

United Nations Development Programme

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[Comments and Questions](#)

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23 February 2004

Dear Colleagues,

Subject: Atlas Go Live – Position Management

As mentioned in the first go-live communication from OBR/OFA, I am pleased to send you the fifth in the series of “building block” communications focused on the management of ‘Positions’, which represent time-bound approved funding for the recruitment of human resources.

Annex 1 to this communication contains the official release of your office’s 2004 positions approved by the Executive Board. Atlas has been configured to work with “full” position management, which means that no personnel can be recorded in Atlas payroll without a position, including individuals on Activities of Limited Duration contract or those being managed on behalf of other UN agencies. Other than representing approved funding for the incumbent sitting in the position, full position management also provides the functionality for mapping the planned organigram of an organization or organizational unit, based on which recruitment and talent management strategies can be constructed.

As you are aware, the creation of positions for regular staff (100 series and 200 series contract holders) has historically been handled centrally by the Office of Budget Resources (OBR), and up until now, no positions were required for ALD contract holders and other personnel. With the introduction of Atlas, the management of certain types of positions relating to 100 series contracts is being decentralized to the budget owners themselves. This is explained in detail in Annex 1. Given that there is no HR commitment management in Atlas, the linkage between the project budgets created in the financial module and the positions created in the human resources module will need to be managed manually. It is important that the procedures as described in Annex 4 be followed in order to effectively keep track of commitments made through the recruitment of personnel and thereby minimize the risks of overspending the budget.

In order to ensure that all associated costs related to 100 and 200 series staff funded from non-Regular Support Budget Resources are fully budgeted for, a contribution towards separations, security and after service health insurance costs is included in the pro forma cost of each position. For international professional staff only, an additional contribution for learning costs is also included.

When managing positions on behalf of UNFPA, UNOPS, UNCDF or UNIFEM, the respective agency focal points should be consulted since the position management procedures are different from that of UNDP.

In order to help you through the first few days of learning how positions can be created and managed effectively against the available budgets, please find attached:

1. Annex 1 – EB-Approved Positions and Decentralization of Position Management for Specific Position Types

2. Annex 2 – Validation of Position Data and Position Funding in Atlas
3. Annex 3 – Procedures for Creating New Positions and Associating Positions with Approved Funding
4. Annex 4 – Manual Commitment Management for Human Resources

With best regards

Romesh Muttukumaru
Director
BOM/Office of Budget Resources

ANNEX 1

EXECUTIVE BOARD (EB) APPROVED POSITIONS AND DECENTRALIZATION OF POSITION MANAGEMENT FOR SPECIFIC POSITION TYPES

A. Authorized Positions

1. The 2004-2005 biennial budget was approved by the Executive Board in September 2003. This decision included a specific number of authorized positions in various categories and levels which could be funded through the Regular Support Budget Resources within each region and headquarters bureaux/units. The number of authorized positions at the country level were finalized based on further consultations with each respective Bureau.

2. We are pleased to hereby release to you your [EB-Approved Positions](#) for the current biennium. These positions are reflected in Atlas with a Position Type of 'EB-Approved'. Annex 2 provides the details on how to validate EB-Approved Position data in Atlas.

B. Decentralization of Position Management for Specific Position Types

3. With the introduction of Atlas, a decision has been made to decentralize the management of positions that are not EB-approved, with a few exceptions. In order to understand what positions can be managed by the office itself, it is important to gain a clear understanding of the various [Position Types](#) in Atlas that are applicable to UNDP. While positions represent time-bound, approved funding for the recruitment of human resources, position types represent the specific combination of liabilities foreseen for that position and for which funding has been approved and reserved.

Positions for International and New York General Service Staff

4. The wave 1 implementation of Atlas does not include the payroll for any international staff, or general service staff at New York. These staff will continue to be managed and paid through IMIS until wave 2 of Atlas is implemented.

5. It is important to note that any payment that needs to be made to these staff outside of the IMIS payroll (e.g. salary advances, DSA, etc.) will be done through the Accounts Payable (AP) module of Atlas. Any item that is paid as an 'advance' ('open item' account rather than a payment against an expenditure account), will require the scheduling of a 'recovery' in IMIS.

6. These staff and their positions, **regardless of position type and contract**, will continue to be managed **centrally** by OHR (staff) and OBR (positions).

7. The project-level budgets to which these staff are charged will, however, be managed directly by country offices and HQ units. Annex 3 explains in detail the position funding aspect.

Positions for Local National Officers and General Service Staff

8. All positions **budgeted** for a 100 series contract local national officer or general service staff, **if position type 'EB-approved'**, will be managed **centrally** by OBR. However, **only if sufficient additional funding is available outside of the Regular Support Budget Resources** to an office, the office may create additional positions for hiring local national officers and general service staff. These positions should be created as type **Management Project 100 series**. The creation of these positions **for local staff only** is being **decentralized**.

9. Annex 4 explains in detail the procedures to be followed in managing these positions in a decentralized environment, where no automated HR commitment management functionality is currently available in Atlas.

10. Please note that since in UNDP, the 200 series contracts apply only to international staff, and since these staff will be managed in IMIS for now, there should be no need to establish a position with position type 'Management Project 200 Series' in Atlas at this point.

Positions for Activities of Limited Duration Contract-Holders

11. All positions budgeted for personnel on a 300 series contract (ALD) will continue to be managed by the office responsible for the budget; **positions may be created only subject to availability of funds in the Authorized Spending Limit (ASL) for Regular Support Budget Resources against operating expenses (Account 70000), or availability of funds from Other Resources**. When funded from programme resources, the position type used should be **Development Project**, and when funded from support budget resources, the position type used should be **Management Project 300 Series**.

Positions for Staff Managed on Behalf of Other Agencies

12. All positions that need to be created simply to record all the staff managed by UNDP but belonging fully or partially to other agencies, i.e., whose costs are borne fully or partially by other agencies, will continue to be managed by the offices managing such staff. Either **Fully Billable** or **Partially Billable** position types should be used, as appropriate.

Positions for Local Staff on an Agreed Separation Status

13. All positions that need to be created for a staff member who has signed a separation agreement and to whom payments need to be made from the agreed separation budget, will be managed by the office where the staff member was last assigned. **The budget authorization must be received from OHR before creating such a position**. Once the budget authorization is received, a position with the position type **Separation** should be created.

Positions for Local Staff on Secondment, Mission or Loan

14. When a staff member goes on a mission, or is seconded or on loan to another UN entity or agency, two scenarios are possible: 1) the person leaves with a specific lien on his/her current position, or 2) the person leaves with no specific lien on any position, but with the understanding that he/she will need to be 'absorbed' upon return.

15. The first scenario will be the **only** case (except for paragraph 17 below) where a 'double-encumbered' or 'overallocated' situation will be allowed; i.e., two staff could be sitting against the same position, one being the temporary replacement being paid for the duration of the lien, and the other holding a lien until his/her return. There should **never** be a situation where two staff are being **paid** against the same position, without prior approval from OBR.

16. In the second scenario, a **General Lien** type position will need to be created to hold the staff member for the duration of the mission, secondment, or loan. A General Lien type position

will always be created and managed **centrally** by OBR. Such commitments should not be made to a staff member without prior consultation with OBR.

Positions for Local Staff on an Unassigned Status

17. The **Unassigned** position type is applicable mostly to rotational international staff who may have a time lag between completing their assignment in one location and starting their next assignment. Under unusual circumstances, it may be necessary to place a local staff member on an unassigned position for a short duration. All such requirements should be sent to OBR, and if approved, the Unassigned position type will be created/managed **centrally** by OBR.

Positions for Staff on After Service Health Insurance

18. All positions that need to be created for tracking all After Service Health Insurance/After Service Life Insurance (ASHI/ASLI) staff will be managed by the offices managing such staff. As these retirees are not on payroll, one position per office can be set up for all retirees. The "Max Head Count" on the Specific Information page should be set for the estimated number of retirees in the office. This position type has no funding implications and therefore no chartfields need to be associated to such positions.

C. Reserves for Separation, Security, Learning and After-Service Health Insurance (ASHI) for Staff Funded from Non-Regular Support Budget Resources

19. Specifically in order to deal with the liabilities associated with position types Management Project 100 Series and 200 Series, which is being decentralized, a new pro-forma is being introduced which incorporates an additional amount in the non-recurrent payroll costs budget of staff funded from non-Regular Support Budget Resources. This additional amount relates to a contribution towards separations, security and after service health insurance costs. For international professional staff only, an additional contribution for learning costs is also included.

20. These contributions will be automatically deducted from the budgets associated with these positions at the time that the payroll process is run. Whenever a payment needs to be made for any of the items mentioned above to applicable staff, the office should liaise with OBR in order to get a spending authorization.

ANNEX 2

VALIDATION OF POSITION DATA AND POSITION FUNDING IN ATLAS

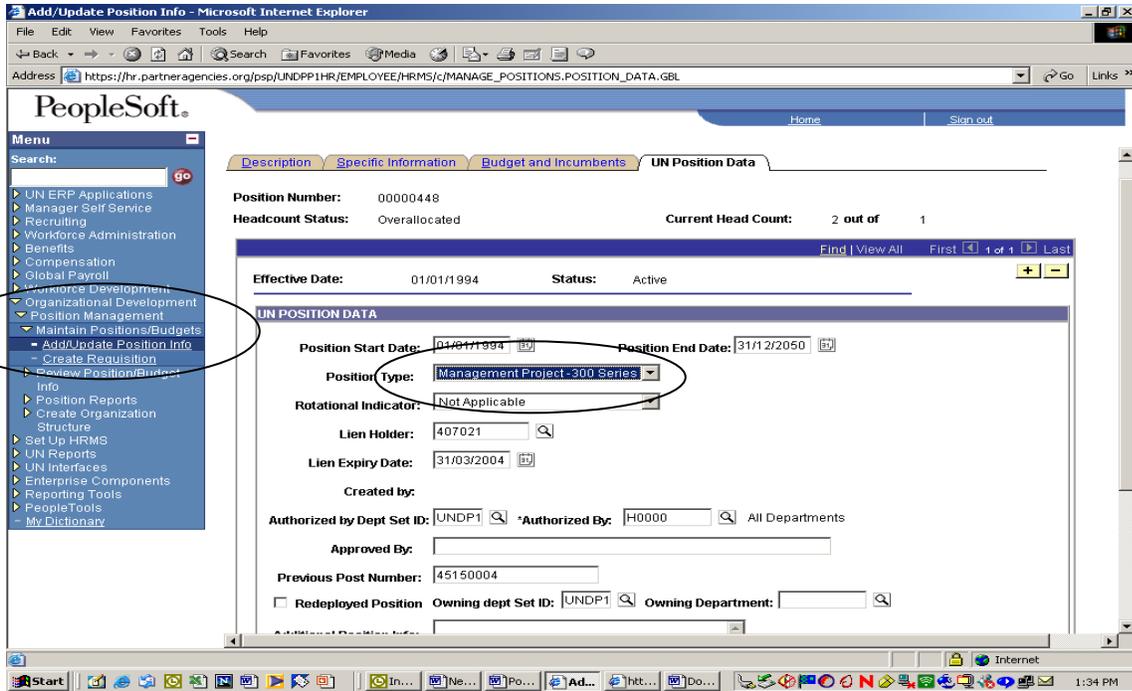
1. Produce the [Staffing Table Report](#) for your Department code which will show all the positions created in Atlas for your office.
2. As you know, the PeopleWeb data that was gathered related to 2003. Many changes have been made to the converted data in order to bring it in line with 2004 authorizations.

General Validations

3. Ensure that ALL the chartfields against each position are populated. Where empty, identify the correct funding chartfields and follow the instructions in Annex 3 to associate the missing chartfields to the position. If the position is a centrally-managed position, liaise with your OBR support team focal point to effect the changes. NO changes should be made to an EB approved position by your office directly.

Note: There have been discrepancies between the descriptions being displayed for a particular donor or implementing agent code in the finance module and the HR module. While this is being corrected by the technical team, please validate that these chartfield codes correspond to the descriptions appearing in the finance module. The donor and implementing agent descriptions in the HR module will show the correct descriptions once the technical issue is resolved.

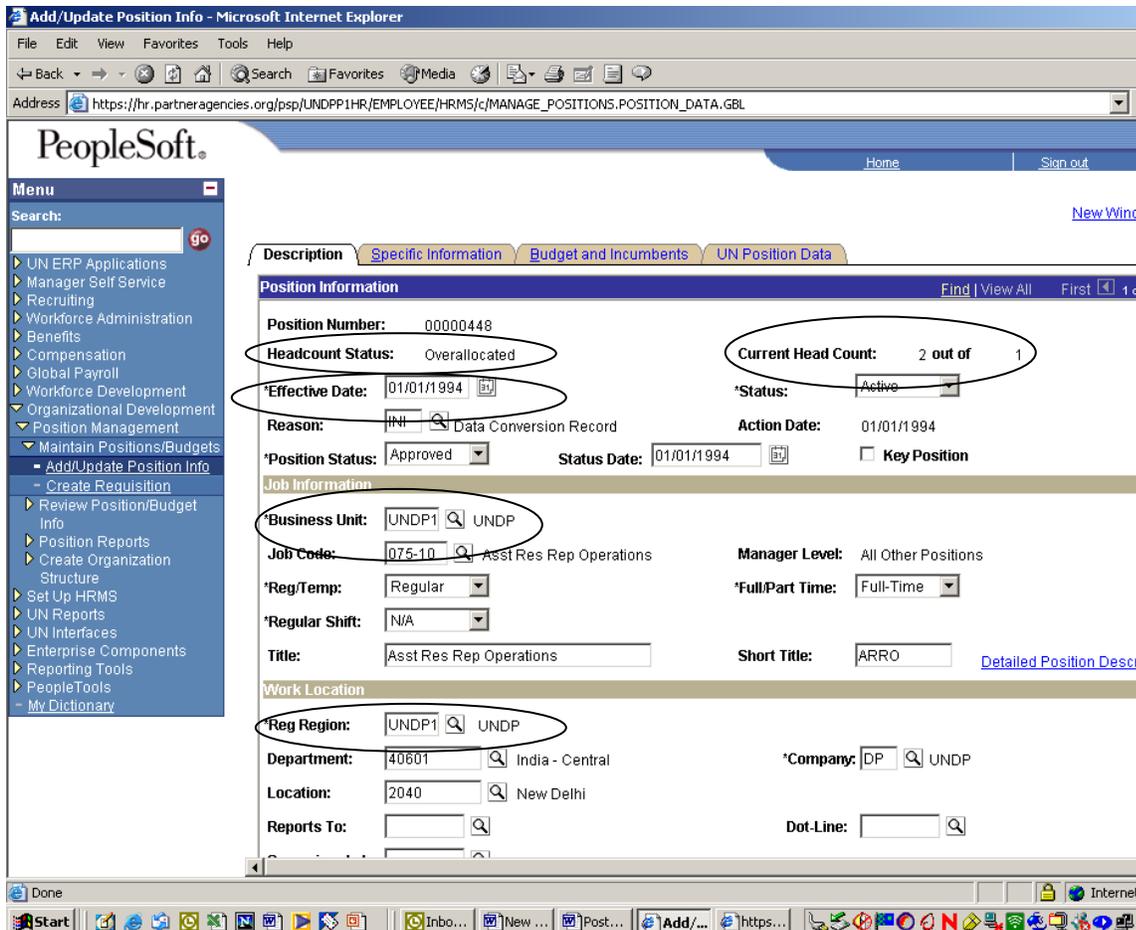
4. All positions that are not valid for 2004, but which were not yet vacant, have been changed to position type 'Unassigned' and set to expire in June 2004. You will note that such positions contain the text 'No longer valid for 2004' or 'Not EB-approved for 2004' in the 'Additional Position Info' field on the 'UN Position Data' page. Ensure that the incumbents on these positions are placed against a fully-funded position as soon as possible, and inform your OBR focal point once this is done so that all positions that are not funded for 2004 can be inactivated.
5. All positions with 300 series contract holders (ALDs) have been converted as type 'unassigned'. Determine whether the position is intended for a management project or a development project, and change the position type accordingly through the UN Position Data page.



6. No chartfields have been associated with the positions intended for ALDs. Follow the instructions in Annex 3 to identify the correct funding and associate the chartfields to the position.

7. No unassigned type positions should exist in Atlas once all the corrections are done, **except** for those that are specifically approved by OBR.

8. On the main position page, ensure that the Business Unit and Reg Region for all positions show UNDP1. Also ensure, that the Headcount Status is **not** 'overallocated', **unless** paragraph 14 of Annex 1 applies. If the headcount status incorrectly shows overallocated, ensure that one of the staff is moved to another fully-funded position, or removed if one of them does not belong to your office.



9. For positions that are partially or fully billable, follow the instructions contained in the [Agency Services](#) communication for determining the correct chartfields. In several cases, the donor field is missing because the data was not available. Please ensure that the funding for all partially billable positions are correctly distributed among the relevant donors.

10. Please note that the Effective Date for all positions, as well as the funding chartfield combinations associated with each position, have been set to 1/1/04 for all converted positions.

11. For agreed 'separation' type positions, ensure that the correct chartfields are obtained from the Office of Human Resources (OHR).

EB Approved Positions

12. As per instructions given in Annex 1, access the total number of positions that have been approved for your office based on the Executive Board decision. In Atlas, these positions are represented by the type 'EB Approved', appearing in reports in short as 'EBAP'. Confirm that the total of all the EBAP type positions in the Staffing Table Report match the numbers included in the EB-Approved Positions query for each category of local positions, i.e., LNO and GS.

13. If there is any discrepancy between the two numbers, please inform the OBR focal point for your region or judey.austin@undp.org so that they can make the appropriate adjustments in Atlas.

14. Ensure that the funding on all of the EBAP positions have Fund codes beginning with '02'. These Fund codes should not be used for any other position types except 'Management Project 300 Series' when funded from Regular Support Budget Resources.

Decentralized Position Types

15. For all position types for which management is decentralized to your office, please confirm the positions in the Staffing Table Report. For positions funded from extrabudgetary resources, Atlas reflects the amounts agreed for 2004 between the office and OBR, based on available funding. Moving forward, it is the responsibility of the offices to ensure that the number of positions funded from extrabudgetary resources are being managed in a way as to ensure that the liabilities incurred through recruitment can be accommodated within the project budgets, and available cash or Authorized Spending Limit.

ANNEX 3

PROCEDURES FOR CREATING NEW POSITIONS AND ASSOCIATING POSITIONS WITH APPROVED FUNDING

1. An approved position, from a budget perspective, represents approved funding, which should be commensurate with the 'position type'; the position type is indicative of the expected liability towards the person who will be/has been recruited against the position. From an HR perspective, positions represent the planned organigram for a project (if positions are still vacant), or the actual organigram of the project (if all positions are filled). The department organigram can be derived by combining all the management projects owned by a given department.
2. In Atlas, the origination of all new positions for type management project 100/200 series or 300 series will rest within a project, and therefore with the project manager, **subject to the authorities for creating positions as explained in Annex 1**. It is the need for an additional human resource to deliver the output (project) that gives rise to the need for creating a new position.
3. It is the responsibility of the project manager, therefore, to determine:
 - a. Is the need for a short term or longer term
 - b. If longer term, is there sufficient budget in the project(s) to cover the liability reserves, on top of covering the actual recurring costs
4. For recruitment of short term personnel with a 300 series contract, the project manager is fully accountable for ensuring that the full costs of the contract are estimated and budgeted before the position is created. Consultations with HR department may be necessary before the full costs can be estimated.
5. For recruitment of longer term staff with a 100/200 series contract, funded from non Regular Support Budget Resources, the [Pro Forma Costing](#) provided by Headquarters **must** be used as the amounts to be budgeted within one or more projects, **and reserved** (see Annex 4), before the position is created. The pro-forma for positions created against non-Regular Support Budget Resources incorporate an additional amount in the 'Non-Recurrent Payroll Costs' account representing contributions towards a separation, security, learning and after-service health insurance reserves. This contribution will automatically be deducted and charged to the project budget every time the payroll interface is run.
6. All positions in Atlas, other than the partially or fully billable and those intended for ALDs, have been associated 100 percent with the first Management Project (Organization Effectiveness towards Development Outputs) and Activity (Provide Operational Support) which was created for your office by OBR. The billable type posts have been associated with the Cost Recovery project, Activity99, which was also created for your office by OBR.
7. As part of the on-going operational planning of your office, it is likely that your office would add more activities to this Management project, and/or divide this management project into several other projects reflecting specific outputs. In addition, your office will be creating new projects on an on-going basis, reflecting specific new outputs which may require partial or full input from the existing staff in the office.
8. The overall office plan should aim to define all the outputs that will be delivered by the office, as well as all the activities that will be undertaken in order to deliver these outputs. Each staff should then be assigned against the appropriate projects and activities, together with a distribution of the overall percentage estimate of the time that will be spent on each activity.

9. Once this is determined, the appropriate budget should be redistributed **out** of the Organizational Effectiveness Project and/or Provide Operational Support activity, and **into** the correct new Activity in the same project or against another Activity in a different project. The project level budgets should be spread across the various projects/activities that the personnel will be involved in, in the same ratio as their expected, high-level percentage time distribution.

10. **For all positions that are still being maintained in IMIS, the project level budgets should be kept in the same projects with the same budgetary chartfields as originally converted (see paragraph 6 above). Any change requirements should be communicated to OBR.**

11. The pro forma costing should be used for budgeting of all international professionals, local national officers, and general service positions. These budgets should be recorded against the appropriate '6' series account chartfield. The budgetted costs for ALDs may need consultations with HR department, and should be recorded against the relevant '7' series account chartfield.

12. For Regular Support Budget Resources, the total amounts budgeted for the '6' series accounts at the project level must not exceed the amount issued against the 60000 account as the Authorized Spending Limit. Also, a position funded from Regular Support Budget Resources must not be supplemented by funding from Other Resources, or vice versa.

13. Once the project budget is finalized, the same combinations of chartfields used in the project budget should be associated with the person's position on the HR side, using the relevant percentage against each unique combination of chartfields line. Multiple lines may also be required against a position in the case of 200 series or 300 series contract staff in a development project that is funded from many sources, i.e., the position may need several chartfield combination lines representing the apportionment percentage for each source. The total percentage across all lines against a position must equal to 100. This apportionment of regular staff costs across multiple activities and outputs provides the opportunity to take an important step forward towards the management of staff as resources to deliver outputs, rather than as overhead, and significantly promotes the concept of managing by results.

Position Management Workflow

- a. Project manager identifies an additional human resource requirement within his/her project.
- b. Project manager estimates the budgetary requirement based on whether a short-term or a longer term contract needs to be issued and using the pro forma costs for 100/200 series staff, and consultations with HR department for 300 series contract holders.
- c. Once sufficient funding is available, project manager sends a request for a new position to be created to the Position Administrator, including the following information:
 - Position Type
 - Level for the Position
 - Duration for the Hire
 - Effective Dates
 - Chart Fields where the Approved Budget(s) sits
 - If more than one Budget line, the Percentage that should be charged to each Budget
- d. Position Administrator creates the new position in a '**Proposed**' status and associates the funding chartfields

- e. When the chartfields are saved, a notification is triggered to the department budget owner appearing in the department chartfield. If multiple lines are used for various departments, then the department in the **first** line should always be the one that needs to approve.
- f. The budget owner verifies the chartfields and ascertains that sufficient funding is available against the project budget(s) being charged for the position, taking into account already existing commitments for other positions approved.
- g. Based on available funding, the approver changes the position status to 'Approved'.
- h. Manual commitment control is updated (see Annex 4).

Creating new positions

Navigation: Organizational Development>Position Management>Maintain Positions/Budgets>Add/Update Position Info

- a. Click on **Add a New Value**.
- b. Do not enter a value in the **Position Number** field. The system will automatically number the position when it is saved.
- c. Click the **Add** button. The Description page will appear. This is the first of three pages where you will capture Position specific data. Budget and Incumbents page is not relevant at this time.
- d. The **Effective Date** should reflect the date on which Position will become active, once approved.
- e. Accept the default **Status** value - "**Active**". A Position must be active in order to be able to place an employee against it.
- f. Accept the default **Reason** value - "**NEW**".
- g. **Change** the **Position Status** value to "**Proposed**". This value should only be changed to "**Approved**" **after** the chartfields and budget availability is **approved**.
- h. The **Job Code** is the UN equivalent for the Post Description and Post level. Select the value for the official classified title of the Position.
- i. The **Department** field refers to the unit to which the position is attached. An **expenditure** department (non-'B') should be selected.
- j. The **Location** field refers to the duty station. Select the correct value.
- k. Select a value if the Position number that this new Position **Reports To** is in the system. If not leave the field blank.
- l. The **Company** field refers to the agency that owns the Position. UN sister agencies and/or external agencies will be identified by using this field in cases where UNDP is administering staff on their behalf.
- m. A **Salary Admin Plan** value will default in from the Job Code. This the classified level of the Job and is a General Salary Plan. **Change** this to the Salary Plan of the location.
- n. Select the appropriate **Salary Grade** for the Position.
- o. Enter **Step '99'**. This value is associated to the pro forma cost of the position's funding and is not a valid step for payroll purposes.
- p. Leave all other values as defaulted. Ensure Business Unit and Reg Region are defaulted to UNDP1.

Click the **Specific Information** tab. The **Max Head Count** value will default to "**1**". Except in 'specific lien' cases, this should always be 1.

Click the **UN Position Data** tab.

- q. Enter the **Position Start Date**.
- r. Enter the **Position End Date**.
- s. Click on the drop down arrow beside the **Position Type** field to view the valid values. Select the appropriate value.
- t. Click on the drop down arrow beside the **Rotational Indicator** field to view the valid values. Select **"Not Applicable"**.
- u. If there is a specific lien against the position, enter the EmplID in the **Lien Holder** field.
- v. If there is a specific lien against the position, enter the expiry date in the **Lien Expiry Date** field.
- w. Enter the **Dept Set ID** as **"UNDP1"**.
- x. Select the Department code of the Department which is authorizing the creation of this position.
- y. Enter the name of the person who approved the Position.
- z. Click the **Save** button. If the **Reports To** field has been left blank, the following Warning will appear. Click **OK** to complete the Save. Make note of the position number assigned.



Associating chartfields to new positions

Navigation: Global Payroll>Time and Labor/GL Costs>Position Distribution Positions/Budgets>Add/Update Position Info

- a. Click on **Add a New Value**.
- b. Enter the **Position Number** created in the last step of the position creation process.
- c. Click the **Add** button.
- d. Enter the date from which this specific chartfield combination funding will be available in the ***Effective Date** field.
- e. Click on the Lookup icon beside the **General Ledger Unit field** to see a list of valid values. Select **"UNDP1"**.
- f. Select the appropriate values for all the other chartfields, as provided by the project manager. The Department chartfield must be an **expenditure** department, i.e., **not** beginning with a 'B'.
- g. Enter 100 in the **Percentage** field if budget is against one line only.
- h. The Position can be charged to many chartfield combination lines, representing different budgets. If applicable, click on the '+' button next to the line and create another row of chartfield values. The total percentage for all lines must equal 100.
- i. Click on the **Save** button.

Note: The second time onwards that you need to correct or change the funding chartfields on the position, you will select **Find an Existing Value** tab in step a. above. **In order to make changes to the funding lines on converted projects, you will select Find an Existing Value.**

Note: All chartfield values, with the exception of Department, are maintained in the Finance module. An interface from Finance to HR will be run on a daily basis to ensure the Position Distribution page displays the most current chartfield values. Only the Project and Activity chartfields will be updated dynamically at the time that they are created in the Projects module.

Approving new positions

Navigation: Organizational Development>Position Management>Maintain Positions/Budgets>Add/Update Position Info

- a. Click on **Find an Existing Value**.
- b. Enter the position number that needs to be approved.
- c. Click on the radio button next to **'Correct History'**.
- d. Click on **Search**.
- e. Change **Position Status** from **Proposed** to **Approved**.
- f. Click on the **Save** button.

Note: When the HR to Finance payroll interface is run, the system will pick up all the charges associated with a person, derive the Account that should be attached to each earning and deduction code, and generate expenditure records against the chartfield lines associated with the position, using any applicable distribution percentage. These expenditure records will be posted against the project budgets in an override mode, i.e., the expenditures will be posted regardless of whether there is sufficient funds available against those chartfield lines in the project or not. The project managers, therefore, need to monitor their project budget status after each payroll interface run, and make adjustments to the budget, if necessary. If the payroll is using up more budget than what is included in the project, then the overall availability of funding in the project for other items will be reduced, since any payment made through the Accounts Payable module will be budget checked against the overall Fund/Operating Unit/Department/Project/Implementing Agent level balance.

Simplified Example

Please see a [simplified example](#) on managing positions and associating funding chartfields.

ANNEX 4

MANUAL COMMITMENT CONTROL FOR HUMAN RESOURCES

1. No commitment control exists in Atlas for human resources management. Ideally, when a position is created, a pre-encumbrance should be recorded against the project budget, and when an incumbent is hired, an encumbrance (commitment) should be recorded. Every time payroll is paid, this encumbrance should be reduced by the amount actually expensed.
2. Such automated commitment control would ensure that the required funds are reserved against a budget to cover the liabilities of the personnel already hired, and eliminate the risk of the budget being spent on other items in the meantime.
3. For expenditures relating to 100 series and 200 series staff, this can be easily managed by recording the budgets against the Accounts beginning with '6'. The '6' series accounts relate only to Regular Staff Costs (100 series and 200 series contracts) and will be charged automatically only through Atlas global payroll and IMIS payroll interfaces. The only time these accounts will be charged manually through Accounts Payable module will be based on specific authorizations from OHR, including entitlements with decentralized approval authority such as Education Grant, Home Leave, Security or Medical evacuation. The full project budget against the '6' series, therefore, is derived from the number of staff and the respective pro forma costs, and is in essence 'reserved' for payroll costs of the regular staff. The surplus cash available or the balance of un-projectized Authorized Spending Limit, as appropriate, should be the reference point for requesting and approving new 100 or 200 series positions.
4. For Regular Support Budget Resources, there is commitment control at the 60000 (Regular Staff Costs) and 70000 (Operating Expenses) account level, meaning that the system will ensure that the '7' series cannot be overspent and 'dip' into the 60000 budget.
5. For Other Resources, however, the offices will have the flexibility of deciding whether to spend the extrabudgetary earnings or contributions on staff or general operating expenses, therefore no commitment control at the 60000 and 70000 account level exists. In this case, the office will have to regularly monitor through reports to ensure that the budgets approved for the '7' series accounts are not overspent, and also monitor that the budgetted amount in the '6' series accounts at the project level is sufficient to cover the remaining staff-related liabilities. Such monitoring should be undertaken specially after each payroll run to assess the difference between the pro forma costing used for budgetting, and the actual cost of the staff hired, and adjust the budget if necessary.
6. Managing commitments for a 300 series contract-holder will require a bit more manual intervention. The reason being that the payroll costs of such personnel are charged against the '7' series accounts. **It is critical therefore that the project managers maintain a record manually of all the 300 series positions that have been created against their projects and the associated costs, and ensure that payments being authorized through the Accounts Payable module for other operating expenses do not go beyond the available balance AFTER taking the expected salary costs that will be coming through the payroll for the remainder of the year into account.**
7. This 'real' balance managed manually should be the reference point when requesting and approving new 300 series positions. Every time a new position is approved, this manual record should be updated.

Possible Workaround for Management Projects:

Currently in Atlas, Implementating Agent 001981 (Direct Execution) is used for all Management Projects. Since commitment control works at the implementing agent level, we have created a new implementing agent called United Nations Development Programme, code 002100. Offices could use this implementing agent for all budget lines relating to ALD contracts, and use 001981 for all other budget lines in the '7' series. This will ensure that when payments are approved through the Accounts Payable module, they will be controlled at the implementing agent 001981 level, and therefore will not make use of the budgets set aside for ALD salary costs since they will be sitting under implementing agent 002100. The ALD budgets will only be charged through the payroll interface.

If this option is utilized, all ALD positions on the HR side will then also need to be associated with the 002100 code as the implementing agent.