

UC Davis Career Tracks: Final Validation Mapping Training

Mapping Partners, Managers and Supervisors
July 2017

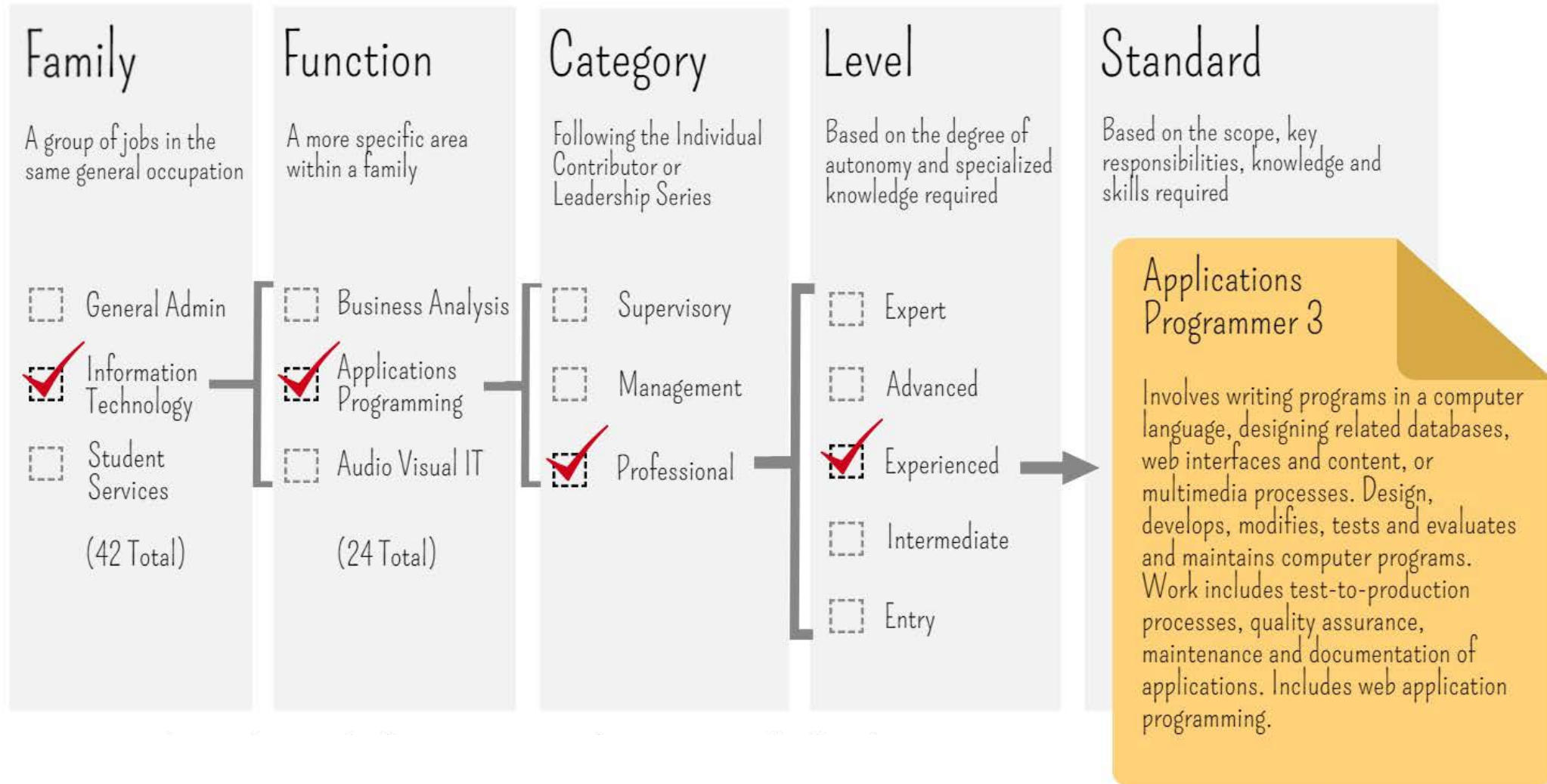
Agenda

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

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	

Career Tracks Structure: IT Example

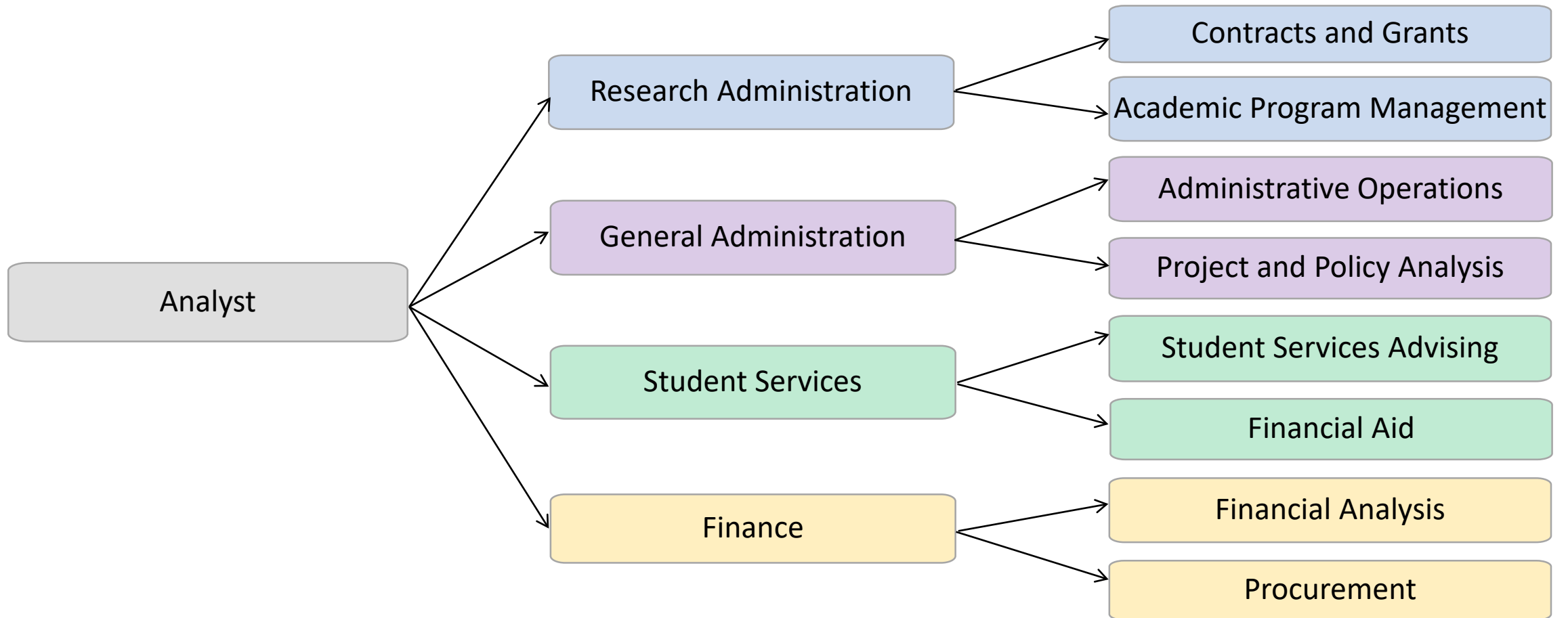


Moving from Generic to Functionally Specific

Current Classification

Career Tracks Job Family

Career Tracks Job Function



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

Career Tracks job titles are assigned one of the systemwide Personnel Policies for Staff Members 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)
Selected 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 upon the date of moving to Career Tracks job title.

From MSP To PSS

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

Current available vacation balances will not change at date of implementation.

* Updates to Personnel Program implementation will be provided if applicable.

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)	All other Professionals, Supervisors and Managers
Are not “exempt” from overtime pay requirements – they are paid for each hour worked	Are considered “exempt” from overtime regulations – they are paid for the work performed, not by the hour
Paid bi-weekly	Paid 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 under Career Tracks is eligible for overtime pay in accordance with federal guidelines (Fair Labor Standards Act). Going forward, all overtime must be pre-approved by the employee's supervisor.

To Exempt from Non-Exempt

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

Preview of Changes: Salary Range Structure

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

Diverse

- Public
- General Industry
- Higher Education
- Health Care

Local or National

- Varies by position
- Applicant pool
- Adjusted for local cost of labor

Salary Surveys

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

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%

For Example: 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 to consider when making pay decisions:

- Years of related experience
- Education/Certifications
- Performance
- Budget Constraints
- Difficulty to Fill/Unique Skillsets

New factors to consider:

- Position within market-based Career Tracks salary range
- Cost of Labor/Cost of Living

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 focused on the task of aligning current job duties to the new Career Tracks structure, based on position descriptions on record. Decisions were “blind” to Career Tracks salary grade/range. Updated position descriptions were required to support a requested change.

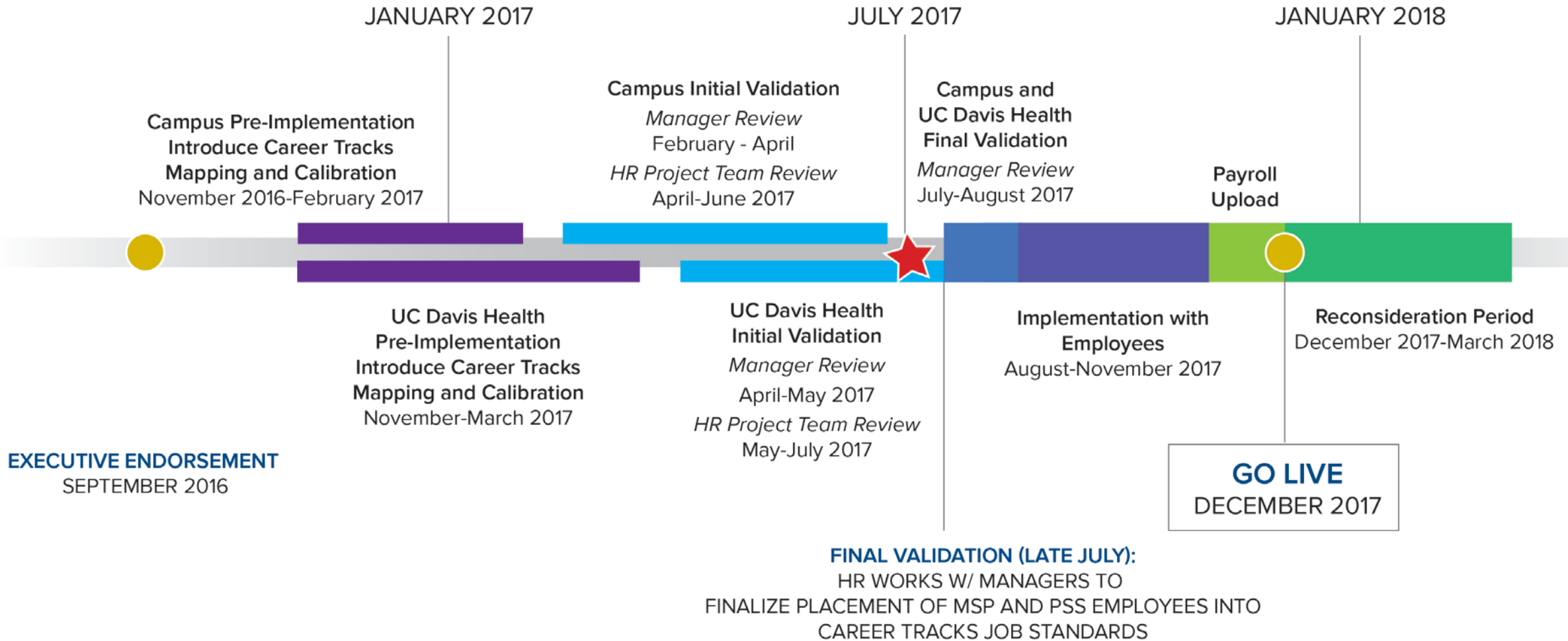
- ***If a requested job title was approved*** during initial validation, the requested Career Tracks job title will be reflected in this next (Final) validation review process.
- ***If a requested job title was not approved***, or no supporting position description was provided, the Career Tracks job title will appear unchanged at the start of this Final validation review process. 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 in the Final Validation report.

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 (personnel program, exemption status, salary range and grade). Any changes/impacts will be flagged for affected employees, if applicable.

- ***If you are in agreement*** with an employee's current placement as reported in your Final Validation worksheet, please confirm approval in the Final Validation Feedback form. No further action is necessary.
- ***If you are not in agreement*** with an employee's placement, please indicate an alternate title in the Final Validation feedback form, and include an updated position description to support your request.
- ***If no request is received by the close of Final Validation on August 21***, or no supporting position description is provided, the title appearing during Final Validation will be implemented in payroll in December.

Where are we now?



Key Milestones

- July 21 – August 2017:** Mapping Partners provide final validation feedback to project team
Updated Job Descriptions need to be submitted through the Mapping Partner by Monday, August 21. (Internal deadlines may apply.)
- September 2017:** Commence posting new requisitions using Career Tracks job titles
- September – February:** Reclassification Pause
- October – November:** Implementation 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
- Frequently Asked Questions (FAQs)
- Live Workshops
- Live and Recorded Webinars
- Compensation Team
- HR Business Partners and Managers

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?