UC Davis Career Tracks Project Update
Agenda

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

Presentation will be posted at
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
## Update on UC Systemwide Implementation

<table>
<thead>
<tr>
<th>Complete</th>
<th>2017</th>
<th>2018-2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>UC Berkeley</td>
<td>UC Davis</td>
<td>UC Los Angeles</td>
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<tr>
<td>UC Merced</td>
<td>UC Santa Cruz</td>
<td>UC Irvine</td>
</tr>
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<td>UC Riverside</td>
<td>UC San Diego</td>
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<td>Office of the President</td>
<td>UC San Francisco</td>
<td></td>
</tr>
<tr>
<td>Agriculture &amp; Natural Resources</td>
<td>UC Santa Barbara</td>
<td></td>
</tr>
</tbody>
</table>
Career Tracks Overview

Job Classification

Alignment with Market

Career Paths

Development
# Career Tracks Overview

<table>
<thead>
<tr>
<th>Job Family</th>
<th>A group of jobs in the same general occupation (e.g. Information Technology)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Function</td>
<td>A more specific area within a family (e.g. Applications Programming)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Job Category</th>
<th>Individual Contributor Series</th>
<th>Leadership Series</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Operational &amp; Technical</td>
<td>Supervisors &amp; Managers (2+ FTE)</td>
</tr>
<tr>
<td></td>
<td>Professional</td>
<td></td>
</tr>
<tr>
<td>Career Level</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Level 1</td>
<td>Supervisor 1</td>
</tr>
<tr>
<td></td>
<td>Entry</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Level 2</td>
<td>Supervisor 2</td>
</tr>
<tr>
<td></td>
<td>Intermediate</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Level 3</td>
<td>Manager 1</td>
</tr>
<tr>
<td></td>
<td>Experienced</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Level 4</td>
<td>Manager 2</td>
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<tr>
<td></td>
<td>Advanced</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Level 5</td>
<td>Manager 3</td>
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<tr>
<td></td>
<td>Expert</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Manager 4</td>
</tr>
</tbody>
</table>
Moving from Generic to Career Tracks Payroll Title

Current Classification: Analyst

Career Tracks Job Family:
- Research Administration
- General Administration
- Student Services
- Finance

Career Tracks Job Function:
- Contracts and Grants
- Academic Program Management
- Administrative Operations
- Project and Policy Analysis
- Student Services Advising
- Financial Aid
- Financial Analysis
- Procurement
Career Tracks Overview

Professional/Technical Track

- Entry
- Intermediate
- Experienced
- Advanced
- Expert

Leadership Track

- Supervisor 1
- Supervisor 2
- Manager 1
- Manager 2
- Manager 3
- Manager 4
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
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.
Our Labor Market

Career Tracks
Salary Range Attributes

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
Our Labor Market

• Third party salary surveys provide pay information for common or benchmark positions (e.g., Applications Programmer)

• Median pay represents the 50th 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
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
<table>
<thead>
<tr>
<th>Job Title</th>
<th>Salary Grade</th>
<th>Personnel Program</th>
<th>Range Midpoint</th>
</tr>
</thead>
<tbody>
<tr>
<td>Air Traffic Mgr 4</td>
<td>30</td>
<td>MSP</td>
<td>$234,600</td>
</tr>
<tr>
<td>Air Traffic Mgr 3</td>
<td>29</td>
<td>MSP</td>
<td>$205,800</td>
</tr>
<tr>
<td>Air Traffic Mgr 2</td>
<td>28</td>
<td>MSP</td>
<td>$180,500</td>
</tr>
<tr>
<td>Air Traffic Mgr 1</td>
<td>27</td>
<td>MSP</td>
<td>$158,400</td>
</tr>
<tr>
<td>Air Traffic Controller 5</td>
<td>26</td>
<td>MSP</td>
<td>$141,400</td>
</tr>
<tr>
<td>Air Traffic Controller 4</td>
<td>25</td>
<td>MSP</td>
<td>$126,100</td>
</tr>
<tr>
<td>Air Traffic Controller 3</td>
<td>24</td>
<td>MSP</td>
<td>$112,700</td>
</tr>
<tr>
<td>Air Traffic Controller 2</td>
<td>23</td>
<td>PSS/MSP</td>
<td>$100,500</td>
</tr>
<tr>
<td>Beekeeping Mgr 1</td>
<td>22</td>
<td>PSS/MSP</td>
<td>$89,700</td>
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<tr>
<td>Beekeeper 4</td>
<td>21</td>
<td>PSS</td>
<td>$80,400</td>
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<tr>
<td>Beekeeper 3</td>
<td>20</td>
<td>PSS</td>
<td>$72,900</td>
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<tr>
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<td>19</td>
<td>PSS</td>
<td>$66,100</td>
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<tr>
<td>Beekeeper 1</td>
<td>18</td>
<td>PSS</td>
<td>$60,100</td>
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<tr>
<td>Beekeeper 1</td>
<td>17</td>
<td>PSS</td>
<td>$54,800</td>
</tr>
<tr>
<td>Beekeeper 1</td>
<td>16</td>
<td>PSS</td>
<td>$49,600</td>
</tr>
</tbody>
</table>
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
UC Davis Career Tracks Key Milestones

Updated December 13, 2016. Subject to revision.
Mapping at the UC Davis Central Campus

- Preliminary mapping is underway
- UCOP is partnering with the UC Davis Compensation Team to complete mapping
Career Tracks
Implementation
# Update on UC Davis Implementation

<table>
<thead>
<tr>
<th>Position Count</th>
<th>Central Campus</th>
<th>Health System</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total # of positions to be implemented</td>
<td>3810</td>
<td>2360</td>
<td>6170</td>
</tr>
<tr>
<td># of positions in process and/or completed</td>
<td>1250</td>
<td>525</td>
<td>1775</td>
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<tr>
<td># of positions remaining</td>
<td>2560</td>
<td>1835</td>
<td>4395</td>
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<tr>
<td>Completion %</td>
<td>33%</td>
<td>22%</td>
<td>29%</td>
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</table>
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
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
• 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 invitation at 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?
Questions We Received

What series or positions have already been completed, what’s next in line, and what is the timeline for completion? How has Central HR incorporated lessons learned from other campuses, or initial challenges with the process? What can managers and their staff do to ensure the new positions accurately reflect the responsibilities of staff?

I was reading that our current pay will not change up or down. Am I correct in that we will be going to a salary rather than an hourly wage? I have been told that we are not able to continue to earn comp time or overtime. If this is correct, my salary will actually be decreasing by about $10,000 per year. Again, if this is correct, this is extremely disappointing and will be an extreme hardship.

Any changes to pay to move close to industry norms? Any reductions in pay by way of lower caps and/or more difficult advancement bureaucracy?

If we feel that we were classified incorrectly and should be at a higher level, how would our supervisor go about changing it?