distribution, numbers, or kinds of positions in the school system after the adoption of an annual budget. This procedure is not designed to make preliminary allocations or reallocations of school-based positions. Distributions of these is governed by appropriate staffing formulas.
- II. **BACKGROUND:** School System employment is subject to many influences, including, budgetary, legislative, and management requirements. The kind and number of positions will vary to meet the conditions and needs of the times and a standard way of accomplishing the necessary changes is needed. It is emphasized that the positions within the school system employment account for almost 85% of all resources; hence, the effective control of related employment is a prime responsibility for all Account Managers. The procedures herein are intended to provide simple procedures for the effective control of positions of employment.
- III. **DEFINITIONS:** (Alphabetical order)
 - Add a position – A position either in type or numbers is not authorized.
 - Delete a position - An existing position is not needed.
 - Downgrade a position - It is appropriate to request that a position be changed to a lower grade when the task performed and the responsibilities are at a lower level than called for at the current grade.
 - Freeze a position - Position to be held vacant. Reasons for freezing a position include, but are not limited to, insufficient funds and failure of assigned workload to materialize.
 - Function Code – A two-digit code identifying a major segment of the school system operations. The function code is the third and fourth digits of the eleven-digit budget account number. (e.g. 8-1-02-03-06-01)
 - Position – A position is always defined by (1) a description of duties and responsibilities, (2) a period of employment, and (3) minimum qualifications. Positions are allocated in full-time equivalents (FTE), which permit allocations of less than a full-time position to meet varying workloads.
 - Post Action Request – A form used to change the distribution, numbers, or kinds of positions in the school system exclusive of those positions allocated using established staffing formulas.
 - Position Classification Review Form – A form used to obtain information needed to establish a new position or reclassify an existing position.
 - Primary Account Manager – A senior management official having the responsibility for one or more secondary account managers.



ADMINISTRATIVE PROCEDURE

POSITION CONTROL

4101

Procedure
April 7, 1978

Date

Program Code – A two-digit code identifying a grouping of operations which share a common objective for budgetary, operational, and management identity. The program code is the fifth and sixth digits of the eleven-digit budget account number. (e.g. 8-1-02-03-06-1-01)

Reactivate a position – A position which has been frozen is to be returned to active status.

Sub-program Code – A two-digit code identifying a sub-grouping of operations within a program to provide management facility and control. the sub-program is the seventh and eighth digits of the eleven-digit budget account code. (e.g. 8-1-02-03-06-1-01)

Trade-off a position – One or more positions are to be exchanged for one or more different positions of equivalent cost. The costs of the position affected by the trade-off must be approximately the same ($\pm 10\%$) unless other sources of funds are identified.

Upgrade a position – It is appropriate to request that a position be changed to a higher grade when the tasks performed and the responsibilities of the position are at a level higher than specified for at the present grade.

IV. **PROCEDURES:** The following procedures apply to all actions in position control:

- A. Requestor determines what is needed: Requestor selects the appropriate action from the following authorized position change actions:
 1. Add a position (See definitions in Section III herein.)
 2. Delete a position
 4. Trade-off a position
 5. Upgrade a position
 6. Downgrade a position
 7. Freeze a position
 8. Reactivate a position
- B. Requestor determines how the need is to be met: For example, if an additional position is needed, indicate the source from which funds will be obtained to support this position. At this point the absolute need for early review by the primary account manager is evident, since many position changes will require reallocation of existing resources. The primary account manager, usually a department or division head, will be in a unique position to most adequately assess possibilities for trade-offs of resources to obtain the needed position. The primary account is also best placed to query other top management personnel for potential resources.
- C. Requestor selects form(s) required:
 1. If the proposed position action request is to:
 - a. Add a position,
 - b. Trade-off positions,
 - c. Upgrade a position, or



ADMINISTRATIVE PROCEDURE

POSITION CONTROL

4101

Procedure
April 7, 1978

Date

- d. Downgrade a position

call the appropriate personnel office to obtain both a Position Action Request (Form AP 4101) and a Position Classification Review Form.
2. If the proposed position action is to:
 - a. Delete a position,
 - b. Freeze a position, or
 - c. Reactivate a position
Call the appropriate personnel office to obtain a Position Action Request (Form AP 4101).
- D. Requestor initiates personnel action using Personnel Action Request (Form Ap 4101):
 1. Completes Sections 1 through 5.
 2. Signs and dates in Section 5.
 3. Completes Position Classification Review Form if action is of a type in C-1 above. (Signs and dates form on Page 4); attaches to Position Action Request (Form AP 4101).
 4. Forwards all documents to primary account manager.
- E. Primary account manager actions:
 1. Approves the request marking the APPROVED block in Section 6.
 2. Disapproves by marking the DISAPPROVED block in Section 6, signing and dating. With such disapproval, the process stops and all forms are returned directly to the requestor.
 3. Forwards all approved forms to the Budget Director.
- F. Budget director actions:
 1. The budget director indicates funds availability as appropriate, signs, and dates the Position Action Request Form in Section 7.
 2. If the budget director determines that funds are not available as indicated in Section 5 or that a source of funds has not been identified, the forms will be returned to the requestor for further consideration. If no funding source can be identified which meets the approval of the requestor, primary account manager, and budget director, the forms shall be processed as indicated in F-3 of this



ADMINISTRATIVE PROCEDURE

POSITION CONTROL

4101

Procedure
April 7, 1978

Date

procedure. The budget director will indicate that the funding source is unidentified by checking block 3 of Section 7.

G. Personnel director actions:

1. Receives and reviews Personnel Action Request and attached papers.
2. Attaches additional information which in his judgment places the request in context with similar or competing requests from other offices.
3. Forwards all documents to the Assistant Superintendent for Administration and Personnel.

H. Assistant Superintendent for Administration and Personnel actions:

1. Review Position Action Request (AP 4101) and all attached documents.
2. Indicates approval or disapproval in spaces provided in Section 8.
 - a. If the Assistant Superintendent for Administration and Personnel approves the request, it is forwarded intact to the Superintendent via the Deputy Superintendent for final action; however, the Assistant Superintendent for Administration and Personnel is approving authority for upgrading and downgrading classified positions for those grades which are included in the bargaining units for classified employees.
 - b. If the Assistant Superintendent for Administration and Personnel disapproves the request, it is returned to the requestor. With approval of the primary account manager the requestor may appeal the decision of the Assistant Superintendent for Administration and Personnel. The forms accompanied by a memorandum giving the reasons for the appeal may then be returned to the Assistant Superintendent for Administration and Personnel and processed as indicated in H-3 of this Procedure.

I. Final action upon Position Action Request: The Superintendent of Schools will take the final approval actions in Section 9 of the Position Action Request, after which all documents will be returned to the appropriate personnel office for distribution as follows:

White Copy – Retained by Personnel Office
Green Copy – To Budget Office
Canary Copy – To Deputy Superintendent
Pink Copy – To Primary Account Manager
Goldenrod Copy – To requestor

NOTE: A position action may be subject to final approval by the Board of Education since allocation of associated funds is controlled in accordance with Board Policy 3160 which restricts transfers between major accounts. Preparer will be notified of need for



ADMINISTRATIVE PROCEDURE

POSITION CONTROL

4101

Procedure
April 7, 1978

Date

Board action. The quarterly financial reviews to the Board of Education will include a list of changes in positions approved for the quarter and year to date.

- V. **RELATED POLICY:** Board of Education Policy Number 3160, governing of transfer of funds and Board of Education Policy Number 4112, governing personnel appointments.
- VI. **RELATED PROCEDURES:** Financial Management Procedures Manual Section 3112, as applicable to requesting personnel changes during the budget preparation cycle including requesting new programs and program improvements.
- VII. **MAINTENANCE AND UPDATE OF THESE PROCEDURES:** These procedures originate with the Office of the Assistant Superintendent for Administration and Personnel, and updates will be accomplished by that office as may be necessary.
- VIII. **CANCELLATIONS AND SUPERCEDES:** These Procedures cancels and supersedes any prior writings and procedures on the subject of Position Control which may exist either formally or informally within the school system.
- IX. **EFFECTIVE DATE:** April 7, 1978.

Approved by:
Edward J. Feeney
Superintendent of Schools