



AUHR 7.10 ORGANIZATION AND POSITION MANAGEMENT

General

The City's Central Organization and Position Management System maintains a complete inventory of the City's positions, their attributes and reporting hierarchies, including all positions in the Auditor's Office. An accurate and consistent Organization and Position Management system is critical in avoiding budgetary over-expenditure and is essential in providing information in support of human resources, financial planning, and management decision-making.

Definitions

For purposes of Position Management, the following definitions apply:

Abolished Positions: Positions eliminated by the Council in the Adopted Budget, a supplemental budget or Budget Monitoring Process (BMP), or by the P-4 process.

Authorized Positions: An authorized position would be one that has: (1) Council approval for a specific FTE and has approval for a level of funding commensurate with the position classification of that specific FTE; and (2) has not reached the end of its term (e.g. limited term, etc.). Authorized positions may be permanent or limited term in nature.

For purposes of position management, **Authorized unfunded** positions are recognized as separate entities from authorized positions, as defined above. An authorized unfunded position in the Auditor's Office may be added to Position Management by Council direction only in consultation with the City Auditor, and only under exceptional circumstances. An unfunded position cannot be filled. A subsequent ordinance shall be required to fund positions defined as authorized unfunded. A position initially defined as authorized unfunded that receives approval for funding by Council becomes an authorized position.

Bureau of Human Resources (BHR): City bureau responsible for the management of the City's Human Resources and promulgation of rules in support of this responsibility, except for the Auditor's Office. City Charter grants the Auditor independence from the Bureau of Human Resources and authorizes administrative rule-making power to the Auditor.

Budget Monitoring Report (BMP Process): Scheduled process by which adjustments are made to the City's budget.

Budgeted Classified Positions: Positions that have been classified by Classification & Compensation or the City Auditor and are included in the current year budget.

Budgeted FTE: A full-time equivalent, typically one position, that is approved by Council via ordinance. The budgeted FTE gives the Auditor's Office budget authority for a position; however, the actual classification of the position is determined through a classification request (P-4), the Auditor's Office's classification request form, or a classification study authorized by the Bureau of Human Resources or the City Auditor.

Budgeted Positions: Existing positions and new positions added by the Council in the Adopted Budget, the Budget Monitoring Process or by ordinance, less any positions abolished by Council in the Adopted Budget, Budget Monitoring Process or by ordinance. These positions can be classified or unclassified.

Budgeted Unclassified Positions: Positions that have not been classified by Classification & Compensation or the Auditor's Office but are included in the current year budget.

Auditor's Office Classification Request form (P-4 form in BHR):

The Auditor's Office is responsible for its classification and compensation decisions. A classification request form is required to be completed for one of several reasons:

- To classify a newly created position
- To reclassify an existing classified position
- To reclassify an existing unclassified position
- To create and gain approval of a limited term position
- To abolish an existing position
- To create a class specification or modify an existing class specification to reflect the duties of a position

Management Services reviews each form it receives and approves, revises or denies the requested action. Certain classification actions require Council authorization as provided by the Auditor's Office HR Administrative Rules. If a request requires budget authority, documentation must be provided according to the criteria outlined in the rule below.

The Auditor's Office will provide administrative notice to the appropriate parties in the Office of Management and Finance for inclusion of its classifications in City software systems.

Classified Positions: Authorized positions are those that have completed the classification process and are available to be filled. These positions have been reviewed by Management Services and assigned classifications from the Auditor's Office Compensation Plan. This review is initiated by a classification request form. The classification of a position is approved if the duties of the position are substantially similar to a position established in the existing classification system, and the requesting manager has budget authority for the position being requested. Positions can be either covered under classified service or be outside of classified service (at will).

The Auditor's Office intends to have a separate but similar system of classified positions. Until access to the City's software system is established, the Auditor's Office will provide administrative notice to the appropriate parties in the Office of Management and Finance for inclusion of its employees in City software systems.

Double-fill: A budgeted position filled by two employees for a pre-approved period of time by the City Auditor.

City Budget Office: City bureau responsible for the coordination and development of the City's central budget and economic forecasting. Previously the Financial Planning Division.

Funded Position: A position that has approval for a level of supporting resources commensurate with the position classification.

Job Share: A full time budgeted position filled equally by two half-time employees at the discretion of the City Auditor.

Lateral-fill: The act of filling an authorized position with an employee in a job class with the same pay grade at which the authorized position is budgeted.

Limited Term Position: A position approved and established by the City Auditor for a specific and finite period of time to allow coverage for specific needs related to grants, one-time funds, and special projects. A limited term position should not exceed two (2) years but may be extended by the City Auditor on a showing of good cause.

New Positions: Positions added by the Council in the Adopted Budget, a supplemental budget or BMP process.

Over-fill: The act of filling an authorized position with an employee in a job classification with a higher pay grade than the grade at which the authorized position is budgeted.

Organizational Unit: The foundation for the City's Organizational Structure. Organizational unit represents a logical business unit, its reporting hierarchy and includes the staff position(s) and chief position (manager/supervisor). Each

organizational unit must only have one chief position and a position cannot serve as the chief of more than one organizational unit.

Position Management: The system by which the City's inventory of positions and their attributes are maintained. Formerly Position Control.

Unauthorized Positions: An unauthorized position is an authorized position that has subsequently been eliminated on the basis that funding has been terminated or the duration of the position has ended.

Unbudgeted Positions: These are positions that have not been added by the Council in the Adopted Budget or in the Budget Monitoring Process Report.

Unclassified Positions: These are authorized positions that have not completed the BHR or Auditor's Office classification process and are not available to be filled.

Under-fill: The act of filling an authorized position with an employee in a job class with a lower pay grade than the authorized position is budgeted.

Unfunded Position: An unfunded position may be added to position control by Council direction only and only under exceptional circumstances. It is defined as unfunded when it has no supporting resources commensurate to its classification. At the point a position becomes unfunded, it will be eliminated unless it has been approved by Council to remain in the Central Position Management System.

Vacancy: A budgeted position not filled by an employee.

Tracking Position Attributes

All authorized positions and pertinent attributes will be tracked in the City's Central Organization and Position Management System. Once an authorized position has been added to the City's budget, the Auditor's Office will classify the position. The Auditor's Office will provide administrative notice to BHR of its classification decisions. Until the Auditor's separate classification system is established, BHR will provide a unique position number when such notice is received by the Auditor or a designee.

A number of attributes have been identified as being essential components of the Organization and Position Management System. The core attributes will at a minimum include the following: Position Classification; Position Number; Date position established; Ordinance or Auditor's Office classification request form number through which a position has been created and classified; Cost Center; Authorized Status; Funding Status (Funded/Unfunded); Job Share; Full time; Part time; Limited Term; Funding Expiration Date; Organizational Unit; Classification

and Compensation Team Review and Allocation Status or Auditor's Office equivalent; and Vacant/Filled status.

To provide a framework and common understanding of the process through which changes in the official number of authorized positions are made, City of Portland core organization and position management business rules are presented below.

Authorized Positions

1. The number of authorized positions can change via four methods only: (a) annual adopted budget (b) the Budget Monitoring Report (BMP) (c) an Auditor's Office classification request form ordinance, and (d) an Auditor's Office classification request form processed to abolish an authorized position or to create a limited term position. The Auditor's Office will provide BHR with administrative notice on position number changes.
2. The abolition of a position results in that position being eliminated. Both funding for the position and the position itself are eliminated.
3. City Charter authorizes the Auditor to appoint employees, establish their compensation, and assign their duties subject to funding by Council. This authority includes Limited Term positions. Limited Term positions are subject to budget verification. Limited Term positions that reach the end of their approved term lose their status as authorized positions and shall be eliminated. Pursuant to the HR and Auditor's Administrative rules relating to Limited Term positions, such positions may be extended.
4. Appointments for employees, except for season/casual, shall only be made into positions that have been authorized.

Synchronization of Council Authorization of Positions and Organization and Position Management System

Timing gaps may occur between when a hiring authority needs to create and fill a permanent authorized position and when Council approves the permanent authorized position. The process for establishing a Limited Term position shall be used to accommodate these operational timing differences. The Auditor's Office will provide verification of supporting resources for the Limited Term position on the basis that funding is imminent (e.g. Grant has been approved, Interagency Agreement has been signed, Levy has passed, etc.). Once Council approves the permanent authorized position, the Limited Term position, which had been established as a placeholder, will be converted from a Limited Term Authorized position to a Permanent Authorized position.

Position Funding

Verification of budget adequate to cover proposed changes in the number of authorized positions, or reclassifications that result in substantial increases in costs, will be the responsibility of the Auditor's Office. Prior to entry into the Central Organization and Position Management System, all positions shall be subject to prior verification of funding. For the purposes of this requirement, verification of funding occurs when (a) positions and associated funding are approved via Adopted Budget or Budget Monitoring Process; or (b) a P-4 or Auditor's Office classification form and administrative notice from the Auditor's Office has been provided to BHR.

1. The Auditor's Office will not be permitted to add an authorized position to their budget without loading to the appropriate cost center a level of funding commensurate with the proposed position, unless in exceptional circumstances specific authority is granted by Council to load Authorized Unfunded positions (See Number 4 listed below in this section).
2. Changes in funding status of specific positions will be communicated by City Auditor's Office to the Bureau of Human Resources and will be recorded in Organization and Position Management System.
3. An Authorized Unfunded position may be added to the Organization and Position Management System by Council direction only and only under exceptional circumstances. City employees shall not be placed in Authorized Unfunded positions. A subsequent ordinance shall be required to fund positions defined as Authorized Unfunded. A position defined as Authorized Unfunded that receives approval for funding by Council becomes an Authorized position.

Funding Verification Principles

Criteria will be applied by Auditor's Office to complete the verification of funding in support of changes to Authorized positions. At a minimum, the guiding principles shall include the following:

1. No ongoing Authorized positions shall be created using one-time resources.
2. Vacancy savings or other similar one-time funding sources will not be used as a basis for increasing ongoing positions.
3. One-time funding sources shall be used only as a basis to create Limited Term Authorized positions.
4. Funding verification may be subject to further criteria as outlined in the City's financial management policy and related budget manuals.

5. The Auditor's Office will take its financial condition and that of the City into account when it reviews the sources of funding identified in support of a change in authorized positions.

Policy Implementation Roles

1. BHR shall assign Position Numbers to all new authorized positions when the budget is adopted, the Budget Monitoring Process report is approved by Council, an ordinance has been approved by Council, or a Limited Term Position has been approved by the Auditor's Office and noticed to BHR. BHR may also assign numbers to newly created positions as a result of the implementation of Council Adopted Classification studies or through reclassification of an authorized position through a P-4 or Auditor's Office equivalent with administrative notice from the Auditor's Office.
2. The Auditor's Office shall submit a BHR Organizational Unit and Position Maintenance form to change the Bureau's Organizational Structure and/or create new casual positions.
3. The Auditor's Office shall identify the source of funding for changes in Authorized Positions in BMP documents. Auditor's Office will conduct a process functionally equivalent to the P-4 process described in this rule for its classification reviews and prepare such documentation to change positions' attributes or to transfer an authorized position to a different personnel area. The Auditor's Office will provide administrative notice to BHR indicating decisions made by the Auditor or a designee.

Auditor's Discretion

The City Auditor is authorized to make exceptions to the policy outlined above and will notify the City Budget Office and BHR should there be a substantial change to the number of Authorized Positions in the Auditor's Office.

Human Resources Rule Information and History

Questions about this administrative rule may be directed to the [Management Services Division](#) of the Auditor's Office.

Adopted by the City Auditor December 11, 2017.

Adapted from City of Portland Human Resources Administrative Rule 7.10 Organization and Position Management.

Adopted by Chief Administrative Officer July 28, 2003.

Last revised October 19, 2010.