UC Davis Career Tracks: Mapping Training

Mapping Partners, Managers and Supervisors

February 2017

UCDAVIS
UNIVERSITY OF CALIFORNIA

Agenda

- Career Tracks Overview
  - Quick Refresh and Learnings
  - Overview
- Mapping Training
  - How Positions are Classified
  - Example: Applications Programmer 3
- Process Discussion
  - Key Milestones
  - Roles and Responsibilities
  - Resources

Career Tracks is a Classification System: What is Classification?

- A process by which jobs of a common nature with similar duties and responsibilities are grouped together
- Based upon objective elements of a position
- Position description: the foundation of the classification process

Career Tracks Quick Refresh

- Background
- Purpose
- UC Systemwide Governance
- Individual UC Campus and Health System Implementations

Learnings – UC Davis

- Started in 2014: Pilots and incremental approach
- Based on learnings and campus feedback, have moved into final wave to be completed by December 2017

- Key Success Factors
  - Partnering – UCOP, HRBP, managers, employees
  - Change Management – emphasize
  - Project Management – dedicate resources
  - Project Team – UC Davis Compensation Team

Career Tracks Overview

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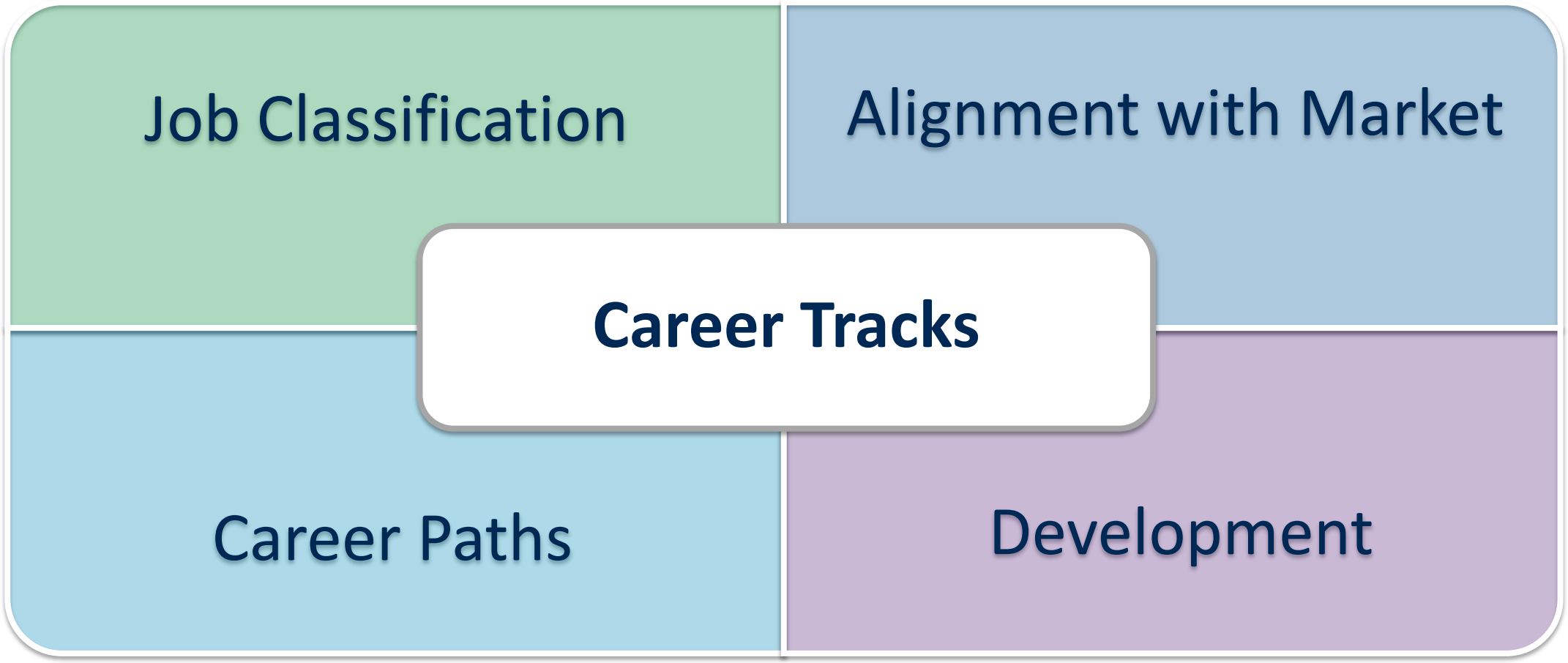
UCOP Human Resources

Update on UC Systemwide Implementation

Complete	**2017**	**2018-2020**
UC Berkeley	UC Santa Cruz	UC Los Angeles
UC Merced	UC San Diego	UC Irvine
UC Riverside	UC San Francisco	
Office of the President	UC Santa Barbara	
Agriculture & Natural Resources	UC Davis	

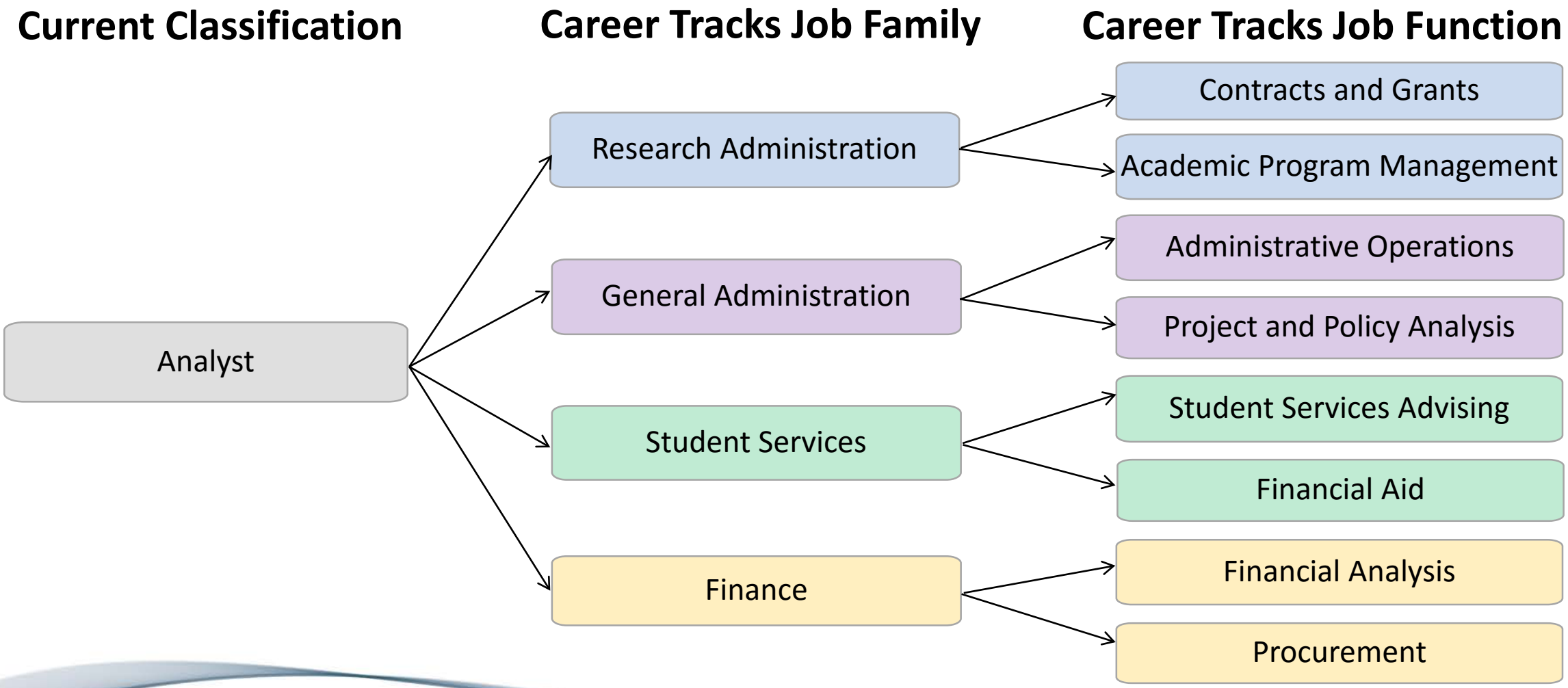
Career Tracks Overview



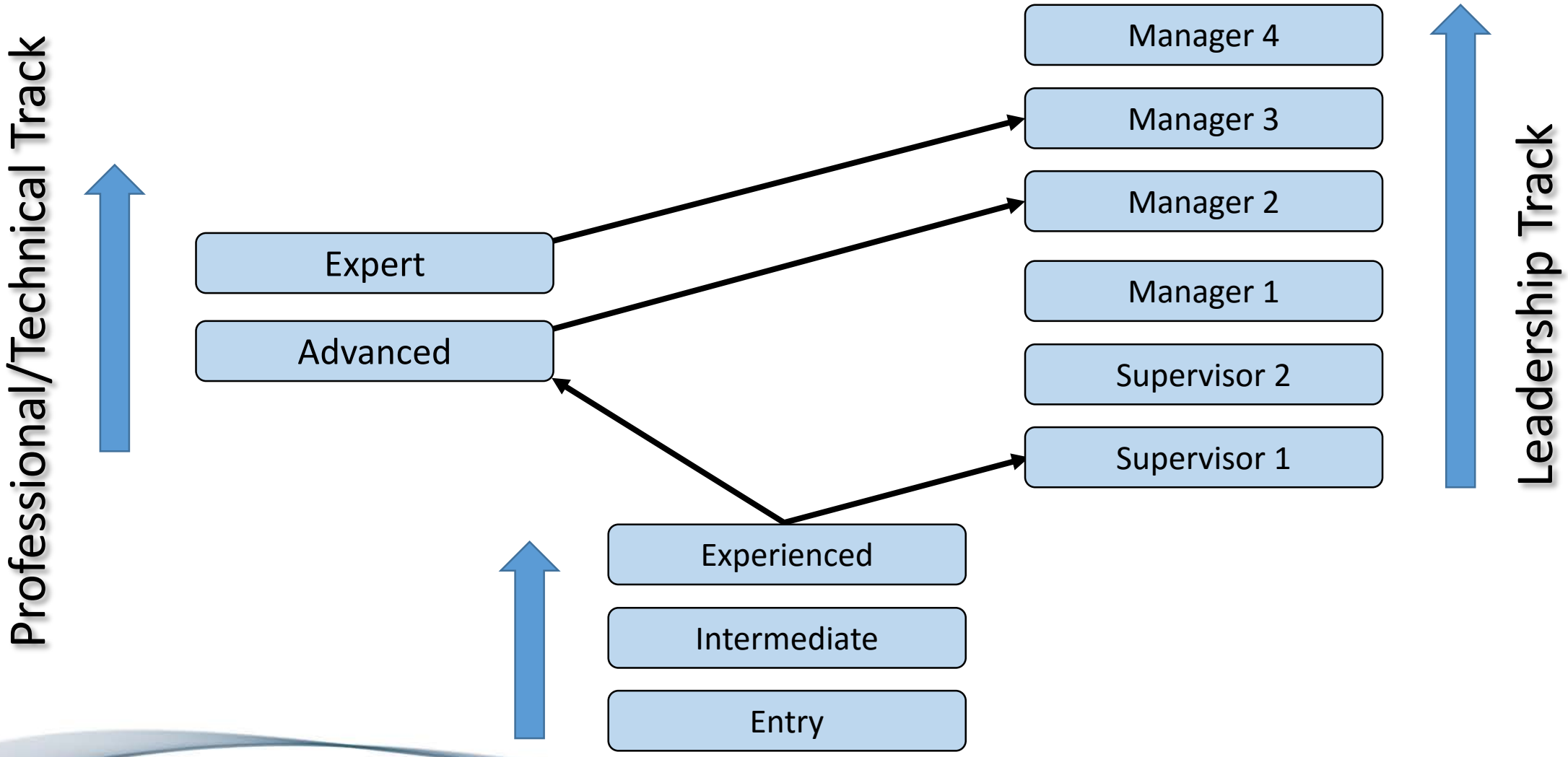
Career Tracks Overview

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

Moving from Generic to New Career Tracks Payroll Title – UC Davis



Career Tracks Overview



The 3 “C”s of Career Tracks

Clear

Classification system that clarifies career paths

Current

UC Davis job descriptors date back to 1975

Consistent

Consistency across job families and functions

Career Tracks *is not* . . .

- For represented staff
  - N/A for represented employees, academic personnel, senior management, or student employees

- A salary program to give everyone a raise
  - It is a new salary structure reflecting the current local labor market

Advantages for Employees

- Consistent expectations by job title within and across all UC departments and/or locations
- Clear understanding of representative job duties and the knowledge, skills and abilities required
- Opportunities for targeted career planning, with a library of job standards listing representative duties and knowledge, skills and abilities

Advantages for Managers

- Aligns human resources with organizational needs
- Streamlines administrative work by managers and Human Resources staff
- Enhances reporting and analytic capabilities for Human Resources monitoring and planning
- Expanded and detailed job description library for Career Planning

Mapping Training

Mapping to New Job Structure

Select family and function

Family and Function

Job Family	Job Function	Job Function Summary
General Admin	Administrative Operations	Involves managing or performing the administrative services or managing the full general operations of an academic or non-academic organization(s). Administrative services includes activities in finance and human resources and may also include IT, facilities, or student services. General management includes long and short range strategic planning in determining the mission and directing all activities of multi-disciplinary departments through subordinate management staff.
	Project and Policy Analysis	Involves analytical studies on a variety of policies, projects, programs and issues in support of a function, program and/or organizational unit, or in research of new or changing systems and programs. Assists in policy and program planning, development and administration; interprets, monitors and analyzes information regarding policies and procedures and provides consultative services regarding general management to department administrators.
Information Technology	Applications Programming	Involved in the development of server/OS/desktop/mobile applications and services including researching, designing, developing specifications for designing, writing, modifying, testing, debugging, troubleshooting and maintaining source code. Also having direct or related involvement in designing related databases, user interfaces, integration to other systems/applications, content or multimedia processes. Work includes analysis and design to post-production processes, quality assurance, maintenance and documentation.
	AV IT	Involves planning, coordinating and administering Audio Visual (AV) programs, processes, facilities and technical systems in support of education, research, conferences, events, communications or administrative activities, athletics and other purposes. Includes one or more of the following areas: technical, instructional or command media or video and audiovisual production. Works closely with and/or provides counsel to institutional representatives coordinating major projects or events.
	Business Systems Analysis	Involves technology-based analysis of business practices, processes and problems; developing solutions which may involve process design, data and information architecture, software development and policy or procedural changes; creating specifications for systems to meet requirements; validating requirements against needs; designing details of automated systems; developing user interface design; planning and executing unit integration and end-user acceptance testing; may develop training materials for system implementation. May lead cross-functional teams to solve complex business or systems issues.

Hybrid Function Positions

Many employees at UC wear multiple hats. When in doubt, match a hybrid position to a function based on the duties that . . .

Constitute at least 50% of the job

Constitute the greatest overall percentage of the job

Would be emphasized for recruiting when a vacancy arises

Are captured in a “multi-functional” job family (ex: Information Systems in IT, HR Generalist within HR)

Category

Operational and Technical

- Includes support, operational, technical, skilled or semi-skilled positions
- Skills acquired through vocational education and/or apprenticeships, certifications, on-the-job training
- Problems solved through knowledge of past practices, procedural guidelines, or knowledge gained through a certification or licensing program
- Typically covered by bargaining unit

Professional

- Requires a theoretical and conceptual knowledge of specialization
- Problems are typically solved through analysis and strategic thinking
- At more senior levels, incumbents may independently manage or administer professional or independent programs, policies and resources

Supervisory and Managerial

- Incumbents primarily achieve department objectives through the coordinated achievements of subordinate staff who report to the incumbent.
- Must supervise or manage 2 or more FTE
- Exercises independent judgment regarding key human resource decision-making

Hybrid Category Positions

If employee supervises 2 or more FTEs and supervisory responsibilities represent . . .	And personally performed duties are primarily . . .	Then map the employee to the following category . . .
> 50% of the time	Supervisory and Managerial	Supervisory and Managerial
< 50% of the time	Professional	Professional
Any % of the time	Operational and Technical	Supervisory and Managerial

Select Career Level

Career Level: Professionals

Entry	Intermediate	Experienced	Advanced	Expert
• Limited or no prior experience • Non Exempt • PSS	• Assignments of moderate scope and complexity • Judgment within defined guidelines • Non Exempt • PSS	• In depth understanding of field • Independently performs full range of function • Exempt • PSS	• High degree knowledge overall field • Specialized knowledge • High degree autonomy • Lead • Exempt • PSS or MSP	• Significant impact on policy or program • Substantial consequences of success or failure • Scope impacts entire organization • Exempt • MSP

Career Level: Supervisors

Supervisor 1

- Provides immediate supervision
- Operational staff
- Exempt
- PSS

Supervisory 2

- Provides direct supervision
- Professional or skilled staff
- Exempt
- PSS or MSP

Note: Incumbents who give work assignments to other employees and review their work products, but do not perform the above functions are typically LEAD positions and should be mapped to the Professional categories.

Career Level: Managers

Manager 1

- Primary manager of unit
- Manages supervisors or professionals
- Full budget accountability
- Achieves objectives through coordinated efforts of subordinate staff
- Exempt
- MSP

Manager 2

- Manages large department or multiple smaller units or highly specialized function/team
- Manages other managers, supervisors and professionals
- Has significant responsibility to achieve broadly stated goals
- Exempt
- MSP

Manager 3

- Senior leader of a critical and strategic function, regardless of size of department
- Manages through other managers
- Has significant responsibility for formulating and administering policies and programs for organization
- Typically reports to executive (SMG) or Manager 4 in very large organizations
- Exempt
- MSP

Manager 4

- Senior leader of very large, diverse and complex organization
- Directs multiple units lead by senior managers
- Results can affect the overall organization-wide performance and reputation
- Typically reports to executive (SMG)
- Exempt
- MSP

Mapping Example

Applications Programmer P3

Key Terms

Job Standard

n. 1. Standards that define the scope, key responsibilities, and knowledge and skill requirements of a specific job level within a function. Jobs with similar duties will share a common job standard.

Position Description

n. **1.** A summary of the key responsibilities of a job, for a specific employee or group of employees. It includes the general nature of the work performed, the level of the work performed, the skills and knowledge required for competent performance of the job and other elements. A job description describes and focuses on the job itself and not on any specific individual who might fill the job.

Review Job Standard

Job Standard: Applications Programmer 3 (experienced)

Job Family: Information Technology
Job Function: Applications Programming
Category: Professional
Job Title: **Applications Progr 3**
Job Level: Experienced
Job Function Summary: Involves writing programs in a computer language, designing related databases, web interfaces and content, or multimedia processes. Designs, develops, modifies, tests and evaluates and maintains computer programs. Work includes test-to-production processes, quality assurance, maintenance and documentation of applications. Includes web applications programming.

Job Title	*Code*	*Personnel Program*	*FLSA*	*Education*	*Career Path/Job*
Applications Progr 3	7300	PSS	Exempt	Bachelors degree in related area and/or equivalent experience/training	Applications Programmer 4

Generic Scope: Experienced professional who knows how to apply theory and put it into practice with in-depth understanding of the professional field; independently performs the full range of responsibilities within the function; possesses broad job knowledge; analyzes problems/issues of diverse scope and determines solutions.

Custom Scope: Uses skills as a seasoned, experienced applications programming professional with a full understanding of industry practices and organization policies and procedures; resolves a wide range of issues. Demonstrates good judgment in selecting methods and techniques for obtaining solutions.

Sample Job Standard: Applications Programmer 3 (experienced)

Key Responsibilities:	Designs, develops, modifies, debugs and evaluates complex programs for functional areas. Analyzes existing programs or works to formulate logic for new systems, devises logic procedures, prepares flowcharting, performs coding, data analysis, and tests/debugs programs through the application of professional programming concepts. Provides analysis for the design and use complex relational databases. Develop and execute moderately complex test plans. Develops conversion and system implementation plans. Gathers, analyzes, prepares and summarizes recommendations for approval of system and programming documentation. Recommends and implements changes in development, maintenance and system standards. Trains users in conversion and implementation of system. Understands industry practices and department policies and procedures relating to work assignments. Interacts with senior level internal personnel. Performs complex data modeling, performance and integration testing and builds screens for a variety of internal and external constituents.
Knowledge Skills:	Requires thorough knowledge of applications programming function. Must have knowledge relating to the design and development of applications programs across the organization. Requires knowledge of other related areas of IT. Knowledge of department processes and procedures. Requires advanced skills associated with programming design, modification and implementation. Requires interpersonal skills in order to work with both technical and non-technical personnel at various levels in the organization. Has skills needed to develop conversion and system implementation plans. Must be able to communicate technical information in a clear and concise manner. Requires ability to understand business needs and how business systems can support those needs. Has ability to interface with management on a regular basis. Must be self motivated, work independently or as part of a team, able to learn quickly, meet deadlines and demonstrate problem solving skills. Must have advanced skills in web applications, web programming language and object oriented programming concepts.

Custom Scope

Job Standard	Position Description
Applies skills as a seasoned, experienced software professional with a full understanding of industry practices, community standards and relevant policies and procedures to medium-sized projects or portions of large projects with moderate scope and complexity. Resolves a wide range of issues. Demonstrates competency in selecting tools, methods and techniques to obtain results.	As member of Enterprise Application Services team, responsible for the development and maintenance of several *system wide* University applications. Participates in all aspects of system development and maintenance including analysis, system architecture, design and integration, programming and ongoing enhancements and other tasks related to the development and support of existing and new applications.

Align Position Description

Key Responsibilities

Job Standard	Position Description
Plans, designs, develop, modify, debugs, deploys and evaluates complex software for functional areas. Analyzes existing software or works to formulate logic for new complex systems and devises complex algorithms. Performs complex data analysis and tests/debugs complex software. Analyzes the design and use of complex data sources. Applies moderately complex programming security practices.	Analyze, design, program, test, install, document and maintain the applications within the Enterprise Application Services team with the primary application focus on the XXX web site. Performs complex data modeling, performance and integration testing and builds interfaces for a variety of internal and external constituents. Monitors and employs source code control techniques and configuration management.

Knowledge and Skill

Job Standard	Position Description
Advanced skills associated with software design, modification, implementation and deployment, including object-oriented programming concepts.	Extensive skills and experience in J2EE frameworks including Struts, Spring, Hibernate, Web Services and JDBC along with web technologies including JSP, HTML, CSS and XML. Experience in RDBMS (DB2/Sybase/Oracle) design and SQL is required along with object oriented design patterns such as MVC.
Intermediate knowledge of secure software development.	Minimum of 3-5 years experience, 2 of those years should be recent experience in development and support of operational systems running on J2EE application servers (i. e. WebSphere, WebLogic, JBoss) .

Putting it all Together

Employee's Position Description defines

Career Tracks Job Family, Function, Level and ultimately job title for individual employee

Job Family, Function and Level of Career Tracks job title

Job Title attributes, including salary range, exemption from overtime, personnel program

Putting it all Together

While current position description provides basis for placement in new job structure, current job title does not directly align with ultimate Career Tracks job title. It's like comparing apples and oranges!

Example: Employees in PROGR 6 job title were ultimately placed, in consultation with departmental leadership, in several different Career Tracks levels based on a comparison of individual position descriptions with Career Tracks Job Standards:

- Professional 3 (experienced)
- Professional 4 (advanced) – *most common*
- Professional 5 (expert)
- Supervisor 2

Example of Placement in New Career Tracks Levels

Pre Career Tracks Job Title	Career Tracks Career Level										
	Manager				Professional					Supervisor	
	M1	M2	M3	M4	P1	P2	P3	P4	P5	S1	S2
PROGR 1					1	14					
PROGR 2						54					
PROGR 3						98	10				
PROGR 4						26	112	1			
PROGR 5						8	78	44			
PROGR 6							13	69	16		2
PROGR 7							1	39	22		
PROGR 8									1		
PROGR 3 SUPV										1	
PROGR 4 SUPV							1			2	4
PROGR 5 SUPV							2	3		1	5
PROGR 6 SUPV	3							3	2		14
PROGR 7 SUPV	7								7		9
PROGR 8 SUPV	5										2
TOTAL	15	0	0	0	1	200	217	159	48	4	36

Process Discussion

Implementation Timeline, Roles and Responsibilities, Submission Process

Scope of Work

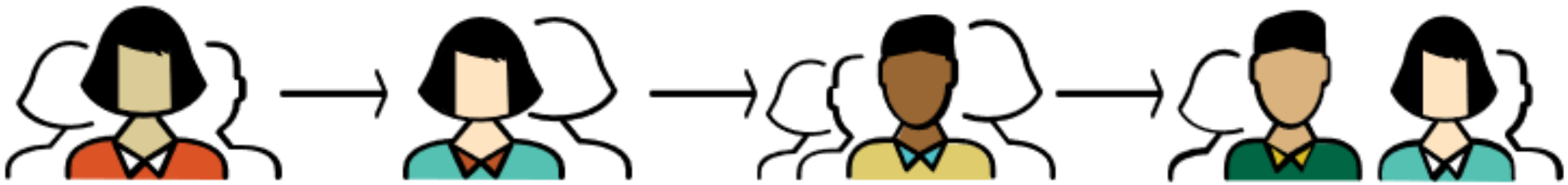
Position Count	Central Campus	Health System	Total
Total # of positions to be implemented	3810	2360	6170
# of positions in process and/or completed	1250	525	1775
# of positions remaining	2560	1835	4395
Completion %	33%	22%	29%

Project Milestones for UC Davis

- February 1, 2017: Preliminary mapping and calibration complete
- June 23, 2017: Initial validation complete
- August 14, 2017: Final validation complete
- November 1, 2017: Implementation complete
- December 1, 2017: Go-live
- March 30, 2018: Reconsiderations complete

Everyone Has a Role in the Career Tracks Project

- Office of the President
- Compensation Team
- HR Business Partners
- Managers
- Employees



Round 1 Process and Timing

- February 2017
  - Preliminary mapping made available to mapping partners
- February – March 2017
  - Departmental review of all mapping recommendations
- **April 2017**
  - Mapping Revision Request Form, Mapping Add and/or Delete Form, and all revised Job Descriptions due to CT email address

**Note: If nothing is submitted, the assumption will be that the department is in agreement with all mapping recommendations*

Materials for Submission

- **Request to Add and/or Delete Employees**
  - 1 per Primary Mapping Partner
- **Request for Mapping Revision**
  - 1 per Primary Mapping Partner
- **Updated Job Descriptions**
  - For each (group) of employee(s) appearing on Request for Mapping Revision
  - Templates strongly encouraged
- **Job Descriptions Unaccounted For**
  - If you have an up-to-date JD, submit what you have

Resources

- UC Davis website www.hr.ucdavis.edu/compensation/career_tracks
- UCnet
- Frequently Asked Questions (FAQs)
- Live Workshops
- Live and Recorded Webinars
- Compensation Team
- HR Business Partners and Managers

Questions?