



CAREER TRACKS


IMPLEMENTATION BRIEFING FOR CONTROL POINTS AND MANAGERS

APRIL 2018

Presented by: Kathy Moore, Compensation Manager

Agenda



- Project Impacts
- Salary Grade Ranges
- Effective Dates
- Schedule of Trainings
- Other Important Dates
- PPS, OACIS & KRONOS
-  **Manager Tool Kit**
- Guidance for Conversations with Employees
- Talking to Employees about Change
- Questions/Contacts

Overview of Project Impacts



- Employees transitioning to CT:
 - 1,994 Career & contract
 - 60+ Limited
- Employees below minimum of new salary range
- Employees above maximum of range
- FLSA status changes
 - MO → BW
 - BW → MO
- Personnel Program Changes
 - PSS → MSP
 - MSP → MSP GF
- Transition to Represented Titles

Contact your Control Point if you have questions regarding funding for “Below Minimum” employees

Salary Grade Ranges – Effective May 1, 2018



Pers Program	CT Grade	CT Min	CT Mid	CT Max	Range Spread
MSP	30	\$133,300	\$233,200	\$333,200	150%
MSP	29	\$116,900	\$204,500	\$292,200	150%
MSP	28	\$102,600	\$179,500	\$256,500	150%
MSP	27	\$89,900	\$157,400	\$224,800	150%
MSP	26	\$85,200	\$140,500	\$195,900	130%
MSP	25	\$76,100	\$125,500	\$175,000	130%
MSP/PSS	24	\$69,900	\$111,900	\$153,800	120%
MSP/PSS	23	\$64,500	\$99,900	\$135,400	110%
MSP/PSS	22	\$58,500	\$89,200	\$119,900	105%
MSP/PSS	21	\$53,200	\$79,800	\$106,400	100%
PSS	20	\$50,000	\$72,500	\$95,000	90%
PSS	19	\$49,000	\$65,700	\$82,300	68%
PSS	18	\$47,100	\$59,800	\$72,500	54%
PSS	17	\$41,100	\$54,400	\$67,800	65%
PSS	16	\$37,200	\$49,300	\$61,400	65%
PSS	15	\$33,900	\$44,900	\$55,900	65%

- Midpoints are same as draft structure
 - 10% above base UC midpoint structure to account for geographic labor differential
- Minimums and Maximums are ***different***
- Wider ranges at MSP levels
 - Greater flexibility to compete with other UCs for harder-to-fill positions
 - Greater flexibility to respond to market pressures for key, mission critical positions
- Narrower ranges at PSS levels
 - Similar range widths as legacy structure
 - Minimums are better aligned with other Ucs, increasing our ability to attract talent from across the system
 - Reduces overlap between policy-covered titles and represented titles (e.g. Grade 18 starts higher than Admin Asst 3)

Effective Dates



- **May 1** – MO paid, exempt, career/contract employees with no FLSA or union change
- **May 6** – BW paid, non-exempt, career/contract employees with no FLSA or union change
- **July 1** – MO/BW paid, exempt & non-exempt, career/contract employees with an FLSA change
- **July 29** – BW paid, non-exempt, career/contract employees transitioning to a represented title, & limited appointments
- **August 1** – MO paid, exempt, career/contract employees transitioning to a represented title, & limited appointments

*Unresolved cases will transition
on a case-by-case basis*

Schedule of Trainings



Schedule of Career Tracks trainings is located on the HR Career Tracks webpage

- Implementation Briefings (Control Points/Managers)
 - April 12 – 19
- Career Tracks Employee Trainings
 - April 16 - 26
- Employee Drop-In Sessions
 - May 21 - 29
- Career Tracks Employee Special Trainings – *FLSA Status Changes*
 - May 8 - 14
- Career Tracks Employee Special Trainings – *Transition to Represented Titles*
 - May 10 – 17

No Pre-registration
required for
webinars

Encourage your employees to register for and attend training!!
UC Learning Center (<https://www.learningcenter.ucsb.edu/>)

Other Important Dates



- **Week of April 25th** - HR Distribution of Employee Notification letters to Control Points
 - Control Points distribute to managers who participated in training and mapping review
- **Week of April 30th** – Manager distribution of Employee Notification letters to employees
 - Only trained Control Points and Managers should distribute the letters
 - All existing policy covered employees will get a letter, regardless of effective date
- **May 1 to June 15** – Reconsideration Period for employees impacted by an FLSA change or transition to a collective bargaining unit title
 - **June 15 – Deadline to submit change requests for impacted group**
- **May 1 to November 30** – Reconsideration Period for all other employees
 - **Nov 30** - Deadline to submit change requests for all other employees

PPS, OACIS & KRONOS



- **PPS:**
 - Payroll will upload title and grade changes to PPS – in accordance with varying effective dates
 - Departments will audit the PPS changes
 - Departments will manually input “below minimum” salary adjustments AFTER new titles appear in PPS
- **OACIS**
 - HR will manually process reclassifications to new Career Tracks titles – in accordance with title change effective dates (vacant positions included)
 - Departments will print new JDs and obtain necessary signatures for department personnel files
- **KRONOS**
 - FLSA status changes will be coordinated through the ETS Kronos team. Instructions will be provided when employee Pay Rule and Accrual Profile configuration should be changed including desired effective dates.



Manager Tool Kit



➤ Manager Tool Kit contains detailed information regarding:

- Employee notification letter
- Employee information sheet
- Personnel program changes
- FLSA status changes
- Vacation Accrual Cash Out Program and form
- Transition to represented titles



- Employee “Special Training” sessions
- Employee Drop-In Sessions
- Employee Reconsideration Period
- Addressing the “pain points” of Career Tracks



Employee Notification Letters



➤ Customized Letters and Employee Information Sheets to include:

- ✓ Introduction to Career Tracks
- ✓ New payroll title, grade, grade range, and effective date
- ✓ Information regarding falling below or above grade range (if applicable)
- ✓ Detailed information regarding Personnel Program changes (if applicable)
- ✓ Detailed information regarding FLSA status changes (if applicable)
- ✓ Detailed information regarding transitioning to a represented title (if applicable)
- ✓ Information regarding Employee Reconsideration Period
- ✓ Schedule of Employee Special Trainings (for impacted employees)
- ✓ Schedule of Employee Drop-In Sessions (for all employees)



Personnel Program Changes



- PSS → MSP:

- Possible change in vacation accrual rates
- Eligibility for “A” parking permit
- Subject to PPSM policies that pertain to MSP employees

Positions with
Personnel Program
changes are
effective May 1 or 6

- MSP → PSS (MSP Grandfathered):

- Remains in MSP program (unique title code assigned with “GF” label)
- MSP policy provisions under PPSM still apply
- No change in vacation accrual rates
- No change in eligibility for “A” parking permit
- *Grandfathering expires both for position and incumbent when position vacates*



FLSA Status Changes – Non-Ex → Ex



- Refer employee to special training sessions (*indicated on Employee Notification Letter*)
- Change in pay frequency: BW to MO
- Change from hourly rate to monthly rate
- Change in time-keeping practices
- Not eligible for overtime pay
- Use compensatory time balance **by June 30**
 - Pay out comp time balances by **Aug 1**
- Transition assistance through **Vacation Cash Out Program**
 - Cash out up to 80 hours of accrued vacation
 - Request form **due to manager by June 20** and **due to HR by June 22**
 - **Vacation pay out date is July 11**

CASHOUT

New titles are
effective July 1 for
positions with FLSA
changes



FLSA Status Changes – Ex → Non-Ex



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CASH OUT

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Transition to Represented Titles



Positions transitioning to CX, TX, RX, etc. (not including BTSAs)

- Refer employees to special training sessions (*indicated on Employee Notification Letter*)
- Covered by Collective Bargaining Agreement as of effective date of title change
- Transition to step based pay structure and placement on step structure
 - Nearest step to current pay, not less than current pay
 - Consult with your Compensation Analyst
- Agency Fees (a.k.a. Fair Share Dues) will apply as of effective date
 - Small % of pay (approximately 1-2%)
- For more information, refer employees to the “Represented Employees” section of the HR webpage at <https://www.hr.ucsb.edu/current-employees/represented-employees>

New titles are effective July 29 (BW) & August 1 (MO) for positions transitioning to represented titles



Transition to Represented Titles (BTSA/TX)



Business and Technical Support Analysts (BTSA) levels 2 and 3:

- Refer employees to special training sessions (*indicated on Employee Notification Letter*)
- BTSA title (levels 2 and 3) was recently added to the Technical Unit (TX), represented by UPTE (through a legal “accretion” process)
- Covered by TX/UPTE Collective Bargaining Agreement as of effective date
- UC is in bargaining with UPTE over the effects of the accretion (e.g. wages, benefits, etc.)
- New Career Tracks Pay structure will apply until a step structure is negotiated
- For more information, refer employees to the “Represented Employees” section of the HR webpage: <https://www.hr.ucsb.edu/current-employees/represented-employees>

New titles are effective July 29 (BW) & August 1 (MO) for positions transitioning to represented titles

CT Systems Administrators 2 & 3



Systems Administrators 2 and 3:

- Positions mapped to Systems Administrator levels 2 and 3 will be transitioned to Career Tracks as policy-covered positions, **effective May 1 for MO paid and May 6 for BW paid**
- *Note: the UPTE union has filed a petition with a state board, the California Public Employment Relations Board (PERB), to add (accrete) the Systems Administrator title in Career Tracks into the UPTE-Technical (TX) bargaining unit.*
- More information about the UPTE petition is available on the HR Labor Relations webpage: <https://www.hr.ucsb.edu/current-employees/represented-employees/bargaining-updates>

Systems Administrator 2 & 3 titles are effective May 1 or May 6



Employee Reconsideration Period



- If an employee believes their position better aligns with a different Career Tracks function or level, there is a period of reconsideration
- Employees will be instructed to consult with their manager first to determine if there is **new information or evidence** to submit to HR to support a title change
 - Manager and control point must be in agreement with requested title change before submitting to HR → Form is completed and submitted by manager
- Due Dates for Request Forms:
 - **Priority Reconsideration – Forms due no later than June 15**
 - For positions with FLSA changes or changes in representation
 - **General Reconsideration – Forms due no later than November 30**
 - For all other positions



After the Reconsideration Period, further changes to positions will follow the normal classification review process in HR.

Guidance for Conversations with Employees



✓ Plan the conversations:

- One-on-one – OPTIMAL
- Small groups – ACCEPTABLE
- Large group/staff meeting – NOT RECOMMENDED

✓ Prioritize the conversations:

- Priority #1 – Employees with FLSA status changes
- Priority #2 – Employees transitioning to represented titles
- Priority #3 – All other employees

PRIORITIES

- 1.
- 2.
- 3.



Guidance for Conversations with Employees



✓ Be prepared:

- ✓ Review Career Tracks training materials
- ✓ Get re-acquainted with CT framework, mapping methodology, job standards, 7 key highlights of Career Tracks, etc.
- ✓ Review the customized employee notification letters
- ✓ Familiarize yourself with:
 - Effective dates
 - Changes and impacts to each employee
 - Employee reconsideration process
 - Schedule for Employee Special Trainings and Drop-In Sessions



Guidance for Conversations with Employees



✓ Have the conversation:

✓ Walk them through:

- The process of mapping
 - HR pre-lim mapping → Training → Dept Review → Discussion with HR → Final Mapping
- The customized Employee Notification letter
- The unique impacts to employee (e.g. FLSA change, transition to represented title)
- Employee Reconsideration process
- Schedule of Special Trainings and Drop-In Sessions

✓ Listen to their concerns and answer questions

✓ Emphasize the benefits (7 Key Highlights) of Career Tracks

✓ Help them to understand that it will take time to adjust to this change

85% of Employees
will receive a change
in payroll title and
grade only



Addressing the “Pain Points”



➤ Pain points (see Manager Toolkit):

- ✓ Is Career Tracks really better than what we currently have?
- ✓ What’s wrong with our current structure? Why change?
- ✓ Why does it feel like I’ve been demoted?
- ✓ How will my new Career Tracks title change how others see me?
- ✓ Why is there no money tied to Career Tracks?
- ✓ Why is a market based classification framework important for UCSB if we can’t afford to pay people at market?
- ✓ Why did I lose my supervisory title when I’m still supervising others?
- ✓ Why was my FLSA status changed? This feels like a take-away.

Talking to Employees about Change



Exploring change and its impact:

- Replacing a 40+ year old classification framework is disruptive to the status quo
- Change = ending something familiar and letting go
- Change brings about natural feelings and emotions
- Lots of fatigue around change at UCSB

- Anger
- Confusion
- Frustration
- Distrust
- Fear
- Uncertainty
- Loss
- Disappointment
- Ambivalence

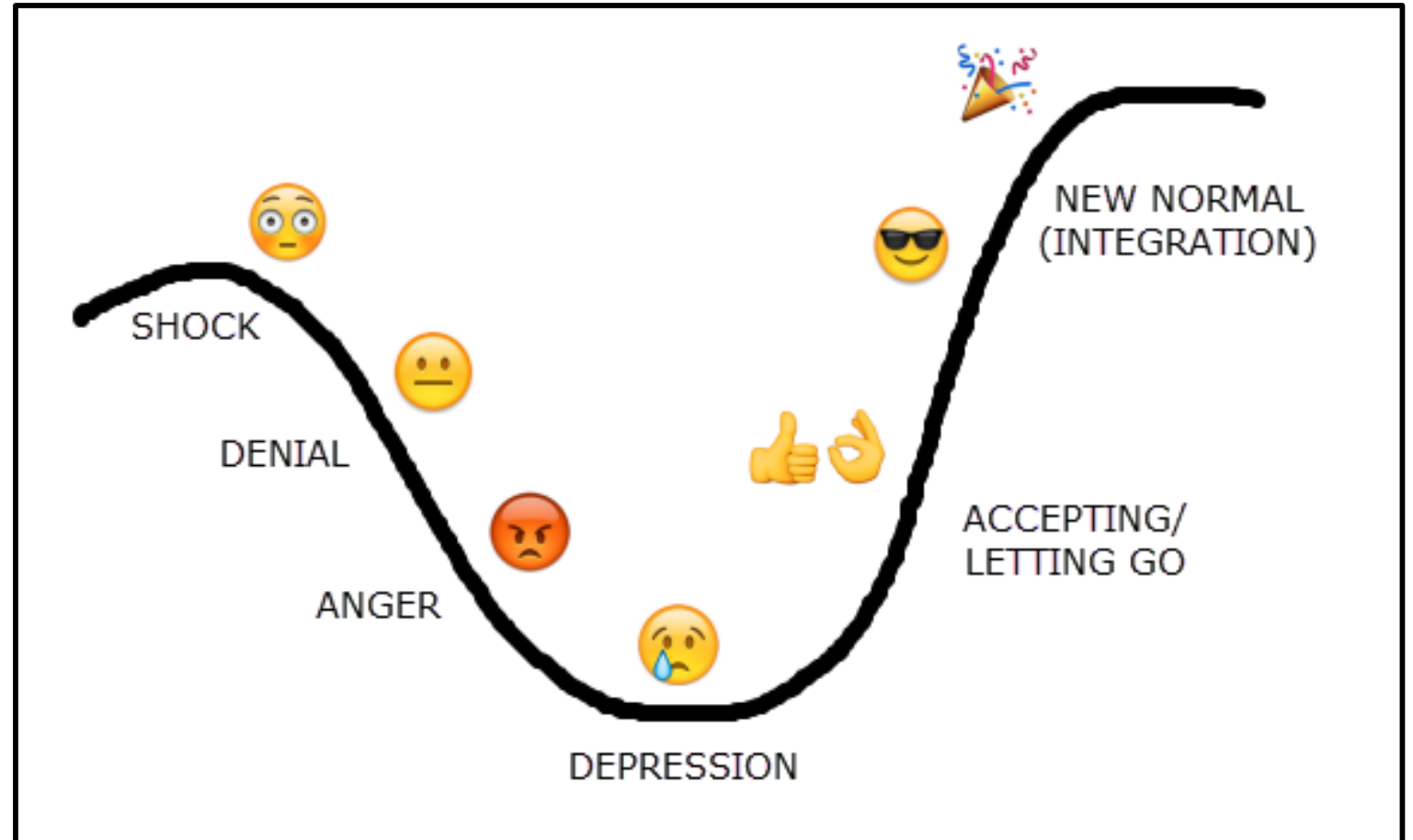
Reflect on your own experience cycling through the emotions of change

Talking to Employees about Change



Adapting to Change:

- People adapt to change and uncertainty at different rates of speed
- Understand that:
 - The emotional response to change is natural
 - Perception of change is subjective
 - A strong vision of the “new normal” (7 key highlights) is an important bridge



Talking to Employees about Change



- Talk to and listen to your employees about their concerns
- Validate their emotions
- Remind them of what isn't changing:
 - *No change in duties and responsibilities*
 - *No change to working title*
 - *No change to business cards or signature lines*
 - *No salaries are being reduced*
- Don't underestimate your ability to influence your employees by focusing on the positives - emphasize the "New Normal"

Career Tracks is a
classification re-
boot

There are no
promotions or
demotions with
Career Tracks

Focus on the positive – the future is bright!



Vision of the New Normal – 7 Key Highlights



1

Job Standards that clearly define skills, knowledge and abilities required at each level

2

Job Standards that can be used to write job descriptions

3

Better-defined career paths within job functions

4

Clearly defined progression of job duties for use in creating professional development plans

5

Consistent classification structure across UC system making it possible for employees to see how to advance their career at any UC location

6

Job titles and grades that are aligned with the labor market (supports efforts to recruit and retain qualified employees)

7

New market-based salary structure that will provide the data needed to develop a strategic and competitive approach to pay in the future

Focus on the future and the benefits of Career Tracks

Key Highlights marked in yellow are most applicable to the employees

Questions / Contacts



- Questions?

- Email us at careertracks@hr.ucsb.edu

- HR/Compensation Contacts:

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