

# Career Tracks Implementation Workshop

Mapping Partners, Managers and Supervisors

October - November 2017

# Welcome to Career Tracks Webinar

## Getting Started with Zoom webinar portal:

- Dial up for audio (try any number if receive busy signal):
  - 408-638-0968
  - 415-762-9988
- Meeting ID: 510-987-0869
- To type questions - hover curser at bottom of page for chat icon
- This session will be recorded

# Agenda

- Career Tracks Highlights
- Preview of Changes
- Process Discussion
- Resources
- What's Next?

# Highlights

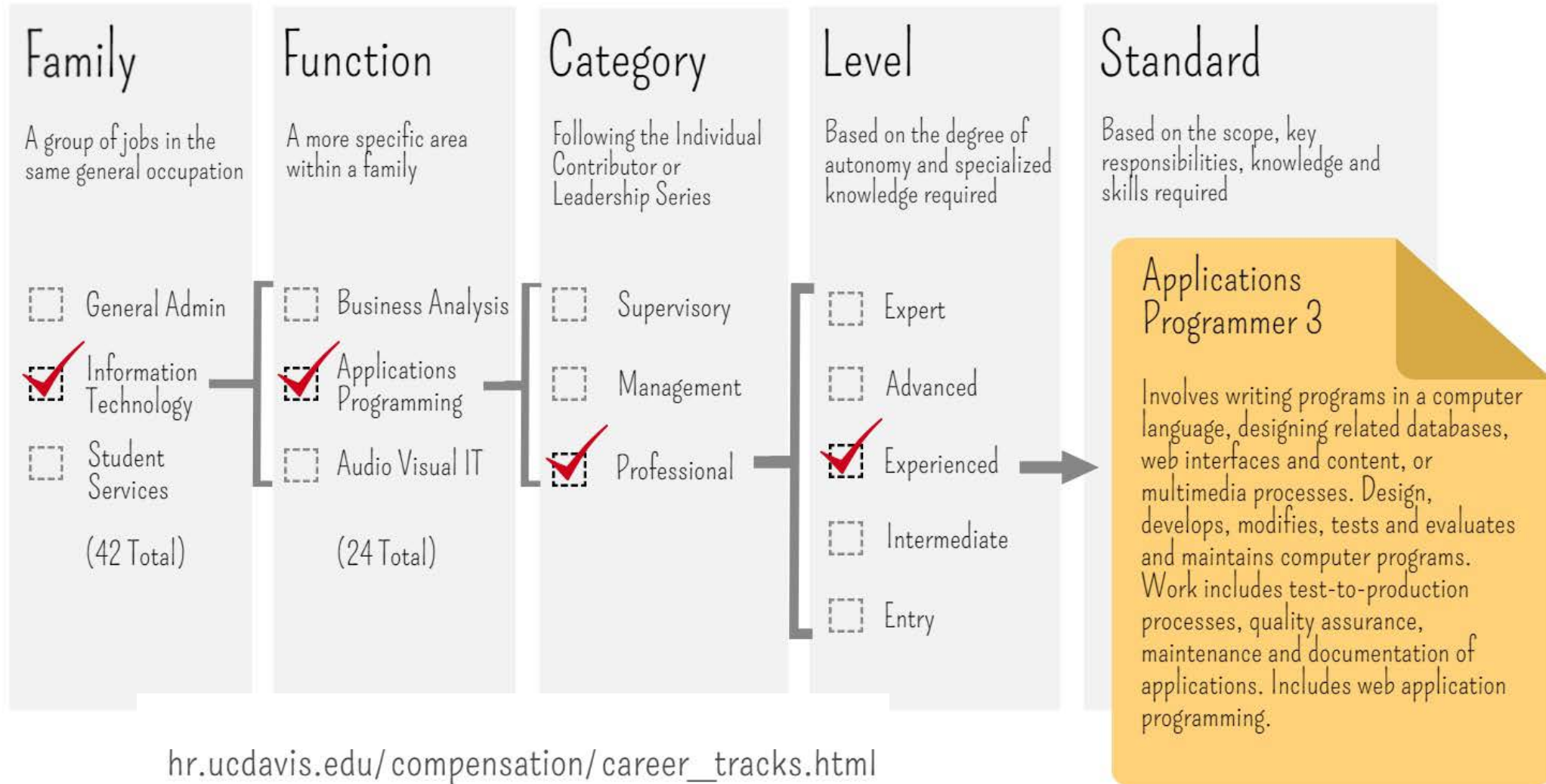
- UC Davis is on track to fully implement Career Tracks job titles for approximately 2,560 policy-covered (PSS & MSP) employees beginning December 2017.
- Designated Mapping Partners, managers and supervisors have partnered with the Project Team over two rounds of mapping validation review, the first of which was blind to proposed salary range and other job attributes.
- Mapping has been calibrated across UC Davis Campus and Health, and across other UC locations, based on an evaluation of comparable responsibilities and scope.



# Career Tracks Structure

Job Family	A group of jobs in the same general occupation (ex: Information Technology)			
Job Function	A more specific area within a family (ex: 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

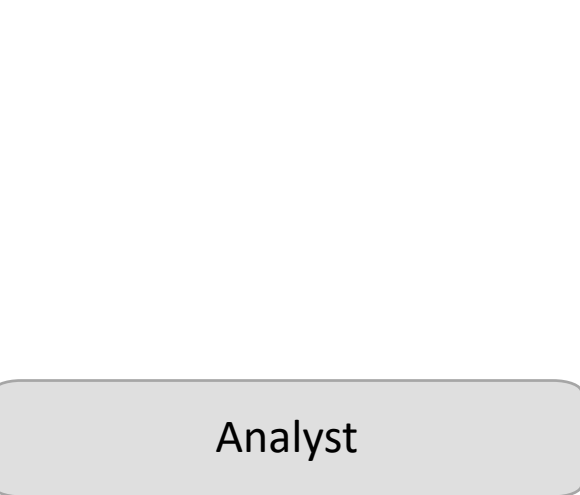
# Information Technology Example



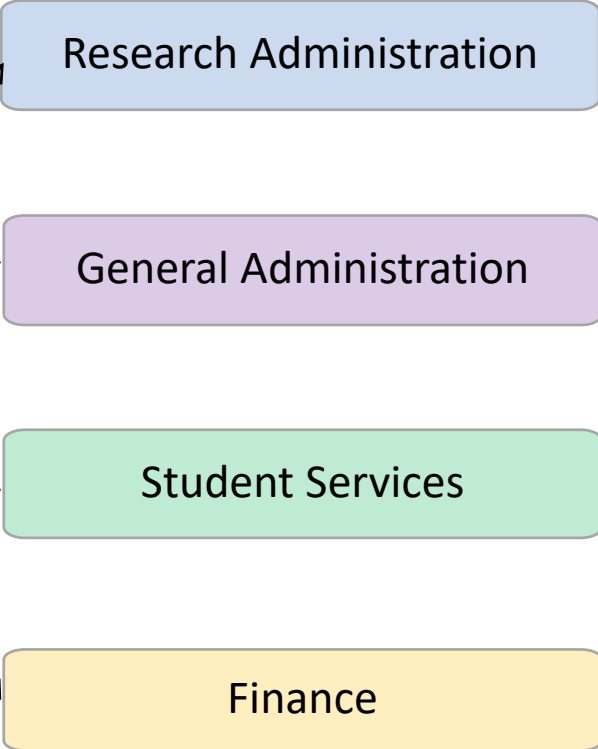
[hr.ucdavis.edu/compensation/career\\_tracks.html](http://hr.ucdavis.edu/compensation/career_tracks.html)

# Moving from Generic to Functionally Specific

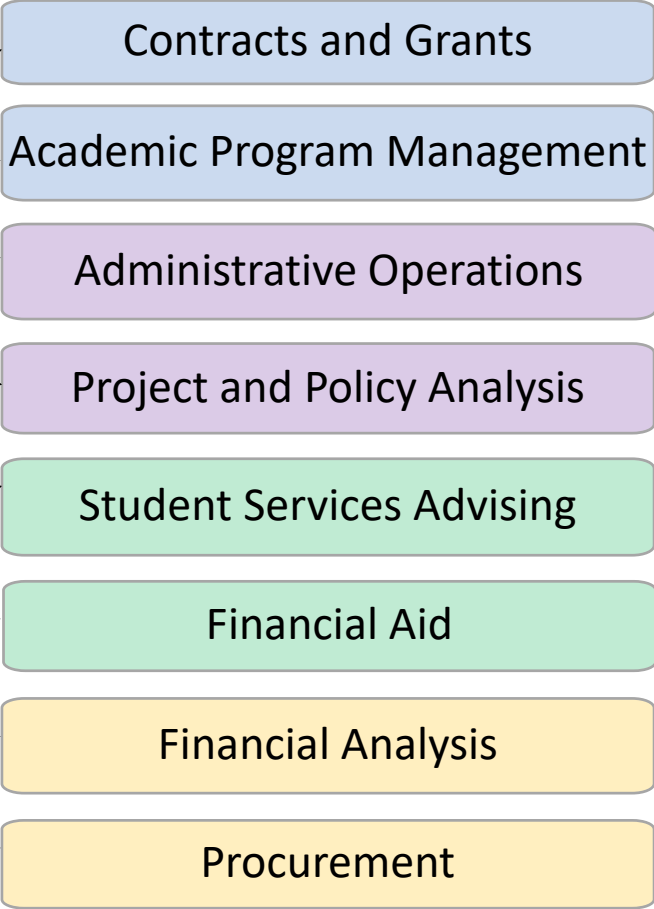
## Current Classification



## Career Tracks Job Family



## Career Tracks Job Function



# Preview of Changes

Career Tracks Implementation



# Preview of Changes

## Career Tracks Job Title Attributes

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

## Career Tracks Salary Range Structure

- New range is effective at time employee transitioned to new Career Tracks job title
- Salary Range proxy for competitive range of pay for comparable jobs in the labor market

## What Doesn't Change?

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

# Preview of Changes: Personnel Program

<b>MSP</b> <b>(Managers &amp; Senior Professionals)</b>	<b>PSS</b> <b>(Professionals &amp; Support Staff)</b>
<p>Provide leadership, professional expertise and accountability at the highest levels to major organizational units or programs.</p> <p>Identify objectives, direct programs, manage resources, formulate strategy, and function with a high degree of autonomy.</p>	<p>Provide administrative, professional, technical, and operational support through independent judgment, analytical skill, and professional or technical expertise.</p> <p>Or, are responsible for providing clerical, administrative, technical, service and maintenance support.</p>

# Preview of Changes: Personnel Program

<b>MSP</b> <b>(Managers &amp; Senior Professionals)</b>	<b>PSS</b> <b>(Professionals &amp; Support Staff)</b>
<ul style="list-style-type: none"><li>• All Managers (M1-M4)</li><li>• Expert Professionals (P5)</li><li>• Selected Advanced Professionals (P4) and Supervisors (S2)</li></ul>	<ul style="list-style-type: none"><li>• All other Supervisors and Professionals</li><li>• Confidential and non-represented Operational and Technical positions</li></ul>
<ul style="list-style-type: none"><li>• 167 employees moving from PSS to MSP effective December 1, 2017</li></ul>	<ul style="list-style-type: none"><li>• 10 employees moving from MSP to PSS effective December 1, 2017</li></ul>

# Preview of Changes: Personnel Program

PPSM Policy	Policy Description	MSP Employees	PSS Employees
2.210 Absence from Work - Vacation Leave	Vacation accruals (section III.B.2)	Years of Service = Approximate Vacation Days <ul style="list-style-type: none"> <li>▪ less than 5 = 18 days</li> <li>▪ 5 but less than 10 = 21 days</li> <li>▪ 10 or more = 24 days</li> </ul>	Years of Service = Approximate Vacation Days <ul style="list-style-type: none"> <li>▪ less than 10 = 15 days</li> <li>▪ 10 but less than 15 = 18 days</li> <li>▪ 15 but less than 20 = 21 days</li> <li>▪ 20 or more = 24 days</li> </ul>
60. Layoff and Reduction in Time	Describes layoff or reduction in time process; including severance and certain property rights afforded PSS employees.	Does not apply	All sections apply (if regular status)
62. Corrective Action	2: Types of pre-corrective action- verbal counseling and counseling memo 4: Types of corrective action- written warning, corrective salary decrease, suspension and demotion, to address concerns regarding the conduct or work performance of regular PSS employees.	Does not apply	All sections apply
64. Termination of Career Employees - PSS	Describes written warning, and notice and decision issuance required to support termination of PSS employees due to misconduct or failure to maintain appropriate work standards.	Does not apply [PPSM 65 – Termination of Career Employees– MSP, applies]	All sections apply (if regular status)
65. Termination of Career Employees – MSP	Describes termination process and assistance options (e.g. severance) per approval of the Chancellor. <i>This policy is presently under review, in coordination with new Career Tracks pay grade and classification schema for MSP.</i>	All sections apply for MSP	Does not apply [PPSM 64 – Termination of Career Employees– PSS, applies]

# Preview of Changes: Exemption Status

<b>Exempt</b> (from Overtime Requirements)	<b>Non Exempt</b> (from Overtime Requirements)
<p>Performs work that is defined by the Fair Labor Standards Act (FLSA) as exempt from overtime requirements. Paid for the job, not by the hour.</p> <p>Employees transferring from non exempt to exempt may use accrued compensatory time off before June 30, 2018. After that date, accrued compensatory time will be paid out to the employee.</p>	<p>Performs work that is paid by the hour.</p> <p>Eligible for overtime pay for all hours worked in excess of 40 in a week.</p> <p>Overtime must be pre-approved by the supervisor.</p>

# Preview of Changes: Exemption Status

Non Exempt (from Overtime Requirements)	Exempt (from Overtime Requirements)
Entry and Intermediate Professionals (P1 – P2)	All other Professionals, Supervisors and Managers
Paid Bi-weekly	Paid Monthly
30 employees moving from exempt to non-exempt effective February 1, 2018	154 employees moving from non-exempt to exempt effective February 11, 2018

# Preview of Changes: Salary Range Structure

New range is effective at time employee transitioned to new Career Tracks job title

Salary Range represents a proxy for competitive range of pay for comparable jobs in the labor market



# 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



# By the Numbers

- 81% of employees are in a job title with a higher salary range midpoint
- 88% of employees are in a job title with a higher salary range maximum
- 63 employees are paid below the new salary range minimum
- 11 employees are paid above the new salary range maximum
- 9 employees have not yet been mapped to a Career Tracks job title\*

\*these employees will remain in their current classification until they can be mapped. They will be notified that their mapping is still “under review”

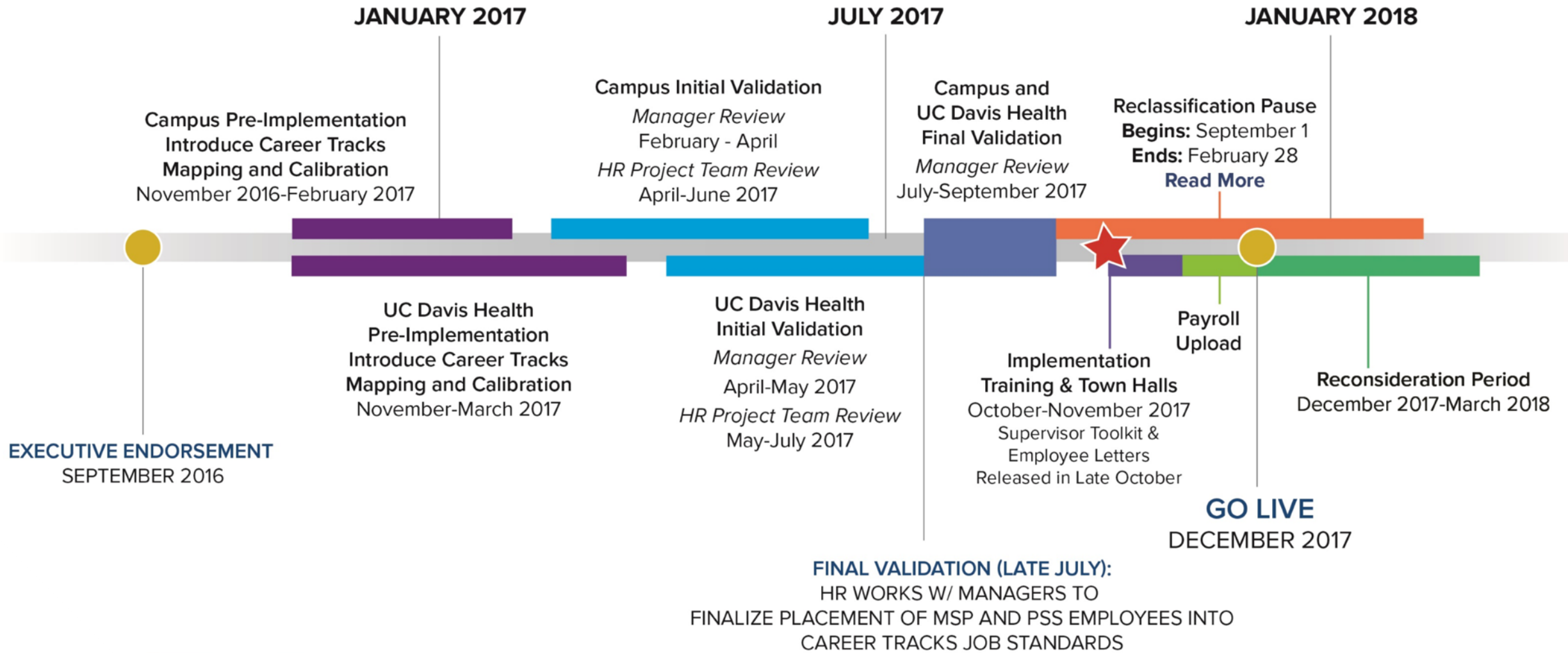
# General Observations

Category and Level	Average Current Compa Ratio	Average Career Tracks Compa Ratio	Employee Count
<b>Manager</b>	<b>114.9%</b>	<b>104.0%</b>	<b>217</b>
M1	113.8%	99.1%	148
M2	117.3%	116.8%	49
M3	117.1%	109.8%	14
M4	114.4%	107.9%	6
<b>Professional</b>	<b>101.8%</b>	<b>86.6%</b>	<b>1195</b>
P1	92.4%	59.4%	11
P2	98.8%	83.7%	414
P3	101.9%	86.0%	517
P4	106.5%	92.8%	227
P5	109.6%	100.6%	26
<b>Supervisor</b>	<b>105.1%</b>	<b>89.7%</b>	<b>413</b>
S1	101.9%	88.7%	222
S2	108.0%	91.2%	191
<b>Total</b>	<b>104.2%</b>	<b>89.4%</b>	<b>1825</b>

# Process Discussion

Career Tracks Implementation

# Timeline



# Implementation Milestones

Date	Description
Oct 24 – Nov 2	Managers/supervisors highly encouraged to attend Implementation Workshop(s)
Oct 24	Manager tools and other implementation resources released on Career Tracks site
Week of Oct 30	Final mapping worksheets and employee notification letters released to Mapping Partners. Mapping Partners distribute notification letters to Managers and Supervisors for distribution to employees
Oct 30 – Nov 10	Managers distribute employee notification letters and conduct in-person meetings with staff
Nov 2- Nov. 15	Employees highly encouraged to attend Implementation Workshop(s)
Dec. 1 – Feb. 15	Reconsideration submission period
Feb. 1 - Mar. 31	Reconsideration Requests reviewed and final mapping communicated, retroactive to original effective date
Feb. 28	Reclassification Pause ends

# Key Payroll Dates

If your Current Job Title...		and if your Career Tracks Job Title...		Then the payroll effective date of your new Job Title is...
Is	And is Paid	Is	And is Paid	
Exempt from Overtime	Monthly	Exempt from Overtime	Monthly	12/1/17
Non Exempt	Bi-weekly	Non Exempt	Bi-weekly	12/3/17
Exempt from Overtime	Monthly	Non Exempt	Bi-weekly	2/1/18 *
Non Exempt	Bi-weekly	Exempt from Overtime	Monthly	2/11/18 *

\*This date has been selected to provide employees time to transition to a different pay frequency, for financial planning.

# Your Role\*

## ***Communicate Directly***

Say what you mean, and mean what you say

Be fully present, stay focused

Intend to have a constructive conversation

Take responsibility for your underlying intentions and issues

## ***Plan Ahead***

Set a private space to have your conversation

Think about timing to cover your entire team

Set expectations regarding when your entire team will be informed (consider giving them a range of time)

\*see Career Tracks Home page at following link for resources:

[http://arm-web1.ou.ad3.ucdavis.edu/Cascade/hr-dev/compensation/career\\_tracks.html#presentations](http://arm-web1.ou.ad3.ucdavis.edu/Cascade/hr-dev/compensation/career_tracks.html#presentations)

# Your Role

## *Be Prepared*

- Review Career Tracks job standards, FAQs and other resources on the Career Tracks site \*
- Review each employee's letter in advance to address special issues, if any
- Attend an Implementation Workshop (in person or via webinar)

## *Follow Up*

- Communication to employees about the Reconsideration Period and what it means
- Promptly submit your reconsideration request if you feel something still needs to be addressed with respect to classification in the new structure
- Continue to listen to your employees at each staff or department meeting, bring answers back in a timely manner
- If appropriate, ask for help from your HR support



# Resources

Career Tracks Implementation

# Career Tracks Implementation Resources \*

- Manager Toolkit
- Personalized notification letters
- Frequently Asked Questions (FAQs)
- Implementation Workshops
- Previously recorded Webinars
- Compensation Team
- HR Business Partners and Managers

\*see Career Tracks Home page at following link for updates and news:

[http://arm-web1.ou.ad3.ucdavis.edu/Cascade/hr-dev/compensation/career\\_tracks.html#presentations](http://arm-web1.ou.ad3.ucdavis.edu/Cascade/hr-dev/compensation/career_tracks.html#presentations)

# Mapping Partner, Manager, Supervisor Implementation Workshops

Date	Time	Location	Audience
Wednesday, Oct. 18	8:30 - 10 a.m.	Mrak Hall, Room 203	Mapping Partner
Wednesday, Oct. 18	11 a.m. - 12:30 p.m.	Mrak Hall, Room 203	Mapping Partner
Wednesday, Oct. 18	1 - 2:30 p.m.	Mrak Hall, Room 203	Mapping Partner
Thursday, Oct. 19	3 - 4:30 p.m.	Call: 408-638-0968 (alternate 415-762-9988) Please use the following link: <a href="https://UCOP.zoom.us/j/5109870869">https://UCOP.zoom.us/j/5109870869</a> Meeting ID: 5109870869	Mapping Partner, Manager, Supervisor
Tuesday, Oct. 24	9 a.m. - 10.30 a.m.	Social Sciences & Humanities - Andrews Conference Room 2203	Mapping Partner, Manager, Supervisor
Tuesday, Oct. 24	10:30 a.m. - noon	Social Sciences & Humanities - Andrews Conference Room 2203	Mapping Partner, Manager, Supervisor
Tuesday, Oct. 24	1:30 - 3 p.m.	Social Sciences & Humanities - Andrews Conference Room 2203	Mapping Partner, Manager, Supervisor
Thursday, Oct. 26	3 - 4:30 p.m.	Call: 408-638-0968 (alternate 415-762-9988) Please use the following link: <a href="https://UCOP.zoom.us/j/5109870869">https://UCOP.zoom.us/j/5109870869</a> Meeting ID: 5109870869	Mapping Partner, Manager, Supervisor
Thursday, Nov. 2	10 - 11:30 a.m.	Valley Hall, Room 1043	Mapping Partner, Manager, Supervisor

# Employee Implementation Workshops

Date	Time	Location
Thursday, Nov. 2	1 - 2 p.m.	Valley Hall, Room 1043
Thursday, Nov. 2	2:30 - 3:30 p.m.	Valley Hall, Room 1043
Tuesday, Nov. 7	9:30 - 10:30 a.m.	Social Sciences & Humanities - Andrews Conference Room 2203
Tuesday, Nov. 7	11 - noon	Social Sciences & Humanities - Andrews Conference Room 2203
Tuesday, Nov. 7	1:30 - 2:30 p.m.	Social Sciences & Humanities - Andrews Conference Room 2203
Tuesday, Nov. 14	3 - 4 p.m.	Call: 408-638-0968 (alternate 415-762-9988) Please use the following link: <a href="https://UCOP.zoom.us/j/5109870869">https://UCOP.zoom.us/j/5109870869</a> Meeting ID: <b>5109870869</b>
Wednesday, Nov. 15	9:30 - 10:30 a.m.	Kemper Hall, Room 1003
Wednesday, Nov. 15	11 - noon	Kemper Hall, Room 1003
Wednesday, Nov. 15	1:30 - 2:30 p.m.	Kemper Hall, Room 1003
Thursday, Nov. 16	11 - noon	Call: 408-638-0968 (alternate 415-762-9988) Please use the following link: <a href="https://UCOP.zoom.us/j/5109870869">https://UCOP.zoom.us/j/5109870869</a> Meeting ID: <b>5109870869</b>

# What's Next?

Career Tracks Implementation

# Reconsideration - Requests Due February 15

- Reconsideration provides managers and employees with a final opportunity to provide additional or new information not originally considered, in support of a different Career Tracks job title.
- Employees must work through their managers should they wish to request a reconsideration of their new Career Tracks job title. Ultimately, the manager is responsible for setting role expectations for staff members of their department.
- Reconsideration Requests must be submitted to the Project Team by February 15. Approved changes will be retroactive to the effective date for the approved title.



# Foundation for our Future

- Ongoing salary, equity and classification communications to follow implementation
- Additional training on use of Career Tracks job standards to:
  - Create position descriptions
  - Manage employee pay



# Questions?

What should I do if I find an error in an employee letter?



How do I know my employee is mapped fairly?

What should I do if I don't agree with my employee's new title?