



University of Arkansas for Medical Sciences

Department of Human Resources

# People Management Process Instruction Guide

Maintained by: The Division of People and Culture  
Compensation & Classification

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## What is the People Management Process?

This guide will help you understand and utilize the People Management Process (referenced as the Process in this document). This Process was created to ensure UAMS is compliant with Board of Trustees policy 370.1, which states “controls must include positions control, which is a part of the personnel budget process”. It will also ensure UAMS maintains effective control over campus-wide compensation spending in order to adhere to our budget. It will cover requests for new allocations, efficiencies related to FTEs, staffing plans to support new contracts and grants, departmental reorganizations and restructures, and other staffing changes. In essence, every position will need to be supported by a unique position number and budget.

UAMS headcount is determined by our Appropriation Act as it has been approved by the Arkansas Legislature. This Process ensures that we stay within our legally defined limits: adjustment to any positions are done within the guidance and processes defined by the Legislature and the Arkansas Division of Higher Education. This process will also ensure that defined efficiencies are maintained and that UAMS leadership will be fully informed of our headcount and compensation expenditures.

It is important to note that this Process is a tool to assist departments in operating within their budget constraints. Irrespective of the People Management Process, Divisional Budget Administrators are responsible for keeping compensation expenses within their authorized salary budget throughout the fiscal year.

## How will this be accomplished?

Senior leadership has made a strong commitment to adhering to the balanced budget submitted each year. To maintain a balanced budget, we must continue to carefully monitor and manage staffing levels and expenses associated with salaries and benefits.

### Budgeted Positions

Positions that were included in the BUDGET process will be maintained at the budgeted levels. Types of positions that must be budgeted are full-time, part-time, and concurrent positions. Hiring for backfills and vacant positions that have been budgeted will not require an approved People Management Review Request. Hiring requisitions will be created in Workday.

Offers to candidates will be evaluated for market comparability and internal equity when evaluated by HR Compensation. Positions that are priced based on calculation sheets will follow this same process for approval and shall be hired at the calculated salary.

For offer requests that are within the budgeted amount, no additional review or approval will be required. Any salary offer request for a new hire that is greater than 5% over the budgeted amount will require approval by the senior leader for the division (or their proxy) and will require transfer of budget dollars to cover the overage.

### Contract Funded Positions

Existing Contract funded positions should be included in the budget. If you have received a new contract OR have been awarded an incremental increase in the scope of an existing contract, you will be able to request these positions through Workday. This will include fully funded contract positions. The Contracts Administration Office, the Budget Office and HR Compensation will work these requests together through the My Compass approval workflow. The executed contract and any other funding allocation detail must be provided as support documentation for the position allocations.

### Extramural Awarded Positions (Grant-Clinical trials-Foundation)

Existing awarded positions should be included in the budget. If you have received a new award or been awarded an incremental increase in the scope of an existing project, you will be able to request these positions through Workday. This will include fully extramurally funded positions. The Office of Sponsored Programs Administrative Network (OSPAN), the Budget Office, and HR compensation will work these requests together through the My Compass approval workflow. The Notice of Award, and any other funding allocation detail must be provided as support documentation for the position allocations.

Example: A position funded 75% from a grant and 25% from a foundation award would need to have both award documents to support the 1.0 FTE position.

### Start Up Packages-Offer Letters-Commitments

If you are hiring based on a start-up package, offer letter, or other commitment, you will be able to request these positions through Workday. This will include fully or partially supported positions. The Office of Sponsored Programs Administrative Network (OSPAN), the Budget Office and HR Compensation will work these requests together through the My Compass approval flow. The approved start-up package, offer letter, other commitment, and any other funding allocation detail must be provided as support documentation for the position allocations and the budget moves. Example: A position funded 50% by a department or division and 50% by a start-up package or commitment would need the start-up package letter of offer and the budget identified for the other 50% of the position.

## When do I use a Workforce Position Review Request (WPRR) vs. a People Management Review Request (PMRR)?

<b>Workforce Position Review Request</b> (Backfill a Vacancy or Add New Workforce)	<b>People Management Review Request</b> (Existing Staff)
New Position Request Backfill Backfill with Reclassification Agency/Traveler* Contractor*	Reclassification Request External Market Review Internal Equity Review Reorg/Restructure New MOU Request New Incentive Request (Sign On, Referral) Retention Request

\* Will be included in this process at a future date

## People Management Review Requests

For positions not included in the budget process and other staffing changes, a People Management Review Request will need to be submitted. These requests will be opened in Service Now. Instructions are located in the document titled “Instructions for Creating People Management Requests” on the OHR website.

A completed Business Case must be attached to the request. The Business Case shall include the justification for the request and the funding source, if available, to be used to support the request. Funding sources can include a reallocation of existing compensation budget, maintenance and operations budget, or increased revenue. Requests using maintenance and operations budget or increased revenue must be permanent and ongoing and will be evaluated on a case-by-case basis. The Business Case template is located on the OHR People Management website.

The divisional Senior Leader (or designee) must approve People Management Review Requests. Upon his or her approval, each request will be routed for review and validation by the Budget Office and HR Compensation & Classification. In order to encourage divisions to continuously look for ways to gain improvements and efficiencies in staffing, if the submitted request reflects a validated cost savings the request may be approved and processed without Executive Committee approval, with divisional Senior Leader confirmation. Budget associated with 30% of the cost savings will be moved via a budget revision to campus as a credit toward the ReOp Committee goal. The cost savings for the purpose of calculating the 30% will be based on the net impact of actions needed to achieve the savings, before out of cycle increases or unrelated position additions are considered.

The sections below explain the types of requests that require a People Management Review Request. Departments/Divisions should allow a reasonable processing timeframe for the business case to be validated.

### Reorganization/restructures

This should only be undertaken when there are clearly definable and quantifiable efficiencies.

Required supporting documentation must be attached to the request, in addition to the completed business case and include the following:

- Detailed Position Description (PD) for the current positions
- Detailed Position Description (PD) for the proposed positions
  - Including all additional duties that warrant the evaluation
- Current Organizational Structure
- Proposed Organizational Structure
- Copy of most current resume for all employees being reviewed

## Reclassification of position(s)

These request can be submitted when a significant change\* in job duties occur due to organizational need. If the position is assuming responsibilities from another position that position will also be reviewed for proper classification. \*Significant change in job duties is defined as at least 50 percent difference in duties.

Required supporting documentation must be attached to the request, in addition to the completed business case and include the following:

- Detailed Position Description (PD) for the current position
- Detailed Position Description (PD) for the proposed position
  - Including all additional duties that warrant the evaluation
- Current Organizational Structure
- Proposed Organizational Structure
- Copy of most current resume
- Copy of most recent Performance Evaluation

## Equity review(s)

### Internal Equity

Equity reviews can be requested to review internal salary inequity between employees in the same job title in a particular department, division, or college. If the job is used across campus the business case may need to be approved for review by all appropriate Divisional Senior Leaders.

Required supporting documentation must be attached to the request, in addition to the completed business case and include the following:

- Current Position Description (PD) for all employees being reviewed
- Copy of most current resume for all employees being reviewed
- Current Organizational Structure for all departments, divisions or colleges being reviewed

### External Market Inequity

External market inequity reviews can be requested for a particular job. All employees in that job shall be included in the review. If the job is used across campus the business case may need to be approved for review by all appropriate Divisional Senior Leaders.

External market inequity, as evidenced by one or more of the below situations may be considered:

- Valid market data showing that our competition pays higher salaries for similar work
- Recruitment difficulties, higher than average time to fill vacancies
- Sharp increase in turnover for similar work on campus

Required supporting documentation must be attached to the request, in addition to the completed business case and include the following:

- Current Position Description (PD) for all employees being reviewed
- Current Organizational Structure for all departments, divisions, or colleges being reviewed
- Copy of most current resume for all employees being reviewed

## Retention of current employee

A request to review immediate retention concerns can be submitted due to an **external** job offer made to an employee.

Required supporting documentation must be attached to the request, in addition to the completed business case and include the following:

- Current Position Description (PD)
- Copy of formal offer from competing employer
- Copy of most current resume
- Copy of most recent Performance Evaluation

## Executive Committee Review

The Committee consists of these roles and/or a representative for these roles: Chancellor, Senior Vice Chancellor for Academic Affairs, Provost and Chief Strategy Officer, Vice Chancellor for Finance & CFO, Senior Vice Chancellor & CEO of the Medical Center, Dean of the College of Medicine, Vice Chancellor for Institutional Support Services, and Vice Chancellor for the Division of People and Culture.

See Senior Leadership Matrix section for more details.

## Frequency of Executive Committee Review Meetings

The Executive Review Committee will meet as needed to review business cases that require approval. Business cases must be submitted to the Budget Office and HR Compensation for validation prior to requesting review by the Executive Committee.

## Senior Leadership Matrix for Request Submission

<b>Chancellor</b>	<b>Provost &amp; Chief Strategy Officer</b>	<b>Dean of COM</b>	<b>CEO of Clinical Enterprise</b>	<b>CFO</b>	<b>VC Inst Support Svs</b>	<b>VC for People &amp; Culture</b>
ACHI	Academic Affairs	All College of Medicine Units	All ICE Units	Finance	Campus Operations	People & Culture
Chancellor's Office	College of Public Health	Institute on Aging			Information Technology	
Legal Affairs	College of Nursing	Spine/ Neurosciences Institute			Campus Police	
Compliance	College of Health Profession	Jones Eye Institute				
Communications	College of Pharmacy	Cancer Institute				
Institutional Advancement	Graduate School	Institute for Digital Health & Innovation				
Academic Pathways & Workforce Partnerships	VCR/TRI					
Institutional Relations	NWA					
	Regional Programs					
	Institute for Community Health Innovation					