

# **HR.SOP.III.022**

## **Change in Percentage of Employment (FTE)**

### ***HRD/HPJ***

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***HR Standard Operating Procedure***  
Target Audience: All Staff

**DISCLAIMER**

Standard Operating Procedures (SOPs) provide a step-by-step guide for staff directly involved in the processing of administrative actions to support and facilitate the implementation of WHO policies and procedures. The SOPs are for guidance only; they are neither authoritative nor binding. The SOPs reflect the policies and procedures of WHO at the time of writing; however, policies and procedures change from time-to-time. In the case of a conflict between the SOPs and the WHO eManual provisions, the WHO eManual provisions take precedence.

**DOCUMENT SPECIFICATIONS**

Version	Date of revision	Author (s) / Dept / Unit	Approver	Indicate which section changed compared to previous version
1.0		Published version from HR eManual 2010	SE Amaudruz	
1.1	25.04.2012	S Ragupathi, GSC/GHR		Updated GHR back office processes
1.2	26.04.2012	JM		Inserted Visio
1.3	04.11.2012	Final review	SE Amaudruz	
1.4	05.11.2012		S.E. Amaudruz, HRD/HPJ N. Jeffreys, Comptroller M. Altmaier, Director, HRD	Approved for publication.

## 1. INTRODUCTION

### 1.1. Overview/Description

This standard operating procedure explains the process from the request of the staff member to modify his/her working percentage through to the implementation by GHR and applies to the following change scenarios :

- from full-time (100%) to part-time (<100%) working arrangement - submit the HRAP with a scanned copy of the new change in working schedule form
- from one part-time percentage to another part-time percentage - submit the HRAP with a scanned copy of the new change in working schedule form
- from part-time work (<100%) to full-time working (100%) – submit only the HRAP is required (the working schedule will be ended by GHR)
- change in the daily working schedule only without change in the percentage of employment, submit only the revised working schedule by Service Request or email to [gschrservices@who.int](mailto:gschrservices@who.int).

### 1.2. General Guidance / Business Rules

A decision to work part-time, change the working percentage or change the working schedule is taken with the supervisor's agreement. The staff member and supervisor must agree on the part-time staff member's regular daily & weekly working schedule which cannot change from work week to the next. Nor is it acceptable to change the working schedule normally that once each 12 months. The staff member's part-time working schedule must be recorded in GSM (see Change in Working Schedule form in WHO e-Manual III.6.5 Part-time). The working schedule permits the leave system to calculate leave entitlements. Staff members must indicate their start and end times on leave requests in corresponding to their daily working schedule.

When a working percentage changes, the staff member's leave balance, which is calculated in days as their working percentage (FTE), is automatically converted into leave days at the new working percentage.

Example: A staff member who has 15 days accrued annual leave on 31 December 2011 at 100% whose FTE changes to 50% on 1 Jan 2012 will be converted to 30.08 days accrued annual leave on 1 Jan 2012 (0.08 for 1 Jan included). The balance as at 31 December 2012 (provided there is no leave recorded in advance), will show a balance of 60 days annual leave credit (i.e. 60 days at 50% or 60 four-hour days).

Part-time working arrangements are mutually agreed normally for a period of one-year but could be unlimited in time, and remain subject to change when work exigencies require - as per the WHO e-Manual. A reasonable period of notice of a change (minimum two months) by either the staff member or the supervisor is required to ensure that the administrative changes are made in advance.

In order that a staff member's salary and entitlements are adjusted to the agreed part time working arrangement, the following steps must be taken in advance :-

- GSM input - HR Plan: Regardless of assignment FTE %, the position is established at either 100% or 50%. A position must be established at 100% for any assignment FTE greater than 50%. Adjustment of budgeted standard cost in the HR Plan is required if assignment FTE% is greater than 50%. A position may only be established at 50% for assignment FTE at 50%.
- The Change in Working Schedule form is correctly completed, approved, and scanned. It is essential to ensure when completing the form:-
  - Total hours indicated per day = the required hours at the percentage for the full week (examples given are for 40 hour working week), and
  - Start and end times represent the amount of hours to be worked each work day excluding lunch break - they do not represent the staff member's **actual** arrival and departure time.

Example: Staff member works 75% schedule = 30 hours per working week

Mon hours (8) Start time : 08:00am End time: 04:00pm

Change in Percentage of Employment (FTE)

Tue hours	(8)	Start time : 08:00am	End time: 04:00pm
Wed hours	(0)		
Thu hours	(8)	Start time : 08:00am	End time: 04:00pm
Fri hours	(6)	start time : 09:00am	End time :03:00pm

Part time staff members must indicate the Start Time and End Time in their leave requests which corresponds to their working schedule on the start day and end day as recorded in GSM.

**1.3. Reference Material**

**1.3.1. Staff Rules**

- 420.5

**1.3.2. WHO eManual**

- III.6.5 Part-time

**1.3.3. UPKs**

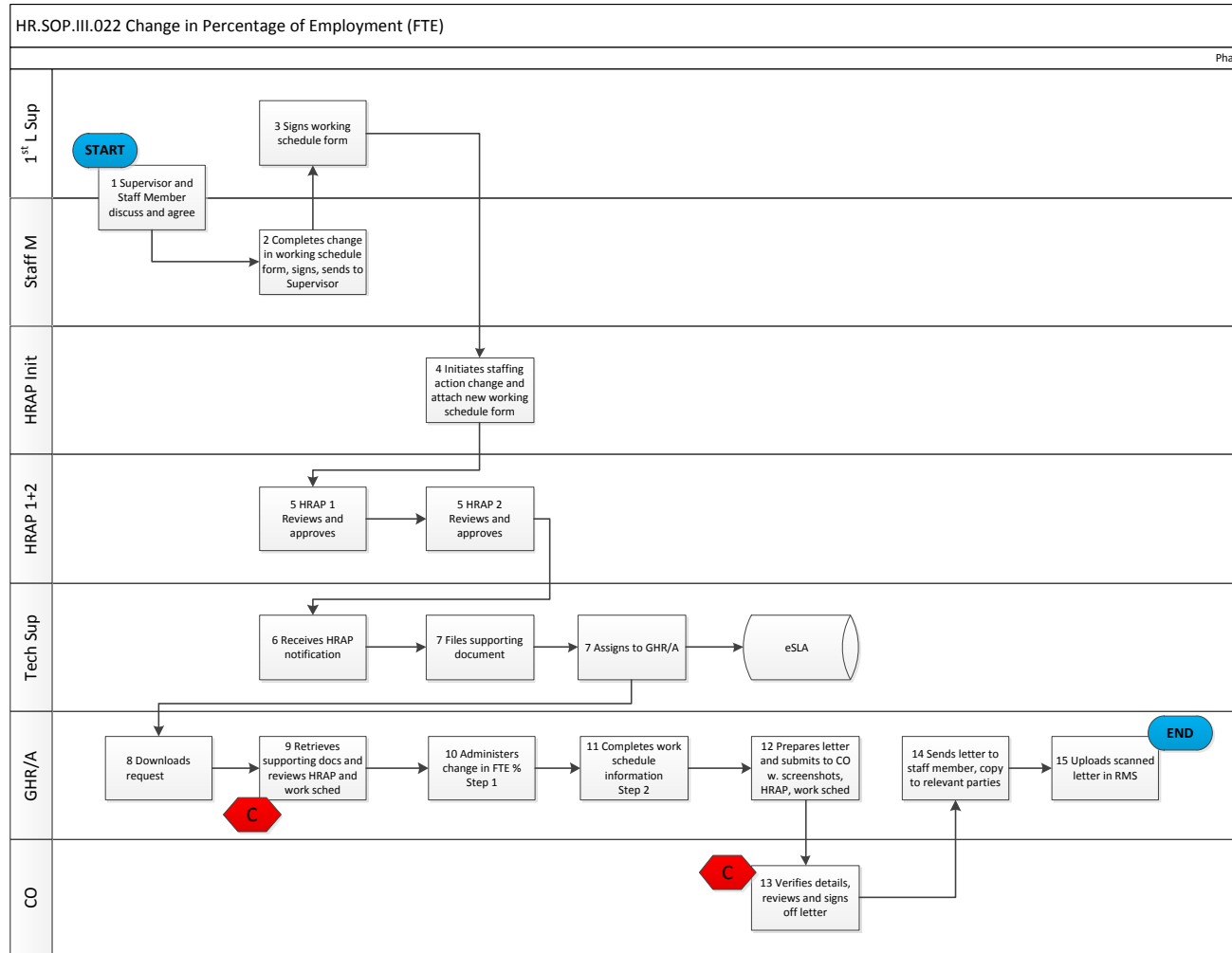
HR Action Plan Change of status/Change in Percentage of Employment

- 5.130 Initiate staffing action to change staff FTE
- 5.134 Approve staffing action to change staff FTE
- 5.133 View details on changed FTE
- 6.400 Leave and Absence Management/Leave types/Annual leave request - choose option for staff working part-time.

**1.4. Definitions**

- FTE Full Time Equivalent
- HRAP Human Resources Action Plan
- 1<sup>st</sup> L Sup First level supervisor
- CO Certifying Officer

2. PROCESS FLOW



### 3. PROCESS STEPS

Step	Control (C)	Type	Process	Role / Responsibility
1		Off line	Supervisor and staff member discuss and agree on part-time percentage of employment and work schedule.	1 <sup>st</sup> level supervisor
2		Off line	<p>At least 2 months before effective date of change:</p> <p><b>Completes</b> change in working schedule form (WHO eManual III.6.5), indicating</p> <ul style="list-style-type: none"> <li>• Current FTE</li> <li>• Proposed FTE</li> <li>• Start date of proposed FTE (must be 1<sup>st</sup> of the month)</li> <li>• End date of proposed FTE if appropriate, otherwise leave blank.</li> </ul> <p>Signs and forwards form to supervisor for signature</p>	Staff member
3		Off line	Signs the working schedule form.	1 <sup>st</sup> level supervisor
4		GSM input	Initiates staffing action for change in FTE as of 1 <sup>st</sup> of month (normally 2 months prior to the effective date of the FTE change) and attaches copy of new working schedule form to the HRAP details page. (Subject to funds check).	HRAP initiator
5		GSM approval	Reviews and approves the staffing action upon automatic submission to relevant approving authorities	HRAP approver 1 & 2
6		GSM input	Receives HRAP Notification	Technical Support

7		Offline	Files supporting document received through HRAP in a temporary folder in I Drive using proper naming convention S012345FTEChangeinworkingscheduleDate and assigns HR Action to HR Administrator through eSLA	Technical Support
8		GSM	Downloads Action Request	GHR Administrator
9	<b>C</b>	Offline	<p><b>Retrieves</b> supporting documents from I Drive</p> <p><b>Reviews</b> HRAP and work schedule to ensure:-</p> <ul style="list-style-type: none"> <li>• the proposed start and the end dates indicated in HRAP are the same as in the part-time schedule received</li> <li>• working hours indicated are equivalent to required weekly hours for the Duty Station at that percentage</li> <li>• lunch hour has not been included</li> <li>• effective date is coherent with request for change in FTE</li> </ul>	GHR Administrator
10		GSM input	<p><b>Administers</b> change in FTE percentage in GSM assignment budget screen as at effective start date (1st of the month) following these steps in GSM :</p> <p><b>Step 1 – completes</b> Budget Value information in Assignment Screen</p> <ul style="list-style-type: none"> <li>• <b>If HRAP request is for FTE change for a specific duration:</b> <ol style="list-style-type: none"> <li>1. Go to <b>HR Administrator GSC</b> responsibility</li> <li>2. Select <b>Enter and Maintain</b> Screen</li> <li>3. Query Staff Number and access <b>People</b> Screen</li> <li>4. <b>Date Track</b> to effective Start Date of FTE Change</li> <li>5. Click <b>Assignment Tab</b> and access assignment screen</li> <li>6. Click <b>Others Tab</b></li> <li>7. Select <b>Budgets Value</b></li> </ol> </li> </ul>	GHR Administrator

			<p>8. In <b>Assignment Budget Value</b> screen change the existing FTE value to a newly requested value, Ensure that the <b>Unit is Full Time Equivalent</b></p> <p>9. <b>Save</b></p> <p>10. Check that the date now appearing under the <b>From</b> field is equal to the start date of new FTE.</p> <p>11. <b>Date Track</b> again to Next Date of <b>“To Date”</b> in the <b>Budget Value Screen</b></p> <p>12. Enter again ongoing <b>FTE value</b>, Unit <b>Full Time Equivalent</b></p> <p>13. <b>Save</b></p> <p><i>[Note: By creating a dummy <b>To Date</b> stamp as mentioned in step 11 and 12 above, this ensures that the HRAP owner receives an alert closer to the end date of new FTE arrangement]</i></p> <p>14. Close the <b>Budgets Screen</b></p> <p>15. Go to <b>Miscellaneous</b> tab on the <b>Assignment screen</b> and from the list of values for Reason, select <b>“Increase % of employment”</b> or <b>“Decrease in % of employment”</b> as appropriate.</p> <ul style="list-style-type: none"> <li>• <b>If HRAP initiator requests to keep FTE change indefinitely:</b> Perform all the steps 1 to 8 but do not perform step 11 and 12 <b>Save</b></li> </ul>	
11			<p><b>Step 2-</b> completes <b>Work schedule</b> information in <b>SIT</b>:</p> <ul style="list-style-type: none"> <li>• Go to <b>HR Administrator GSC</b> responsibility</li> <li>• Select <b>Enter and Maintain</b> Screen</li> <li>• Query Staff Number and access <b>People</b> Screen</li> <li>• <b>Select SIT Tab → Staff Member Hours</b> and enter following information for each working day of the week using correct day and hour formats as per example below:</li> </ul>	GHR Administrator

			<ul style="list-style-type: none"> <li>• Date From: 1 Mar 2012 (FTE start date)</li> <li>• Day start time: 09:00</li> <li>• Hours in a day: 7.5</li> <li>• Day end time: 16:30</li> <li>• For weekend and days not worked enter <b>0</b> in <b>Hours field</b></li> </ul> <ul style="list-style-type: none"> <li>• For any previous work schedule <b>always end date the field "Date To"</b> when entering new work schedule with a new FTE</li> </ul> <p>If staff member is returning to full time - 100% FTE, <b>end date the full working schedule only.</b></p> <ul style="list-style-type: none"> <li>• Go to <b>Assignment Screen</b></li> <li>• <b>Save</b></li> </ul>	
12		Off line	Prepares change in employment percentage letter using the prescribed standard template and submits to the Certifying Officer with screenshots, HRAP and Work schedule.	GHR Administrator
13	C	Off line	Verifies the details as in Step 9 to 11 above, reviews and signs off the letter.	GHR Certifying Officer
14		Off line	<p>Sends letter to staff member to notify that FTE change has been administered in GSM and inform of related changes to employment conditions.</p> <ul style="list-style-type: none"> <li>• Copy HR Initiator and supervisor, Management Officer/HQ and RPO-Regions.</li> </ul>	GHR Administrator
15		RMS input	Upload scanned letter in staff member folder in RMS, renaming if necessary.	GHR Administrator

### 3. KEY RISKS & COMPENSATING CONTROLS

Risks	Compensating Controls	Process Step
<p>Over/under payments and effect on staff member’s entitlements and allowances and travel costs due to incorrect implementation of FTE changes, human error in either staff member request or GHR implementation.</p>	<p>HR Administrator and Certifying Officer: Review HRAP and work schedule to check if the proposed start and the end dates indicated in HRAP are the same as in the part-time schedule received, working hours indicated are equivalent to required weekly hours for the Duty Station at that percentage, ensures lunch hour has not been included; and effective date is coherent with request for change in FTE.</p>	<p>9, 13</p>
<p>Data quality compromised, Leave and Absence records incorrect if FTE incorrectly implemented or incorrectly requested by staff member.</p>	<p>Staff member and leave administrator must monitor to ensure leave is recording correctly once change in FTE has been requested. Annual leave verification exercise ensures staff members check their balances and certify leave records.</p>	