

UC Davis Health Career Tracks: Final Validation Mapping Training

Mapping Partners, Managers and Supervisors
July 2017

Agenda

- Career Tracks Overview
- Preview of Changes
- New Career Tracks Salary Ranges
- Our Labor Market
- Final Validation Submission Process
- Key Milestones

What is Career Tracks?

A new job classification framework that aligns similar jobs:

Internally, at UC Davis,
and throughout the UC
system

externally with the
marketplace



The 3 “C”s of Career Tracks

Clear

Classification system that clarifies career paths

Current

UC Class Specifications date back to 1975

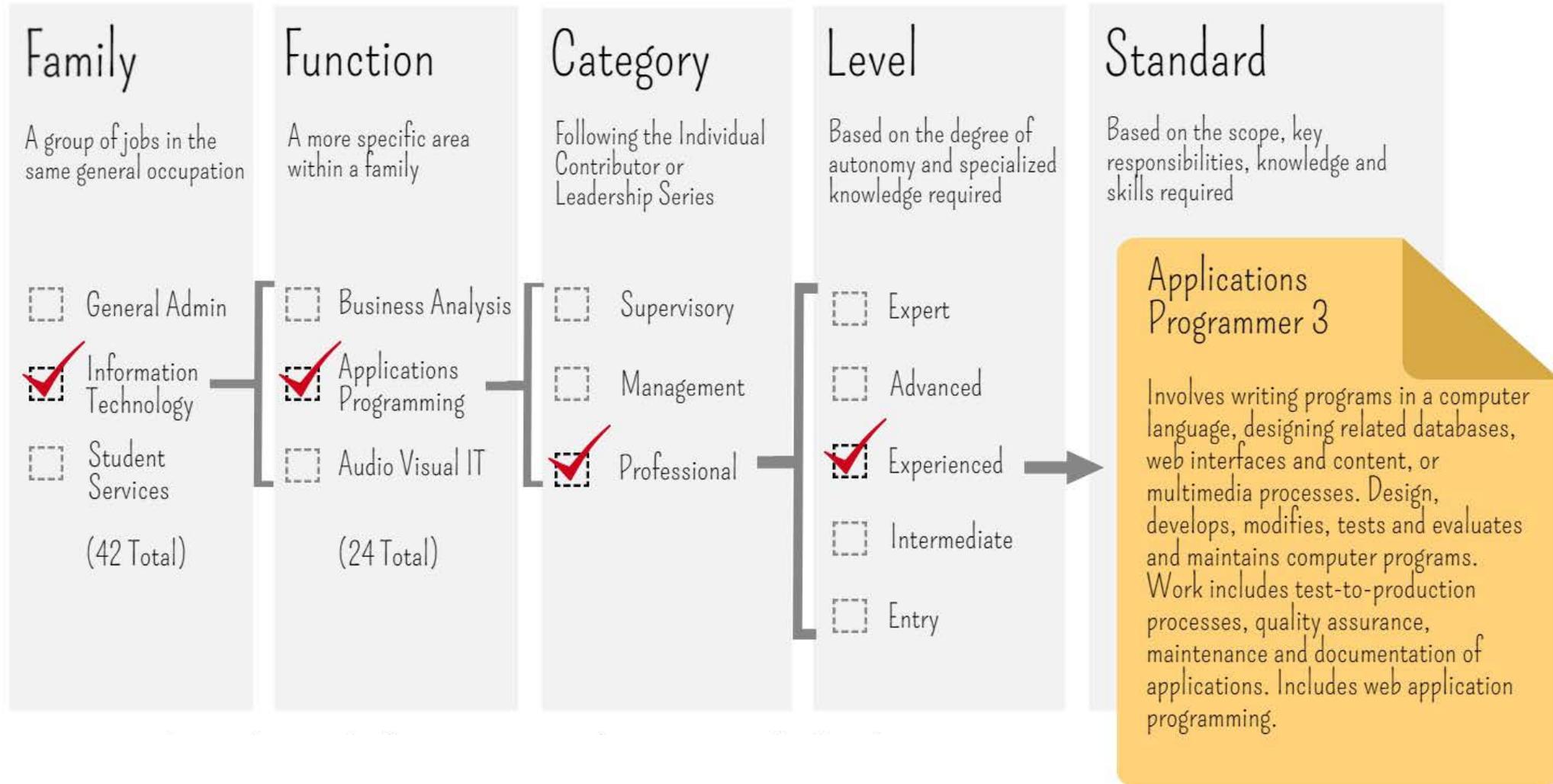
Consistent

Consistency across job families and functions

Career Tracks Structure

Job Family	A group of jobs in the same general occupation (e.g. Information Technology)			
Job Function	A more specific area within a family (e.g. Applications Programming)			
Job Category	Individual Contributor Series		Leadership Series	
	Operational & Technical	Professional	Supervisors & Managers (2+ FTE)	
Career Level	Level 1	Entry	Level 1	Supervisor 1
	Level 2	Intermediate	Level 2	Supervisor 2
	Level 3	Experienced	Level 3	Manager 1
		Advanced	Level 4	Manager 2
		Expert	Level 5	Manager 3
			Manager 4	

Career Tracks Structure: IT Example

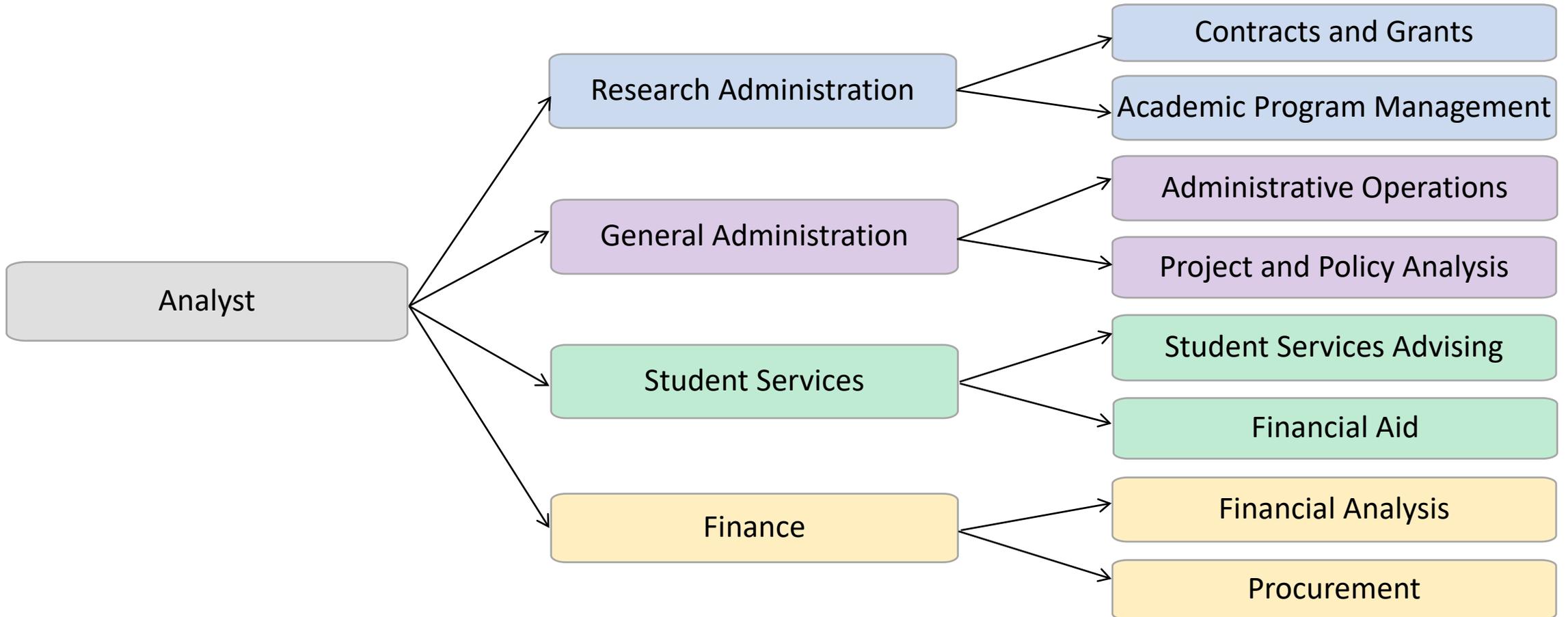


Moving from Generic to Functionally Specific

Current Classification

Career Tracks Job Family

Career Tracks Job Function



Supervisor Levels

DESCRIPTION	SUPERVISOR 1	SUPERVISOR 2
Level Definition	Provides supervision to operational staff	Provides supervision to professional or skilled staff
Personnel Program	PSS	PSS/MSP
The supervisor primarily achieves department objectives through the coordinated achievement of subordinate staff and must exercise independent judgment in determining work of at least 2 FTE and in HR decisions.		

Manager Levels

DESCRIPTION	MANAGER 1	MANAGER 2	MANAGER 3	MANAGER 4
Level Definition	Primary Manager of unit, manages other supervisors and professionals	Manages large department or several smaller units, or manages highly specialized technical function/team	Senior Manager of large, complex department or with multiple disciplines/occupations	Director of multiple large, complex, critical programs impacting major constituencies across organization
Personnel Program	MSP	MSP	MSP	MSP

Manager level is determined based on the size, scope and nature of the role.

Preview of Changes

Career Tracks Job Title Attributes

- Exemption status (overtime eligibility)
- Personnel Program (MSP or PSS)

Career Tracks Salary Range Structure

- New range is effective upon transition to new job title
- Salary range is a proxy for competitive range of pay for comparable jobs in the labor market

What Doesn't Change?

- Current job duties
- Current base pay
- Current working title

Preview of Changes: Personnel Program

Career Tracks job titles are assigned to a UC Personnel Program as follows:

MSP (Managers and Senior Professionals)	PSS (Professionals and Support Staff)
Managers (M1 – M4)	All Other Supervisors (S1 – S2)
Expert Professionals (P5)	All Other Professionals (P1 – P4)
Select Advanced Professionals (P4) and Supervisors (S2)	Confidential and non-represented Operational and Technical positions (O&T 1 – 3)



Preview of Changes: Personnel Program

If Personnel Program is changing...

From PSS To MSP

Increased vacation accrual rate and all other employment provisions will apply in accordance with the MSP policy effective on the date of transition to the career tracks title.

From MSP To PSS

Revised vacation accrual rate and all other employment provisions will apply in accordance with the PSS policy effective on the date of transition to the Career Tracks title.

- ❖ Current available vacation balances will not change.

Preview of Changes: Exemption Status

Job Titles in Career Tracks Structure are assigned an Exemption Status as follows:

Non Exempt	Exempt
Entry and Intermediate Professionals (P1 – P2) and select Health Care Supervisors	All other Professionals, Supervisors and Managers
Are not “exempt” from overtime pay requirements and paid for each hour worked	Are considered “exempt” from overtime regulations and paid for the work performed, not by the hour
Paid bi-weekly	Paid bi-weekly or monthly

Preview of Changes: Exemption Status

If Exemption Status is changing...

To Non-Exempt from Exempt

- Upon the effective date of the new Career Tracks job title, any position classified as non-exempt **is eligible for overtime pay** in accordance with federal guidelines (i.e. FLSA).
- All overtime must be pre-approved by the employee's supervisor in accordance with UC policy.

To Exempt from Non-Exempt

- Upon the effective date of the new Career Tracks job title, any position classified as exempt is **not covered by overtime regulations**.
- Transitioning employees are eligible to be paid for any accrued compensatory time on record at time of transfer to exempt status.

Preview of Changes: Salary Range Structure

- New salary range is effective at the time employee transitions to new Career Tracks job title in December 2017
- Salary Range represents a proxy for competitive range of pay for comparable jobs in the labor market





Career Tracks Salary Range Structure:

Effective July 2017

GRADE	MINIMUM	MIDPOINT	MAXIMUM
31	\$134,500	\$265,800	\$397,100
30	\$118,100	\$233,200	\$348,300
29	\$107,700	\$204,500	\$301,300
28	\$98,100	\$179,500	\$260,900
27	\$89,100	\$157,400	\$225,700
26	\$82,300	\$140,500	\$198,700
25	\$76,500	\$125,500	\$174,500
24	\$71,000	\$111,900	\$152,800
23	\$65,600	\$99,900	\$134,200
22	\$58,600	\$89,200	\$119,800
21	\$52,400	\$79,800	\$107,200
20	\$47,600	\$72,500	\$97,400
19	\$43,100	\$65,700	\$88,300
18	\$39,200	\$59,800	\$80,400
17	\$35,700	\$54,400	\$73,100
16	\$32,300	\$49,300	\$66,300
15	\$29,500	\$44,900	\$60,300

Our Labor Market: A Data-Driven Approach

Salary Surveys

- Reputable, third-party salary surveys provide pay practices for comparable jobs

Diverse

- Health care
- Higher Education
- General Industry
- Public

Local or National

- Adjusted for local cost of labor
- Varies by position

Guides Pay Decisions

- Framework to establish fair and equitable salaries

Our Labor Market: Cost of Labor

Most employers, including UC, use **cost of labor** to establish salary guidelines for different geographic locations. Cost of labor measures pay levels (i.e. wages, payroll and other taxes, and benefits) for a given location relative to the national average.

Location	Cost of Labor
San Francisco	125%
Davis/Sacramento	107%
Merced	100%

The Davis/Sacramento area has a cost of labor 7% higher than the national average.

Our Labor Market: Cost of Living

Cost of living reflects a location's costs of housing, groceries, utilities, transportation, health care and other goods and services.

Location	Cost of Labor	Cost of Living
San Francisco	125%	193%
Davis/Sacramento	107%	115%
Merced	100%	103%

While the cost of living impacts an employer's ability to attract and retain employees, it is typically not used to develop salary structures by location.



Career Tracks Supports Equity/Pay Decisions

Key factors when making pay decisions:

- Years of related experience
- Experience relative to peers
- Education / certifications
- Performance
- Budget constraints
- Hard to fill / unique skills

New factor to consider:

- Employees position within market-based salary range

Putting it all Together

Employee's Position Description
Defines:



- Family
- Function
- Career Level
- Job Title for individual employee

Job Family, Function & Level of
Career Tracks Job Title



- Salary grade / range
- Exemption status
- Personnel program

Process Discussion

Final Validation Submission Process

What Happened During Initial Validation?

Initial Validation was completed by Mapping Partners who focused on aligning current jobs to the new Career Tracks structure based on position descriptions; decisions were “blind” to Career Tracks salary grade / range. Updated position descriptions were required to support a change request.

- ***If a requested job title was approved*** during initial validation, the requested Career Tracks job title will be reflected in this next (final) validation worksheet.
- ***If a requested job title was not approved***, or no supporting position description was provided, the Career Tracks job title will appear unchanged on the final validation worksheet. A brief explanation supporting the job title placement will be included in the report.
- ***If no request was received*** during initial validation, an employee’s job title will remain unchanged on the final validation worksheet.



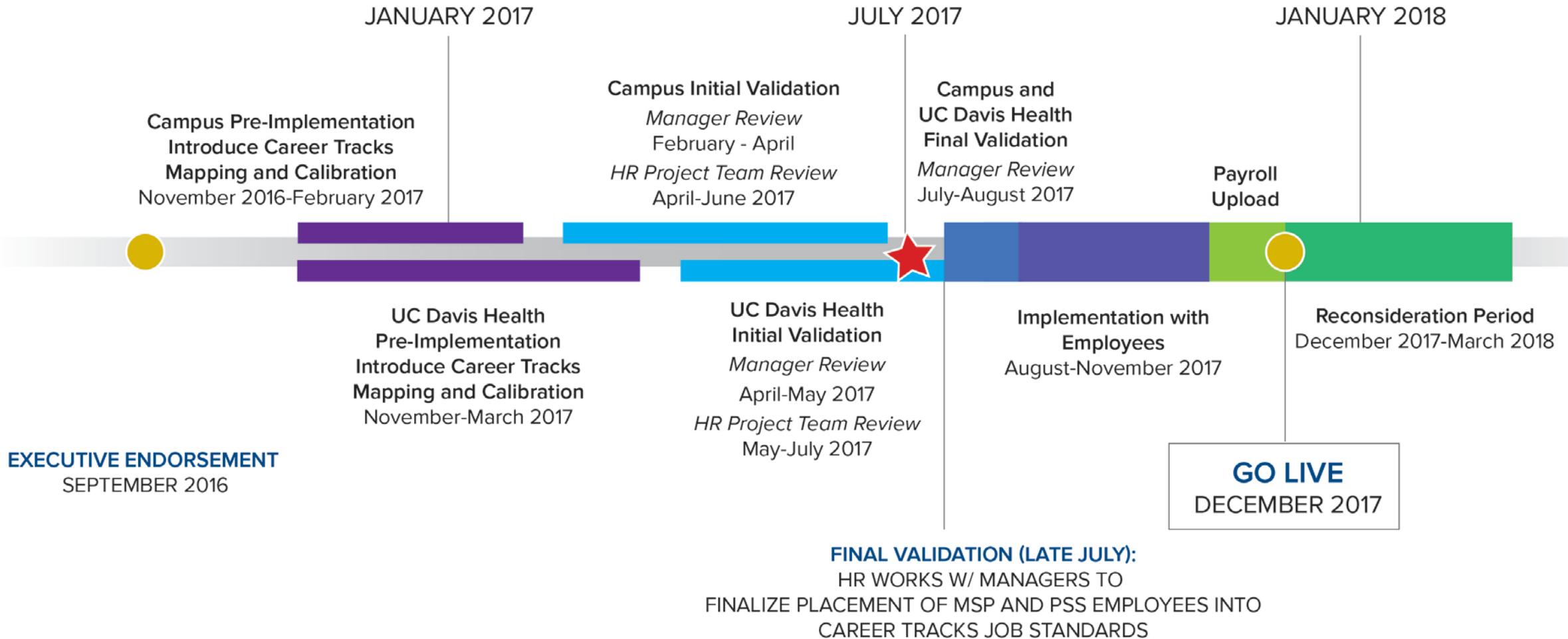
What Happens During Final Validation?

Final Validation worksheets provide a complete picture of each employee's placement in the new job structure, including all Career Tracks job attributes for each employee (i.e. exemption status, personnel program, salary range and grade). Any changes will be flagged for affected employees if applicable.

Final Validation worksheets will be completed by Mapping Partners:

- Hospital Operations: Offices of the COO, CNO, CFO, CIO and Associate Vice Chancellor
 - School of Medicine: Departmental Managers, Chairs, HR Partners, and Associate Vice Chancellor
 - School of Nursing: Associate Vice Chancellor's Office
-
- ***If you are in agreement*** with an employee's current placement as reported in your Final Validation worksheet, please confirm approval on the worksheet. No further action is needed.
 - ***If you are not in agreement*** with an employee's placement, please indicate an alternate title on the worksheet and include an updated position description to support your request.
 - ***If no request is received by the close of Final Validation***, or no supporting position description is provided, the title appearing on the final validation worksheet will be implemented in payroll in December.

Where are we now?





Key Milestones

- August 2017:** Mapping Partners provide final validation feedback and any updated job descriptions need to be submitted to Compensation
- September 2017:** Commence posting new requisitions using Career Tracks job titles
- September – February:** Reclassification Pause
- October – November:** Employee communications and training
- December 2017:** New Career Tracks job titles “go live” in payroll system
(Go-live date depends on pay frequency.)
- March 30, 2018:** Reconsideration complete



Resources

- UC Davis website hr.ucdavis.edu/compensation/career_tracks.html
- UC Net <http://ucnet.universityofcalifornia.edu/working-at-uc/your-career/career-tracks/index.html>
- Frequently Asked Questions (FAQs)
- Live Workshops
- Live and recorded Webinars
- Davis Health Compensation team
- HR Business Partners

Questions?

When should I post open positions using the new Career Tracks job titles?

Who can I talk to for mapping help?



How/when should I discuss mapping with my employees?