

# UC Davis Career Tracks Manager Information Session

UC Davis Health

February 2017

# Agenda

- Overview
- Systemwide Perspective and UCOP Support
- UC Davis Project Update
- Questions

**Presentation will be posted at**

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

# Career Tracks is a Classification System

## What is Classification?

- Grouping jobs of a common nature with similar duties and responsibilities
- Based upon objective elements of a position
- **Position descriptions are 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

## Developed competency and confidence

- Move through remaining positions in larger waves toward 2017 completion

## Key Success Factors

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

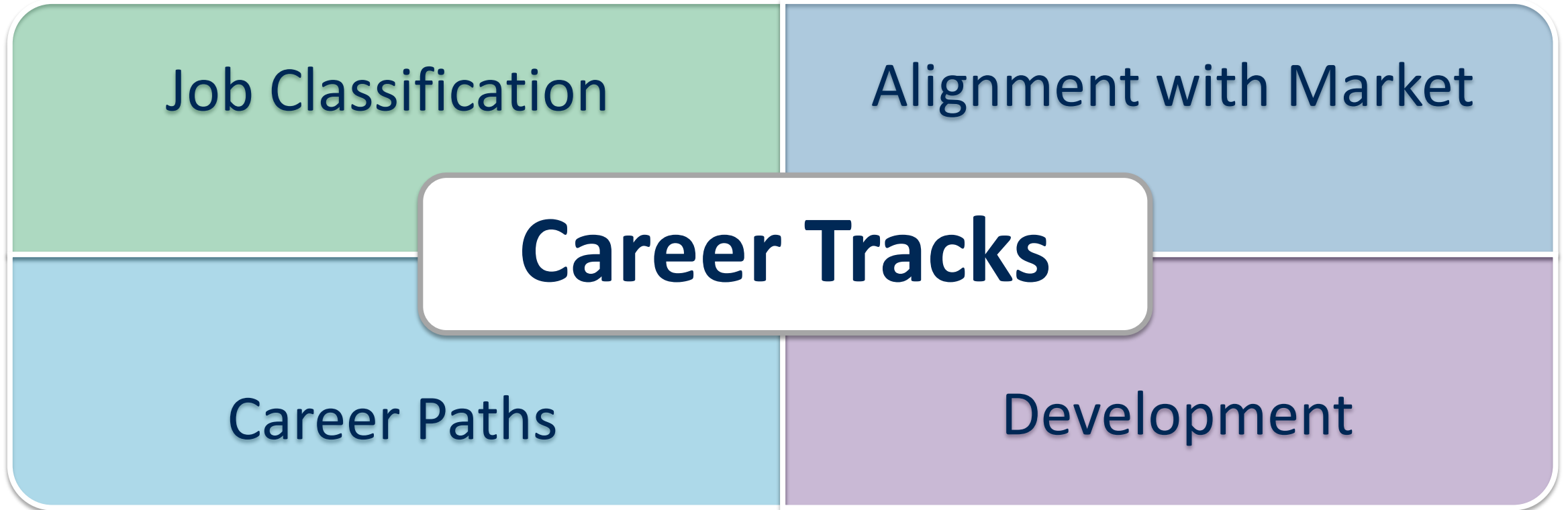
# Career Tracks Overview

Leslie Golden, Compensation Consultant  
UCOP Human Resources

# Update on UC Systemwide Implementation

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

# Career Tracks Overview





# Career Tracks Overview

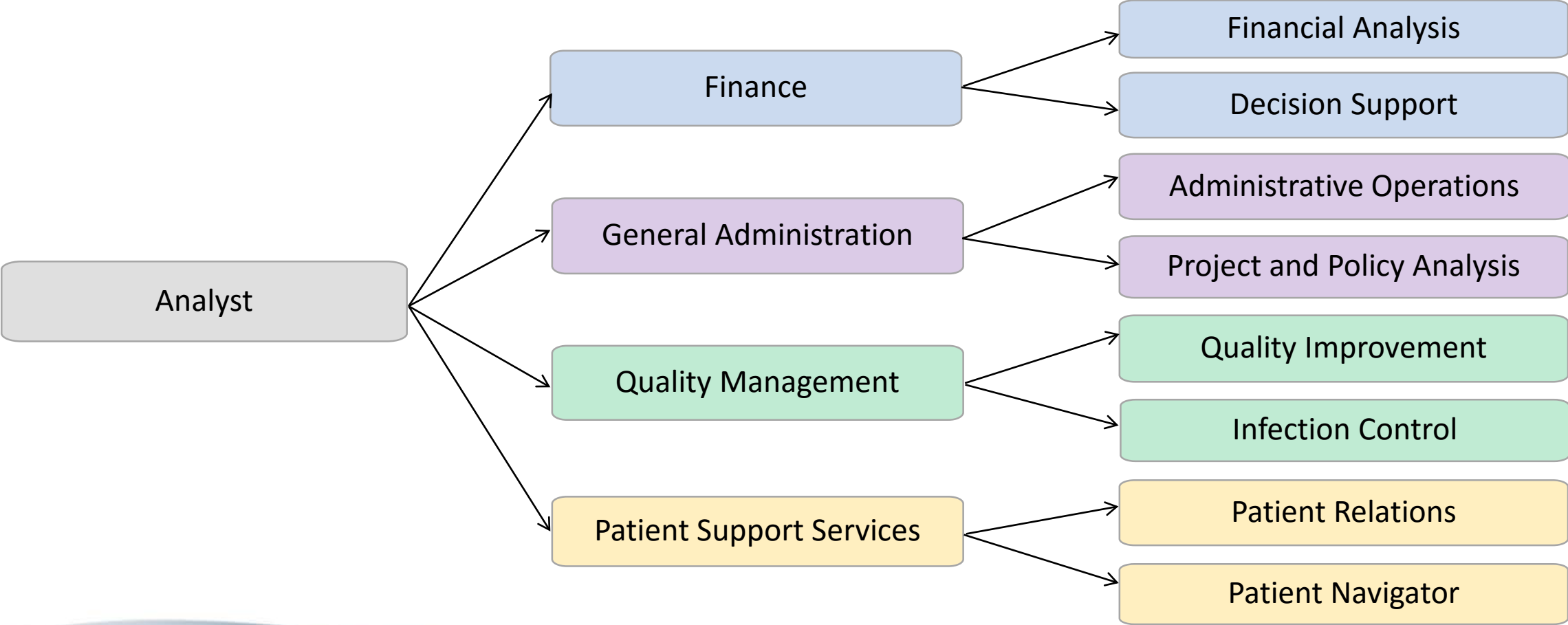
<b>Job Family</b>	A group of jobs in the same general occupation (e.g. Information Technology)			
<b>Job Function</b>	A more specific area within a family (e.g. Applications Programming)			
<b>Job Category</b>	<b>Individual Contributor Series</b>		<b>Leadership Series</b>	
	Operational & Technical	Professional		Supervisors & Managers (2+ FTE)
<b>Career Level</b>	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 Career Tracks Payroll Title

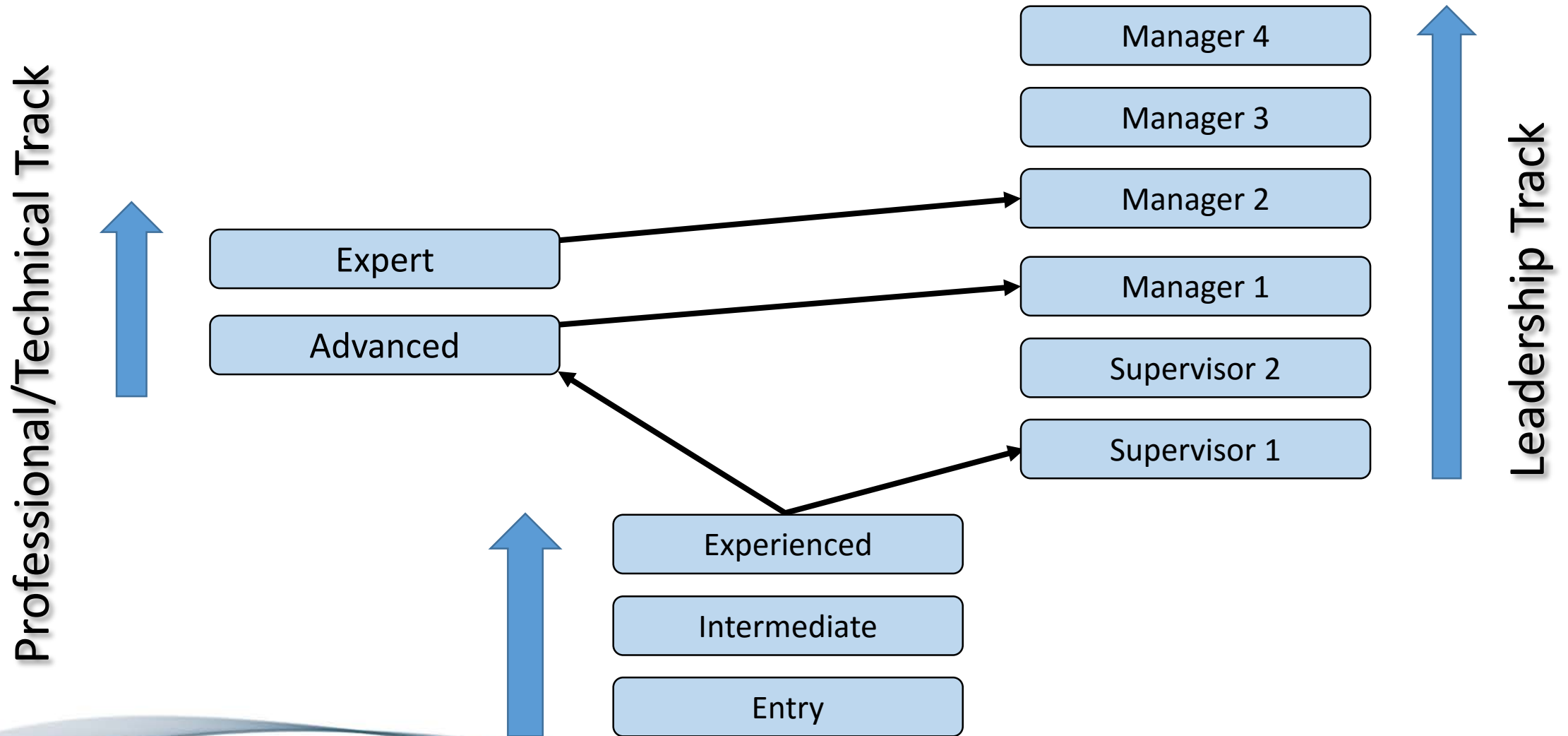
## Current Classification

## Career Tracks Job Family

## Career Tracks Job Function



# 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**

- Career Tracks does not impact 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

Career  
Tracks  
Salary  
Range  
Attributes

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

# Salary Range Structure

- The current job architecture and salary range structure have been relatively unchanged for past **40+ years**.
- Going forward, new salary range structure will be reviewed relative to the market every one-to-two years, consistent with compensation best practices.
- The new salary structure contains approximately the same number of distinct grades as the current structure (16 grades), adjusted to reflect the local labor market.

Career  
Tracks  
Salary  
Range  
Attributes

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

# Our Labor Market

## Diverse

- Public
- General industry
- Higher education
- Health care

## Local or National

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

## Data Driven

- Reputable, third-party salary surveys provide pay practices for comparable jobs in comparable industry (i.e, Campus or Medical Center)

## Guides Pay Decisions

- Framework to establish fair and equitable salaries

## Career Tracks Salary Range Attributes

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

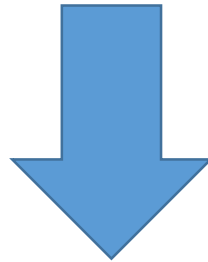
# Our Labor Market

- Third party salary surveys provide pay information for common or benchmark positions (e.g., Applications Programmer).
- Median pay represents the 50<sup>th</sup> percentile of all salaries reported for a given benchmark job by other employers.
- The entire salary range represents a range of competitive pay for a given position.



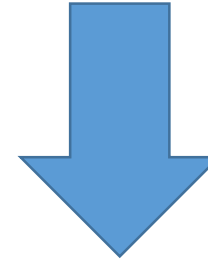
# Putting it all Together

**Median pay in labor market  
defines**



Salary grade and range assigned to  
the job

**UC systemwide personnel program  
defines**



MSP or PSS employment rights and  
benefits assigned to the job

# Putting it All Together

HYPOTHETICAL					
Job Title		Salary Grade	Personnel Program	Range Midpoint	
		30	MSP	\$234,600	
		29	MSP	\$205,800	
	Air Traffic Mgr 4	28	MSP	\$180,500	
		27	MSP	\$158,400	
	Air Traffic Mgr 3	26	MSP	\$141,400	
	Air Traffic Mgr 2	Air Traffic Controller 5	25	MSP	\$126,100
	Air Traffic Mgr 1	Air Traffic Controller 4	24	MSP	\$112,700
		Air Traffic Controller 3	23	PSS/MSP	\$100,500
Beekeeping Mgr 1		Air Traffic Controller 2	22	PSS/MSP	\$89,700
			21	PSS	\$80,400
Beekeeper 4			20	PSS	\$72,900
Beekeeper 3	Beekeeper Supr 1		19	PSS	\$66,100
Beekeeper 2			18	PSS	\$60,100
			17	PSS	\$54,800
Beekeeper 1			16	PSS	\$49,600

# 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 at the UC Davis Health System

- Health System mapping is a newer area than Campus mapping
- Building off of UC San Francisco's experience and learning
- UCOP is partnering with UC Davis Health System Compensation Team to complete mapping

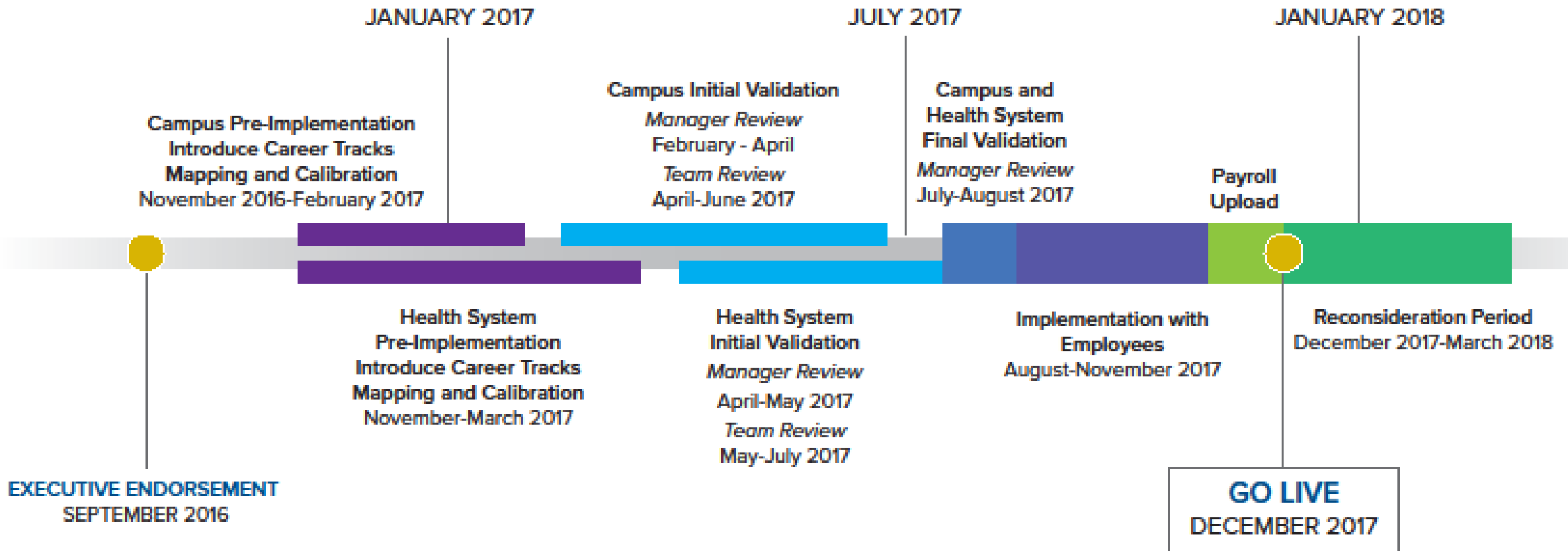
# Compensation Manager Introduction

Brian Linhardt, Compensation Manager  
UC Davis Health

# Update on UC Davis Implementation

<b>Position Count</b>	<b>Central Campus</b>	<b>Health</b>	<b>Total</b>
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%

# UC Davis Career Tracks Key Milestones





# Career Tracks Milestones

## Trainings and Presentations for Managers and Staff at Each Step

Term	Definition
Initial Mapping Complete by end of March 2017	Employees preliminarily mapped to Career Tracks structure, in preparation for managers to review and validate.
Initial Mapping Validation April - June 2017	Encompasses both the management review of the mapping rosters and their recommendations for changes, as well as the follow up review by project team. This round focuses on review of current job duties to find best match in new structure.
Final Mapping Validation July-August 2017	Reflects approved input from initial validation. Encompasses both the departmental review of the mapping rosters and their recommendations for changes, as well as the follow up review by project team. This round will include assigned grades/salary ranges.
Announce Career Tracks Job Titles November 2017	Notification letters will be distributed to employee's supervisor for communication to Employee.
GO LIVE! December 2017	Date of the new classifications that will be effective in payroll.
Reconsideration December 2017 - March 2018	Timeframe a supervisor can submit additional documentation in support of a different classification than was mapped. Review is completed in the month following the Reconsideration Period.

# Manager Training Sessions

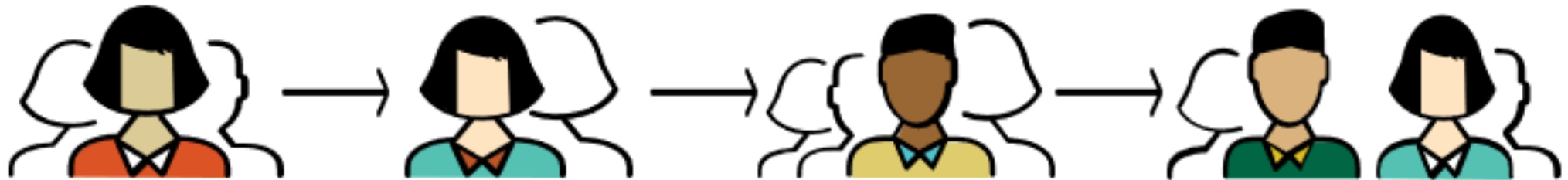
<b>Date</b>	<b>Time</b>	<b>Location</b>
March 20	9 – 10:30 a.m.	Education Building, Lecture Hall 1222
March 20	1 – 2:30 p.m.	Education Building, Lecture Hall 1222
March 22	1:30 – 3 p.m.	Webinar (See website for details.)
March 23	9 – 10:30 a.m.	Education Building, Lecture Hall 1222
March 23	1 – 2:30 p.m.	Education Building, Lecture Hall 1222
March 28	9 – 10:30 a.m.	Education Building, Lecture Hall 1222
March 28	1 – 2:30 p.m.	Education Building, Lecture Hall 1222
March 29	10:30 a.m. – 12 p.m.	Webinar (See website for details.)

# Employee Information Sessions

<b>Date</b>	<b>Time</b>	<b>Location</b>
March 20	11 a.m. – 12 p.m.	Education Building, Lecture Hall 1222
March 23	11 a.m. – 12 p.m.	Education Building, Lecture Hall 1222
March 24	2:30 – 4 p.m.	Webinar (See website for details.)
March 28	11 a.m. – 12 p.m.	Education Building, Lecture Hall 1222
March 30	10 – 11:30 a.m.	Webinar (See website for details.)

# Everyone Has a Role in the Career Tracks Project

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



# Implementation Strategy

## Inform

- Targeted meetings with stakeholders: Executives, managers, supervisors, HRBPs, all employees

## Support

- Manager working sessions
- HR partnership/training

## Quality and Transparency

- Reconsideration period January 12, 2018 – March 30, 2018
- Any classifications issues addressed and final titles assigned

# Resources

- UC Davis website

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

- UC Net
- Frequently Asked Questions (FAQs)
- Live Workshops
- Live and Recorded Webinars
- Compensation Team
- HR Business Partners and Managers

# We Want to Hear From You . . .

Survey available at [hr.ucdavis.edu/compensation/career\\_tracks](https://hr.ucdavis.edu/compensation/career_tracks)

- Tell us your experience, what can be improved
- Tell us your concerns
- Tell us how you would like to be kept informed

# Questions?