UC Davis Career Tracks
Project Update for All Employees
UC Davis Health
March 2017
Agenda

• Career Tracks Overview
• Mapping Training
• Process Discussion
  • Key Milestones
  • Roles and Responsibilities
  • Resources

Presentation will be posted at: hr.ucdavis.edu/compensation/career_tracks
Career Tracks Overview
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 December 2017

• Key Success Factors
  • Partnering – UCOP, HRBP, managers, employees
  • Change Management – emphasize
  • Project Management – dedicate resources
  • Project Team – UC Davis Compensation Team
# 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 Santa Cruz</td>
<td>UC Los Angeles</td>
</tr>
<tr>
<td>UC Merced</td>
<td>UC San Diego</td>
<td>UC Irvine</td>
</tr>
<tr>
<td>UC Riverside</td>
<td>UC San Francisco</td>
<td></td>
</tr>
<tr>
<td>Office of the President</td>
<td>UC Santa Barbara</td>
<td></td>
</tr>
<tr>
<td>Agriculture &amp; Natural Resources</td>
<td>UC Davis</td>
<td></td>
</tr>
</tbody>
</table>

Source: UC Davis
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 (ex: Information Technology)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Function</td>
<td>A more specific area within a family (ex: Applications Programming)</td>
</tr>
<tr>
<td>Job Category</td>
<td>Individual Contributor Series</td>
</tr>
<tr>
<td></td>
<td>Operational &amp; Technical</td>
</tr>
<tr>
<td>Career Level</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Level 1</td>
</tr>
<tr>
<td></td>
<td>Level 2</td>
</tr>
<tr>
<td></td>
<td>Level 3</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Career Tracks Overview

Professional/Technical Track

Expert
Advanced

Leadership Track

Manager 4
Manager 3
Manager 2
Manager 1
Supervisor 2
Supervisor 1

Experienced
Intermediate
Entry
Career Tracks is not . . .

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

• A salary program
  • However, it does provide a market based salary structure, which quickly identifies individual pay in relation to the 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 to New Job Structure
Mapping to New Job Structure

Select family and function that seems best fit

Select Category

Select Career Level

Review Job Standard
## Family and Function

<table>
<thead>
<tr>
<th>Job Family</th>
<th>Job Function</th>
<th>Job Function Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Admin</td>
<td>Administrative Operations</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td>Project and Policy Analysis</td>
<td>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.</td>
</tr>
<tr>
<td>Information Technology</td>
<td>Applications Programming</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td>AV IT</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td>Business Systems Analysis</td>
<td>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.</td>
</tr>
</tbody>
</table>
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)
### Operational & 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 & Managerial
- Incumbents primarily achieves 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
## Supervisory & Managerial or Professional?

<table>
<thead>
<tr>
<th>If employee supervises 2 or more FTEs and supervisory responsibilities represent...</th>
<th>And personally performed duties are primarily...</th>
<th>Then map the employee to the following category...</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt; 50% of the time</td>
<td>Supervisory &amp; Managerial</td>
<td>Supervisory &amp; Managerial</td>
</tr>
<tr>
<td>&lt; 50% of the time</td>
<td>Professional</td>
<td>Professional</td>
</tr>
<tr>
<td>&lt; or &gt; 50% of the time</td>
<td>Operational &amp; Technical</td>
<td>Supervisory &amp; Managerial</td>
</tr>
</tbody>
</table>
## Career Level: Professionals

<table>
<thead>
<tr>
<th>Entry</th>
<th>Intermediate</th>
<th>Experienced</th>
<th>Advanced</th>
<th>Expert</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Require limited or no prior experience</td>
<td>• Assignments of moderate scope and complexity</td>
<td>• In depth understanding of field</td>
<td>• High degree knowledge overall field</td>
<td>• Significant impact on policy or program</td>
</tr>
<tr>
<td>• Non Exempt</td>
<td>• Judgment within defined guidelines</td>
<td>• Independently performs full range of function</td>
<td>• Specialized knowledge</td>
<td>• Substantial consequences of success or failure</td>
</tr>
<tr>
<td>• PSS</td>
<td>• Non Exempt</td>
<td>• Exempt</td>
<td>• High degree autonomy</td>
<td>• Scope impacts entire organization</td>
</tr>
<tr>
<td></td>
<td>• PSS</td>
<td>• PSS</td>
<td>• Lead</td>
<td>• Exempt</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Exempt</td>
<td>• MSP</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• PSS or MSP</td>
<td></td>
</tr>
</tbody>
</table>
Select Career Level

Career Level: Supervisors

Supervisor 1
- Provides immediate supervision to Operational or bargaining unit staff
- Exempt
- PSS

Supervisory 2
- Provides direct supervision to Professional or skilled technical 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.
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

Career Level: Managers
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 Prog 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.

<table>
<thead>
<tr>
<th>Job Title</th>
<th>Code</th>
<th>Personnel Program</th>
<th>FLSA</th>
<th>Education</th>
<th>Career Path/Job</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applications Prog 3</td>
<td>7300</td>
<td>PSS</td>
<td>Exempt</td>
<td>Bachelors degree in related area and/or equivalent experience/training</td>
<td>Applications Programmer 4</td>
</tr>
</tbody>
</table>

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/deploys 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. Understand 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.
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
Process Discussion
# Scope of Work

<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>
</tr>
<tr>
<td># of positions remaining</td>
<td>2560</td>
<td>1835</td>
<td>4395</td>
</tr>
<tr>
<td>Completion %</td>
<td>33%</td>
<td>22%</td>
<td>29%</td>
</tr>
</tbody>
</table>
UC Davis Career Tracks Key Milestones

- **January 2017**: Campus Pre-Implementation, Introduce Career Tracks, Mapping and Calibration (November 2016-February 2017)
- **January 2018**: Reconsideration Period (December 2017-March 2018)
- **July 2017**: Campus Initial Validation, Manager Review (February - April), Team Review (April-June 2017), Campus and Health System Final Validation, Manager Review (July-August 2017)
- **Executive Endorsement**: September 2016
- **Implementation with Employees**: August-November 2017
- **Go Live**: December 2017

Updated December 13, 2016. Subject to revision.
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: Career Tracks Website
www.hr.ucdavis.edu/compensation/career_tracks.html

• Job Standards (Kerberos Required)
• Job Descriptors
• Families, Categories and Levels
• Training and Information Session Schedule
• Recorded presentations
• Frequently Asked Questions (FAQs)
Additional Resources

• UC Net
• Live Workshops
• Live and Recorded Webinars
• Compensation Team
• HR Business Partners and Managers

Contact us: careertracks@ucdavis.edu
Questions?