
Oracle Fusion HCM Position vs Job

Key considerations to make a decision

AGENDA

- Key Definitions – Understanding Jobs and Positions
- Key Considerations – Selection
- Key Factors – Comparison
- Client's current business needs
- Client's readiness
- Questionnaire



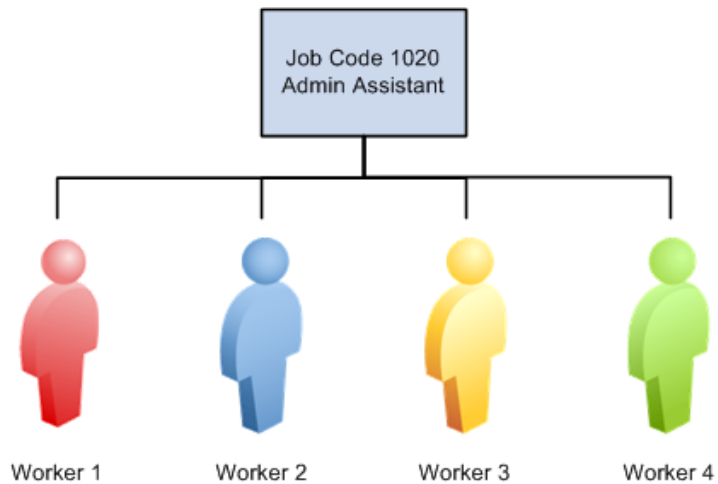
Key Definitions

Understanding Jobs and Positions

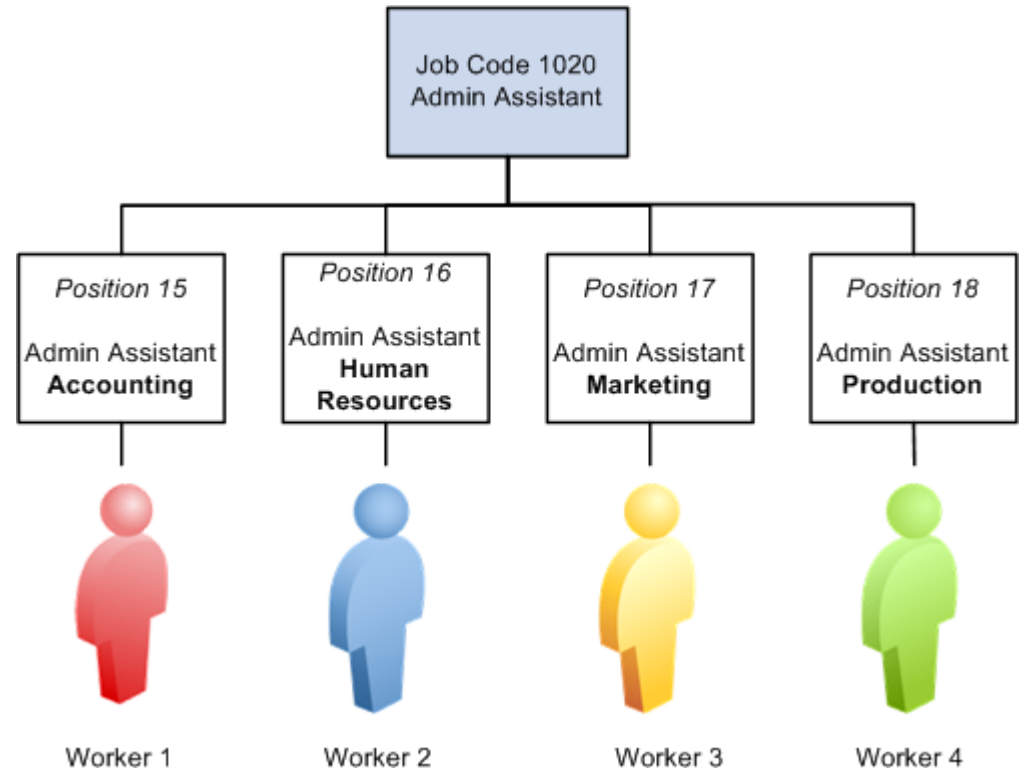
- **Jobs** represent the duties people perform and the required skills, for example:
 - Professor
 - Developer
 - Accountant
 - If your organization is a project-based enterprise, such as a construction or software company, you require the flexibility to assign people to new projects or organizations on a regular basis. You manage people and their skill sets, rather than fixed roles. This requires the flexibility to match competencies to tasks quickly and easily. Project-based organizations, where roles end when individuals complete a project, typically model the enterprise using jobs.
- **Positions** represent a specific instance of a job, such as:
 - Assistant Professor of Sociology
 - Senior Software Developer
 - Payroll Accountant
 - If your organization is a rule-based enterprise, you regulate employment, roles, and compensation according to strict policies and procedures. Fixed roles tend to endure over time, surviving multiple incumbents. You manage roles rather than individuals. Examples include government, higher education, and health care. Rule-based industries, where roles continue to exist after individuals leave, typically model the enterprise using positions.



Job Vs. Position Management



Job Based
Organization Structure



Position Based
Organization Structure

Key Considerations: Job Vs. Positions

- **Job Based (Project Based Organization)**
 - If your organization is fluid (that is, if you tend to look at broader groups of workers and create new jobs often)
 - This method is useful if your organization is continually expanding or if new projects require that you create new jobs or job types regularly.
- **Position Based (Rule Based Organization)**
 - If your organization is fairly static (that is, if jobs and job descriptions are mostly fixed, and people move in and out of the same positions)
- If your organization has Position based Approval and Budgeting Rules.
 - Government agencies and hospitals, which plan positions based on budgets (often well in advance of filling the positions), find this method very useful.



Partial Position Management

- Partial Position Management
 - If you find that both methods work well in different areas of your organization.
 - For example, you might find that driving the system by position works well for some departments or management levels in your company and that driving the system by person works well for others.



Comparison

Jobs	Positions
Required	Optional
Generic within Business Group	Specific occurrence of one job
Independent of any single organization	Must be unique within an organization
Jobs can occur in many organizations	Linked to an Organization, Job and Location
Holds Fair Labor Standards Act (FLSA) Code	Shared with Other Applications (i.e. Purchasing)
Holds Equal Employment Opportunity (EEO) Work Category	Position Hierarchies control access to information (security)
Associated with Worker's Compensation Codes	



Pros and Cons Position Management

Pros	Cons
Finer Degree of definition and control	Maintenance Overhead (Refer Next Slide for details)
Position Hierarchy Tree can be maintained for reporting structure	
Single incumbency can be used to define a one to one relationship	Administrative overheads in case of larger or more fluid company
Accounting and budget planning in advance is easier	
Stricter security can be enforced	

FUTURE ADMINISTRATION & MAINTENANCE

- Positions require additional definition & maintenance (they are linked to jobs, orgs, locations when setup) and there tend to be more positions than jobs
- Jobs are more generic, reusable and the definition of them when doing setup is easier as they are not restricted by orgs or locations.
- Positions simplify assignment as they populate the position's job, org, location, work hrs etc fields when assigned to an employee.

Key Factors - Comparison

Factor	Positions	Jobs
Flexibility		√
Frequent Reorganization		√
Global Definition (Common Set)	@Business Unit	√
Integration/Alignment of HR, Comp, Purchasing and FP&A	√	
Tracking headcount, and managing vacancies	√	
Controlled Succession Planning	√	Job Based
Approval rules	Position Hierarchy	Supervisor Hierarchy
Planning and Budget allocation	Position Based	Employee Based
Stringent Hiring Process – Re-hiring to the same role	√	
Automatic Vacancy identification	√	
Direct Reports	Continue to report to position	To be Re-assigned



CURRENT BUSINESS NEEDS

- Supervisor hierarchy is based on Employees. Reports usually report to managers and not positions
- No indication of strict headcount maintenance within a department or organization
- Client could be considered not much of rule based organization. Rule-based- More rigid work structures with fixed posts.

Position Readiness

- Client Work structure has scope for standardization
- Jobs are almost equivalent to Position with ratio close to 1:1.



OPEN QUESTIONS

Changes, Standardization, Flexibility

- How rigid are their positions? Do they change often?
- Is the organization continuously evolving where reorganization is needed as a result of natural growth or acquisitions?
- Are Jobs and grades not standardized globally? There is hardly ever a need to create new job for a new hire.
- Are the positions priced consistently. Or Compensation has to price each job?

Hiring Process, Headcount, Vacancy

- Do you hire multiple people for a single position?
- If someone is terminated/ leaves the position, is the position filled mandatory?
- When you replace headcount, can manager use the headcount in different job?
- Do you maintain headcounts in a department for example and track it?
- When EE is terminated or leaves, does vacancy automatically needs to be created?
- If 3 EE are terminated or leave, then are those filled back with 3 EEs or a decision is made each time whether position needs to be filled?



OPEN QUESTIONS

Team Structure

- Does a team of both inside and outside people(contractors) report to the Project Manager? and outside people(contractors) report to the Project Manager?
- When EE terminates, then during the time the position of reporting manager is not filled, whom do the EE report to? Manager's Supervisor . How are the approval rules structured?
- Would you call the Client more as a service based company or the manufacturing company. On a high level, roughly how many EEs are in Plants, Supply Chain, Operations, Sales & Marketing?

Workforce Planning & Budgeting

- Do you allocate budgets based on individual positions? Like Public Sector has a budget allocated to each position, which is known as Position Budgeting?
- Would you be using Position Hierarchy for approvals or Employee Hierarchy?
- Does EPM or Hyperion get position (open vs filled, active vs inactive, budgeted vs un-budgeted) information from current HCM systems?
- How allocation of Budget work? Is it based on positions?
- How does workforce planning function when it comes to Positions?
- Is there a need to integrate Cloud HCM with EPM system to exchange information for planning, budgeting or forecasting purposes.

Purchasing

- Is Cloud HCM system going to be used in Purchasing department for workflow approvals?
- How is the PR's/PO's hierarchies in Purchasing?
- Does Purchasing derive position/role information from HCM?

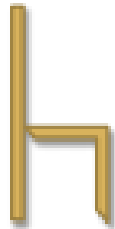


POSITION MANAGEMENT

Position Management **coordinates** 3 components:

Position:

A job independent
of an employee



Example: Administrative
Assistant II

Person:

An employee



As in a person
named "Chris Doe"

Job:

The union of a
position and person



Example: "Chris Doe"
having the position of
Administrative Assistant II

QUESTION

- How many people are in this department?

The roof to the right represents a department. The figures represent people in the department.

Let's ask a few staffing questions about this department.

How many people are in this department?

Answer: 4

How many vacant positions are there?

We don't know.



QUESTION

Let's have these people take their seats. The chairs represent all the positions in this department.

Let's ask the same questions again.

How many people are in this department?

Answer: 4

How many vacant positions are there?

Answer: 2





Thank You

Learn more:

www.fusionobjects.com/case-studies

Have a Question????

Reach us out at

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