



# CAREER TRACKS EMPLOYEE TRAINING

## APRIL 2018

*PRESENTED BY: KATHY MOORE & TAMARA BERTON*

# CAREER TRACKS PRESENTERS

KATHY MOORE  
COMPENSATION MANAGER



KATHY.MOORE@HR.UCSB.EDU

TAMARA BERTON  
SR. COMPENSATION ANALYST



TAMARA.BERTON@HR.UCSB.EDU



# COMPENSATION & CLASSIFICATION UNIT – HUMAN RESOURCES

Kathy Moore, Compensation Manager

Tamara Berton, Senior Compensation Analyst

Angie Mignone, Senior Compensation Analyst

Amy Arnold, Senior Compensation and UCPath Analyst

Linda Broen, Compensation Analyst

Ashley Sumudio, Compensation Analyst

Debbie Hudgens, Compensation Assistant



# AGENDA – 2 HOUR WORKSHOP

- What is the Compensation and Classification Unit?
- What is Career Tracks?
- Why are We Moving to Career Tracks?
- Career Tracks at UCSB
- Exploring Change
- Vision of the “New Normal”

- Career Tracks Structure
- **—BIO-BREAK—**
- Job Standards
- Mapping Methodology
- Salary Grade Structure
- What to Expect Next
- Tools and Resources
- Questions / Contacts

# COMPENSATION AND CLASSIFICATION UNIT - WHAT DO WE DO?

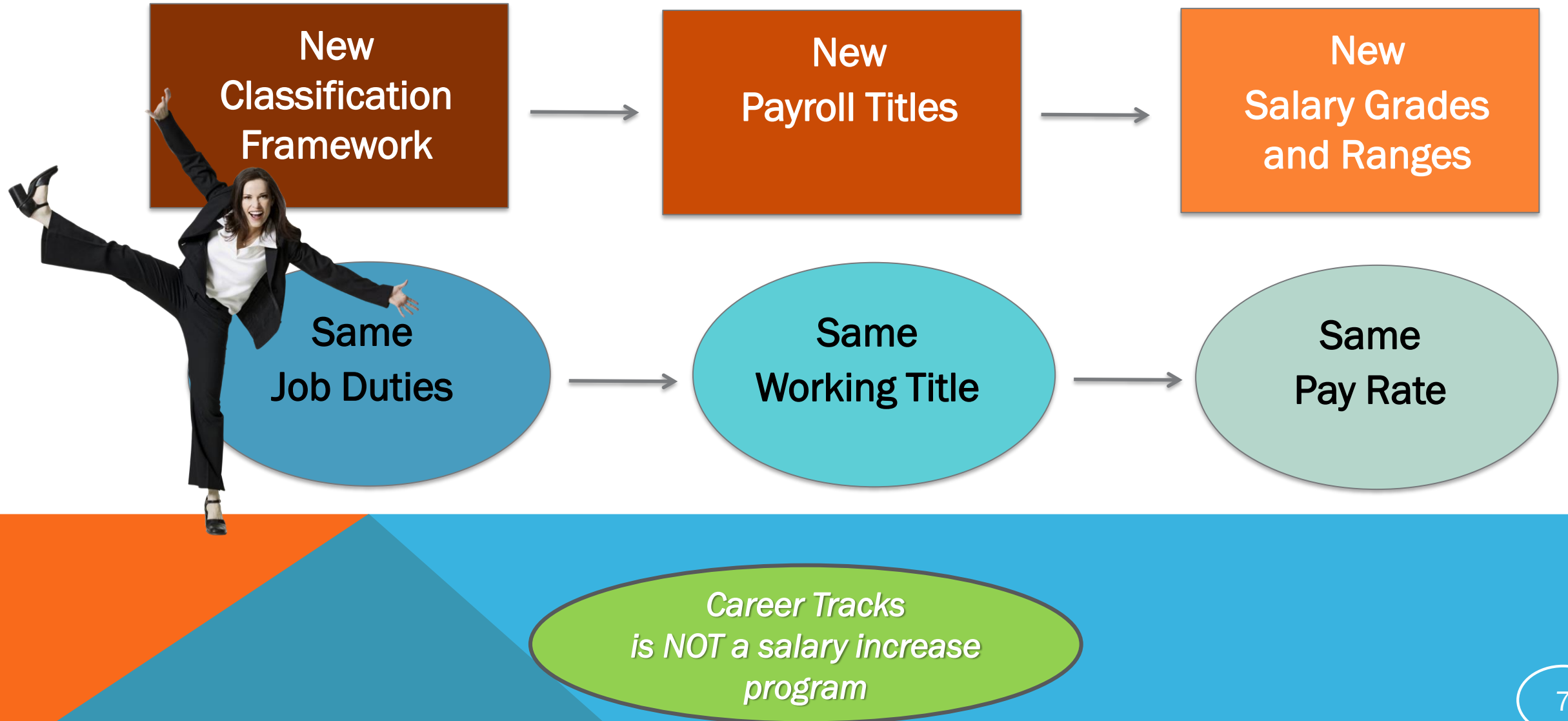
- ✓ Conduct formal and informal job reviews
- ✓ Advise departments on how to write and revise job descriptions
- ✓ Assist with departmental organizational changes
- ✓ Assist departments with the interpretation of Classification & Compensation policies and procedures



- ✓ Administer salary and classification programs and conduct salary equity analyses
- ✓ Respond to/participate in market salary surveys
- ✓ Research and gather labor market data in preparation for collective bargaining
- ✓ Assist with the design and development of compensation and classification programs such as Career Tracks
- ✓ Provide PPS Payroll System training to the campus

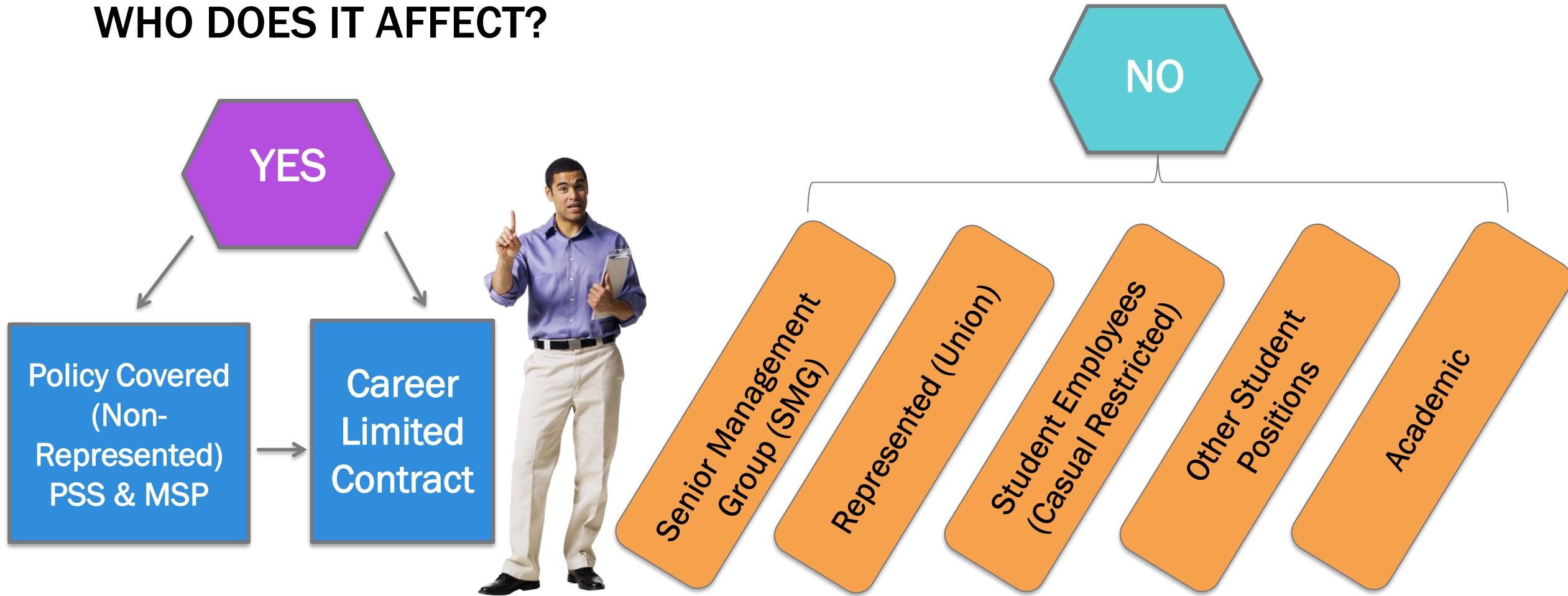
# WHAT IS CAREER TRACKS?

# WHAT IS CAREER TRACKS?





# WHO DOES IT AFFECT?



Over 2000 employees are moving to  
Career Tracks



# WHAT IS THE HISTORY OF CAREER TRACKS?



- ✓ 2002 → Project originated at Berkeley
- ✓ 2009 → “Career Compass” is implemented at Berkeley
- ✓ 2011 to Present → Framework and structure modified to fit all UC campuses
  - project renamed “Career Tracks”
- ✓ 2015 → UC President Napolitano announced Career Tracks for all campuses

Other UC campus implementations of Career Tracks:

- ✓ Fully implemented: Berkeley, UCOP, Merced, Riverside, San Diego, San Francisco, Santa Cruz, and Davis
- ✓ *Implementation in Progress: Santa Barbara*
- ✓ Job mapping in progress: Irvine and Los Angeles

**More on the formation of the salary structure coming up!**

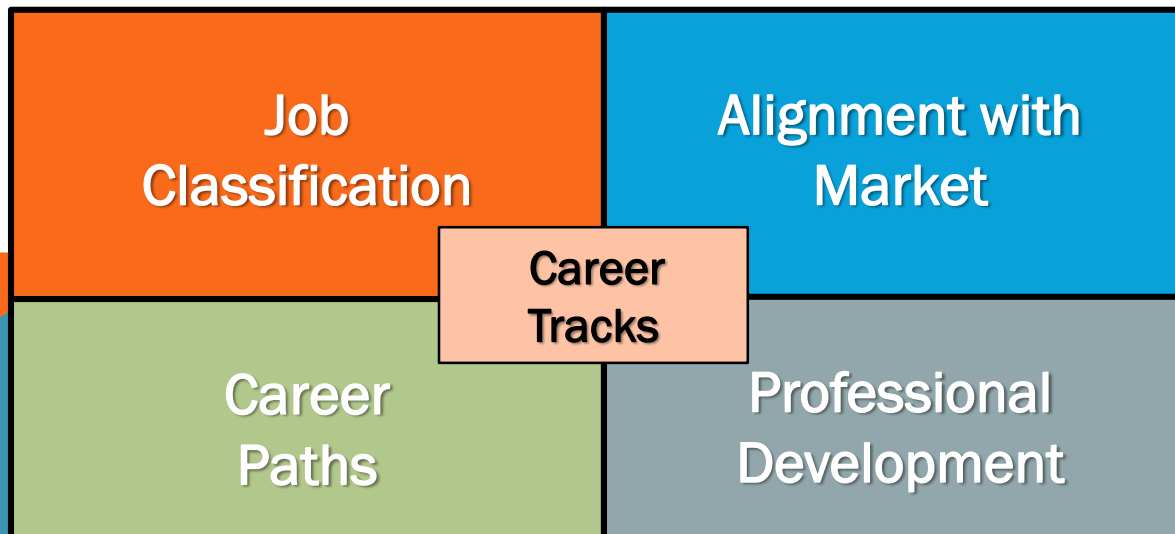
# **WHY ARE WE MOVING TO CAREER TRACKS?**

# WHY ARE WE MOVING TO CAREER TRACKS?

*In a nut shell....*



- ✓ To bring our classification framework into alignment with how the work exists today
- ✓ To make it easier for employees to identify and develop career paths
- ✓ To make it easier to plan for professional development
- ✓ To align jobs to respective labor markets by occupation



*Career Tracks  
benefits  
employees,  
managers and  
HR*

# Job Classification

## Current Structure:

- 40+ years old
- “Series Concepts” outdated and duties not well defined
- Too many generic job titles

More info on  
Job Standards  
coming up!

## Career Tracks Provides:

- ✓ Payroll titles that reflect functional responsibility
- ✓ Systematic approach to defining jobs with all new “Job Standards” that clearly define key responsibilities and KSAs\* required at each level
- ✓ Consistent structure to be used across UC system

\* knowledge, skills & abilities

**NEW & IMPROVED**

# Career Paths

## Current Structure:

- Insufficient tools or resources to identify **career paths**
- Generic titles create difficulty in identifying occupational careers



## Career Tracks Provides:

- ✓ **Job Standards** that identify one or more **career paths**
- ✓ Job Standards that are occupationally specific, allowing employees to see exactly what is required at each level within a **career path**
- ✓ ***Consistent classification structure across UCs making it possible for employees to see how to advance their career at any UC location***



# Professional Development

## Current Structure:

- Outdated Series Concepts do not define job duties well and cannot be used to write job descriptions or create professional development plans

## Career Tracks Provides:

- ✓ Clearly defined **Job Standards** that can be used to create job descriptions
- ✓ Clearly defined progression of job duties for use in creating professional development plans



## Alignment with Market

### Current Structure:

- Strong internal focus on classification and pay
- No longer closely aligned with other UCs or **labor market**

### Career Tracks:

- ✓ Focuses on internal AND external factors for classification and pay
- ✓ Aligns professional AND managerial job titles to the labor market
- ✓ Provides new **market-based salary structure** that will:
  - ✓ Enhance our ability to recruit and retain employees
  - ✓ Provide the data needed to develop a strategic and competitive approach to pay in the future

More info on salary structures coming up

*“Labor Market” consists of salary survey data across public, private and higher education employers and is used to identify pay practices across employers and industry.*





# **CAREER TRACKS AT UCSB**

# CAREER TRACKS AT UCSB

- ✓ **2014** – Committed to implementing Career Tracks at UCSB
- ✓ **2014 – 2016** – “Mapped” all career job descriptions over to new CT titles (approximately 2000 positions)
- ✓ **2016** – Pilot Program with Office of Research
- ✓ **2017** – Control Point training and review of mapping
  - ✓ *Included dozens of meetings to discuss positions, departments, and impacts*
- ✓ **2017/2018** – Manager training and review of mapping
  - ✓ *Included hundreds of meetings to discuss positions in greater detail*
  - ✓ *Over 200 formal requests for changes to preliminary mapping*
  - ✓ *Hundreds of updated job descriptions specific to the Career Tracks Project*
- ❑ **2018** – Campus Implementation!

30 Control Points and 150 Campus Managers were trained to review the new job mapping for their employees

**JOB  
DESCRIPTION**

# EXPLORING CHANGE AND ITS IMPACT

# 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



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

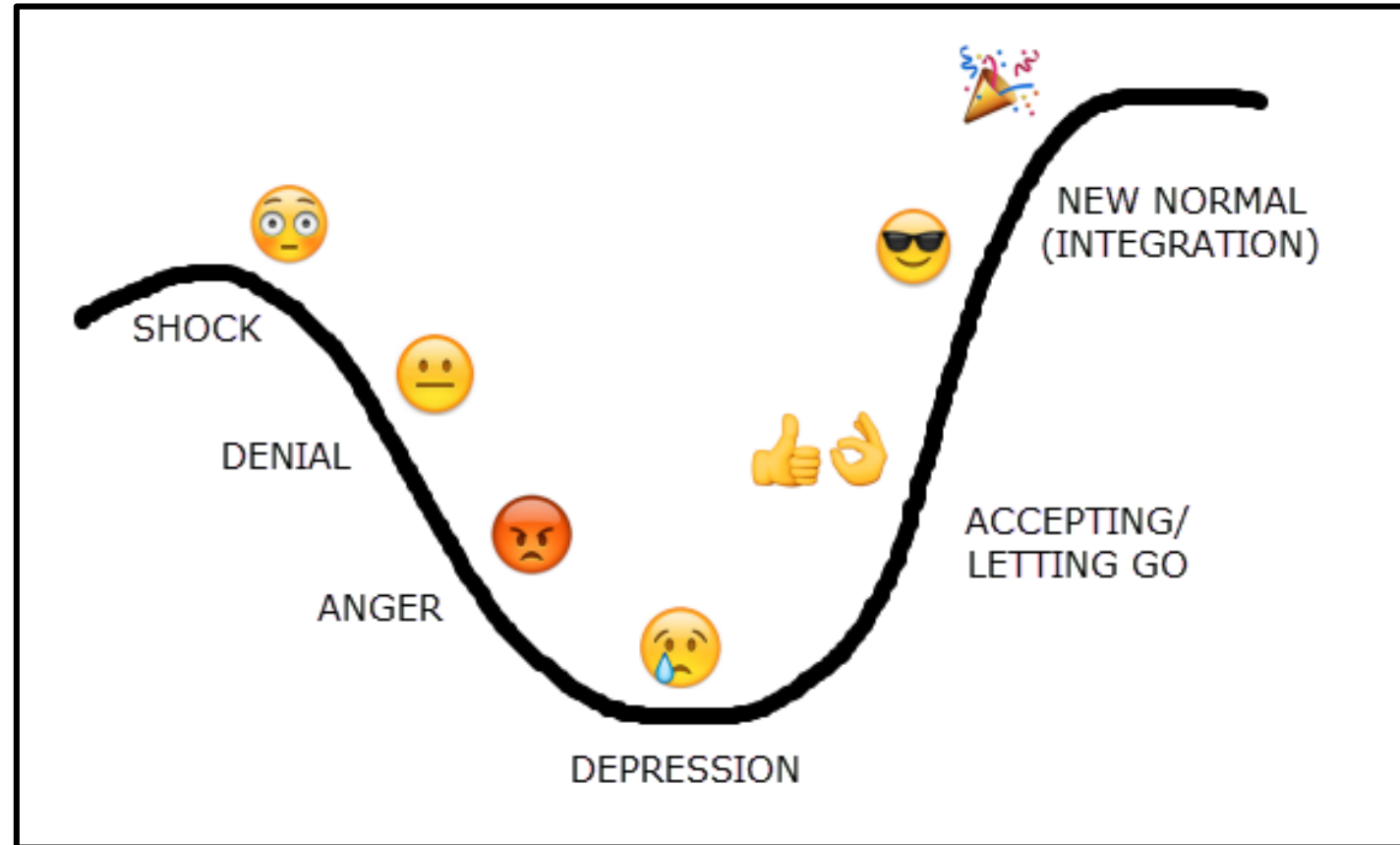


# ADAPTING TO CHANGE

✓ People adapt to change and uncertainty at different rates of speed

✓ Understand that:

- The emotional response is natural
- Perception of change is subjective
- *A strong vision of the “new normal” is an important bridge*





## VISION OF THE “NEW NORMAL”

# VISION OF THE “NEW NORMAL”

## 7 Key Highlights



1

*Job Standards that clearly define knowledge, skills and abilities (KSAs) 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 moving forward*

\*

*Key Highlights marked in yellow are most beneficial to employees*

*Focus on the future and the benefits of Career Tracks*



# CAREER TRACKS STRUCTURE

# CAREER TRACKS CLASSIFICATION FRAMEWORK

Job Family	A group of jobs in the same general occupation (ex: Finance)			
Job Function	A more specific area within a family (ex: Payroll)			
Job Category	Individual Contributor Series		Leadership Series	
	Operational & Technical	Professional	Supervisors & Managers	
Career Level	Level 1 Level 2 Level 3	Entry Level 1 Intermediate Level 2 Experienced Level 3 Advanced Level 4 Expert Level 5	Supervisor 1 Supervisor 2 Manager 1 Manager 2 Manager 3 Manager 4	

To be used for entry-level trainees only

This is a place holder for represented jobs

➡ *Defining jobs using consistent definitions of function, category and career level (rather than using generic titles such as “analyst” or “manager”) allows accurate pay comparisons with other employers in our labor market for comparable jobs.*

# SAMPLE JOB FAMILY AND JOB FUNCTIONS

Hybrid Function

There are  
over 40 job  
families and  
over 400  
job  
functions

Finance
Accounting
Financial Analysis
Financial Services
Payroll
Procurement

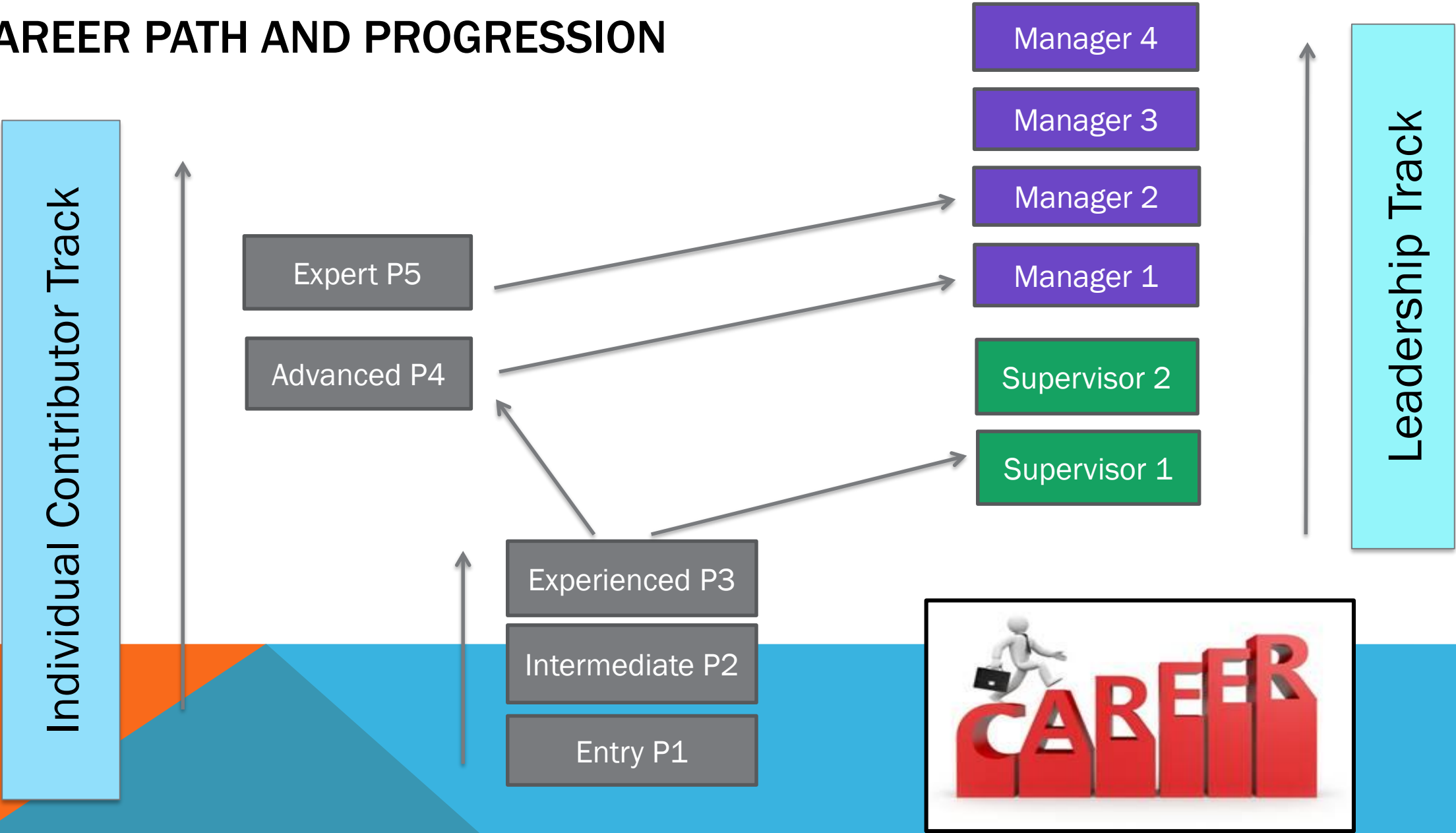
Hybrid Function

Information Technology	
Applications Programming	Geographic Information Systems
AV IT Engineering	Information Systems
Bioinformatics	IT Architecture
Business Systems Analysis	IT Security
Business Technical Support	Production Control
Communications & Network Technology	QA and Release Management
Computational & Data Science Research	Systems & Infrastructure Admin
Data Systems Management	Systems Integration
Database Administration	Technical Project Management
Educational Technology	User Experience Design

# JOB TITLES - BEFORE AND AFTER (SAMPLE)

<i>...Before... (Generic)</i>	<———— <i>After</i> ———> (Functionally Specific)	
<b><i>Analyst</i></b>	Administrative Officer Employment Rep Events Specialist Financial Analyst Financial Services Analyst	Fundraiser Marketing Specialist Payroll Analyst Project/Policy Analyst Research Administrator
<b><i>Computer and Network Technologist (CNT)</i></b>	Applications Programmer Business & Tech Support Analyst Data Systems Analyst Business Systems Analyst Systems Administrator	Database Administrator Information Systems Analyst Technical Project Mgmt Professional Computer and Network Tech Analyst IT Architect
<b><i>Student Affairs Officer (SAO)</i></b>	Admissions/Recruitment Specialist Career Services Specialist Financial Aid Officer K to 14 Academic Prep Spec.	Registrar Specialist Student Academic Advisor Student Services Advisor Student Life & Development Spec.

# CAREER PATH AND PROGRESSION



**BIO BREAK – 5 MINUTES**

***UP NEXT.....JOB STANDARDS***



# JOB STANDARDS



# OUT WITH THE OLD SERIES CONCEPTS.....

- “Series concepts” (class specs) are very old – some over 40 years!
- Series Concepts are going away for policy covered positions
- Series Concepts will be replaced with the new Career Tracks Job Standards
- Series Concepts will still exist for represented positions

## Development Engineer

Class Specifications - E.20

Principal Development Engineer (7180)

Senior Development Engineer (7181)

Senior Development Engineer Supervisor (7186)

Associate Development Engineer (7182)

Associate Development Engineer - Supervisor (7187)

Assistant Development Engineer (7183)

Junior Development Engineer (7184)

May, 1972

## Series Concept

The Development Engineer performs and/or supervises the performance of design engineering for laboratory and experimental facilities, equipment, and instrument systems; supervises and/or coordinates the construction, assembly, and testing of laboratory and experimental facilities, equipment, and instrument systems, and performs other related duties as required.

Positions in this series are characterized by the application of theoretical and/or mathematical approaches in determining the feasibility of engineering designs with consideration of such factors as system effectiveness, reliability, configuration, and cost.

Incumbents typically are assigned responsibility for the coordination of the engineering aspects of research projects involving the design, construction,

# .....IN WITH THE NEW CAREER TRACKS JOB STANDARDS!

Sample – Financial Services

Job Family & Function	<div>Job Family</div> <div>Job Function</div> <div>Category</div>	<div>Job Summary</div> Involves the processing and servicing of a variety of operational, personnel, and financial transactions and services. Includes cashiering, payroll, accounts receivable, accounts payable, collections, data collection and data entry, analysis, review and control, customer servicing, and reporting.
Job Level	<div>Job Level</div> <div>Job Title</div> <div>Job Code</div> <div>Tracking Code</div> <div>Per. Program</div> <div>FLSA</div> <div>Generic Scope</div>	<div>Entry</div> <div>Financial Services Analyst 1</div> <div>4626</div> <div>A0198</div> <div>PSS</div> <div>Non-Exempt</div> <div>Entry-level professional with limited or no prior experience; learns to use professional concepts to resolve problems of limited scope and complexity; works on developmental assignments that are initially routine in nature, requiring limited judgment and decision making.</div>
Generic Scope	<div>Intermediate</div> <div>Financial Services Analyst 2</div> <div>4627</div> <div>A0197</div> <div>PSS</div> <div>Non-Exempt</div> <div>Professional who applies acquired job skills, policies, and procedures to complete substantive assignments / projects / tasks of moderate scope and complexity; exercises judgment within defined guidelines and practices to determine appropriate action.</div>	<div>Experienced</div> <div>Financial Services Analyst 3</div> <div>4628</div> <div>A0196</div> <div>PSS</div> <div>Exempt</div> <div>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.</div>
Custom Scope	<div>Advanced</div> <div>Financial Services Analyst 4</div> <div>4629</div> <div>A0195</div> <div>PSS</div> <div>Exempt</div> <div>Technical leader with a high degree of knowledge in the overall field and recognized expertise in specific areas; problem-solving frequently requires analysis of unique issues/problems without precedent and/or structure. May manage programs that include formulating strategies and administering policies, processes, and resources; functions with a high degree of autonomy.</div>	<div>Expert</div> <div>Financial Services Analyst 5</div> <div>5923</div> <div>A0189</div> <div>MSP</div> <div>Exempt</div> <div>Recognized organization-wide expert. Has significant impact and influence on organizational policy and program development. Regularly leads projects of critical importance to the organization; these projects carry substantial consequences of success or failure. May direct programs with organization-wide impact that include formulating strategies and administering policies, processes, and resources. Significant barriers to entry exist at this level.</div>

Consistent across all job functions →

Description of breadth and level

← Unique for each job function →

# CAREER TRACKS JOB STANDARD (CON'T)

Sample – Financial Services

Job Family	Finance	Job Summary	Involves the processing and servicing of a variety of operational, personnel, and financial transactions and services. Includes cashiering, payroll, accounts receivable, accounts payable, collections, data collection and data entry, analysis, review and control, customer servicing, and reporting.
Job Function	Financial Services		
Category	Professional		

Job Level	Entry	Intermediate	Experienced	Advanced	Expert
Key Resp 01	Learns to perform basic preparation and summarization of information and reports relative to new services, regulatory compliance issues and/or vendor selection and support activities.	Applies professional financial and accounting concepts to independently perform analyses of moderately complex financial services such as researching discrepancies and tax implications and compliance with external regulations and internal policies.	Applies financial services concepts (i.e., accounting, accounts receivable, accounts payable, collections and billing), to resolve issues, and prepare business process procedures and policy recommendations.	Applies advanced financial services and accounting concepts to perform highly complex technical analyses.	subject matter expert or project manager. Performs the most complex and advanced analysis techniques to resolve highly complex issues with broad organization-wide impact in creative and cost effective ways.
Key Resp 02	Learns to reconcile, research and resolve discrepancies in financial data.	Under general supervision, researches and gathers information from a variety of sources; prepares and summarize information and reports relative to new services, regulatory compliance issues and/or vendor selection and support activities.	Provides analyses for complex summaries and proposals relative to a diverse range of topics to include new financial procedures and/or services, changes in legal regulations, tax implications, et cetera.	Advanced understanding of industry practices and organizational policies and procedures to resolve highly complex or difficult assignments.	Directs the initiation of and/or designs summary reports and background materials regarding a wide variety of internal and external policies and regulations to address a range of issues such as regulatory compliance, tax implications, recovery of cash, risk management, and the organized implementation of new services, procedures and/or policies.
Education 1	Bachelor's degree in related area and/or equivalent experience/training.	Bachelor's degree in related area and/or equivalent experience/training.	Bachelor's degree in related area and/or equivalent experience/training.	Bachelor's degree in related area and/or equivalent experience/training.	Bachelor's degree in related area and/or equivalent experience/training.
Education 2					
Education 3					
Education 4					
KSA 01	Must have basic knowledge of financial or accounting concepts, processes and procedures.	Working knowledge of financial processes, policies and procedures.	Thorough knowledge of financial processes, policies and procedures.	Advanced knowledge of financial or accounting concepts, policies and procedures, as well as related accounting and regulatory compliance requirements.	Expert knowledge of financial processes, policies and procedures, as well as related accounting and regulatory compliance requirements.
KSA 02	Must be proficient in use of Microsoft Office and common desktop/web applications.	Knowledge of financial data management and reporting systems.	Knowledge of financial data management and reporting systems.	Knowledge of organization and system-wide financial processes and procedures.	Knowledge of organization and system-wide financial processes and procedures.
KSA 03	Interpersonal skills; service orientation; active listening; critical thinking; attention to detail, ability to multi-task in a high volume environment, effective verbal and written communication skills, organizational skills.	Must be proficient in use of Microsoft Office and common desktop/web applications.	Must be proficient in use of Microsoft Office and common desktop/web applications.	Must have advanced skills using Microsoft Office and common desktop/web applications.	Must have advanced skills using Microsoft Office and common desktop/web applications.
Career Path 1	Financial Services An] 2	Financial Services An] 3	Financial Services An] 4	Financial Services An] 5	Finance > Financial Services > Supervisory and Management

Key Responsibilities

Education Requirements

KSAs

(Knowledge, skills, and abilities)

Career Path

# THE MEANING OF “SCOPE” – GENERIC SCOPE

➤ **Generic Scope** describes the broader industry standard or general scope of responsibility, span of influence, and impact of position for all functions at a particular level.

- For example → Generic Scope for *Student Life and Development Professional 3* is the same as Generic Scope for *Administrative Officer 3*



Professional 3				
Professional 1	Professional 2		Professional 4	Professional 5
Entry-level professional with limited prior experience; learns to use professional concepts to resolve problems of limited scope and complexity; works on assignments that are initially routine in nature, requiring limited judgment and decision making. Employees at this level are expected to acquire the skills and knowledge to perform more advanced work following an agreed upon time in position, through defined training and development planning.	Professional who applies acquired job skills, policies, and procedures to complete substantive assignments / projects / tasks of moderate scope and complexity; exercises judgment within defined guidelines and practices to determine appropriate action.	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.	Technical leader with a high degree of knowledge in the overall field and recognized expertise in specific areas; problem-solving frequently requires analysis of unique issues / problems without precedent and / or structure. May manage programs that include formulating strategies and administering policies, processes, and resources; functions with a high degree of autonomy.	Recognized organization-wide expert. Has significant impact and influence on organizational policy and program development. Regularly leads projects of critical importance to the organization; these projects carry substantial consequences of success or failure. Directs programs with organization-wide impact (or may have impact beyond the University) that include formulating strategies and administering policies, processes, and resources. Significant barriers to entry exist at this level.

➔ Duties of position must meet the Generic Scope definition to be at that level.



# THE MEANING OF “SCOPE” – CUSTOM SCOPE



➤ **Custom Scope** describes the size and scope (or breadth) of responsibility, span of influence and scope of impact relative to each specific function

- **Example** below is from the **Financial Analyst** function
- Custom Scope addresses size and scope differences more specifically and functionally

Professional 1	Professional 2	Professional 3	Professional 4	Professional 5
Uses professional concepts. Applies organizational policies and procedures to resolve routine issues. Works on problems of limited scope. Follows standard practices and procedures in analyzing situations or data from which answers can be readily obtained. Contacts are primarily internal to the department or unit.	Uses professional concepts. Applies organizational policies and procedures to resolve various issues. Works on problems of limited to moderate scope where analysis of situations or data requires a review of multiple factors. Exercises judgment within defined procedures and practices to determine appropriate action. Contacts are primarily internal to the department, but may also be external.	Uses skills as a seasoned, experienced professional with a full understanding of industry practices and organizational policies and procedures; resolves a wide range of issues in imaginative as well as practical ways. Works on problems of diverse scope where analysis of data requires evaluation of identifiable factors. Demonstrates good judgment in selecting methods and techniques for obtaining solutions. Contacts are both internal and external to the department.	Uses advanced professional concepts and organizational objectives to resolve complex issues in creative and effective ways. Works on complex issues where analysis of situations or data requires an in-depth evaluation of variable factors. Exercises judgment in selecting methods, techniques, and evaluation criteria for obtaining results. Contacts are both internal and external to the department at all levels.	Having wide-ranging experience, uses professional concepts and organizational objectives to resolve complex issues with organization-wide impact in creative and effective ways. Works on complex issues with little or no precedent where analysis of situations or data requires an in-depth evaluation of variable factors. Exercises judgment in selecting methods, techniques, and evaluation criteria for obtaining results. Is considered a subject matter expert. Internal and external contacts often pertain to organizational plans and objectives.



*Duties of position must meet both the Generic Scope and Custom Scope definitions to be at that level.*

# MAPPING METHODOLOGY

# MAPPING METHODOLOGY - BASICS

*Mapping was based on:*

➤ *Most recent job description on file*

- Hundreds of job descriptions were updated by the managers during the mapping process

➤ *Majority of duties (50% or more)*

- Classification is based primarily on the preponderance of duties in a position



➡ *GOAL = Finding the best overall fit to job family and job function*



# MAPPING METHODOLOGY – HYBRID JOBS

## Mapping “Hybrid” Jobs:

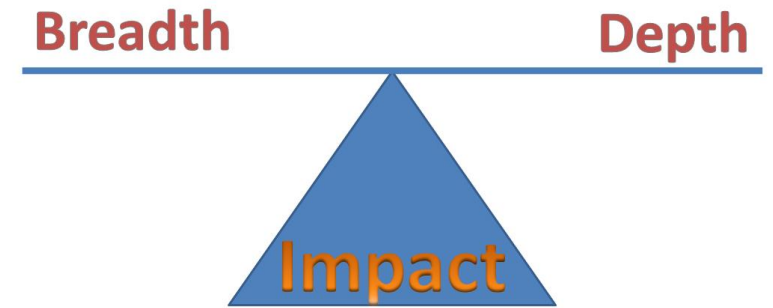
- Many employees at UC wear multiple hats
- Some perform a variety of functions that reside within one job family
  - Look for “hybrid” title in job function (e.g. Info Systems Analyst, HR Generalist)
- Some perform a variety of functions that cross over different job families.
- When in doubt, a “hybrid” position was mapped to a function based on the duties that either:
  - *Constitute at least 50% of the job*
  - *Constitute the greatest overall percentage of the job*
  - *Constitute the primary purpose of the position*
  - *Would be emphasized for recruiting when a vacancy arises*



# MAPPING METHODOLOGY – SCOPE

*Duties of a position must meet BOTH the Generic Scope and Custom Scope definitions to be assigned that level*

*Scope/breadth of responsibility*



- Extent or range of responsibilities, scope of impact, and span of influence
- Size and Scope of organization(s) or unit(s) managed
  - Number and scope (breadth) of direct reports
  - Impact and influence on unit, department, division, and/or campus

1. Generic Scope describes the industry standard/general scope of responsibility and is the same across all standards for every family and function
2. Custom Scope describes the scope (or breadth) of responsibility relative to the specific work performed under a given function and is specific for each level

# MAPPING METHODOLOGY - SUPERVISORS



## *New Methodology for Supervisory Titles:*

It's okay to use  
"Supervisor" in  
your working title

- A Supervisor payroll title may be assigned when:
  - Supervision of 2.0 career FTE or more (**same as current**) – **AND** -
  - Majority (50%+) of time in position is spent on supervisory related duties (**new**)
- Positions with supervisory duties that equal less than 50% time, are assigned to a professional level title



*Q: Can you still supervise without a supervisor payroll title? **YES!***

*(Professional levels 3 and 4 often supervise others)*

# MAPPING METHODOLOGY - MANAGERS

## *New Methodology for Managerial Payroll Titles:*



- A Manager payroll title may be assigned when:
  - Duties meet the generic and custom scope definitions for managerial levels
  - Supervision and management is the primary function and the manager spends the majority (50% or more) of time on supervisory and management related duties
- Positions with a 50% or more focus on professional level functions, not on supervision and management, are assigned to a professional level payroll title.



*Q: Can you still manage without a Manager payroll title? YES*

# **SALARY GRADE STRUCTURE**

# CAREER TRACKS GRADE STRUCTURE

16 New Grades

New Grade Structure	
MSP	30
MSP	29
MSP	28
MSP	27
MSP	26
MSP	25
PSS or MSP	24
PSS or MSP	23
PSS or MSP	22
PSS or MSP	21
PSS	20
PSS	19
PSS	18
PSS	17
PSS	16
PSS	15

- ✓ Consistent grade structure established across all UC campuses (same # grades)
- ✓ NEW - Cross over between MSP and PSS grades
- ✓ No correlation to current grade structure
- ✓ Grade structure is designed to accommodate varying market values of different functions

Grades vary by function and level

Job Function	Professional Level 2	Professional Level 3	Professional Level 4
Magician	19	20	22
Flame Thrower	18	19	21
Tight Rope Walker	20	22	23

# CAREER TRACKS SALARY GRADE STRUCTURE

CAREER TRACKS RANGES - EFFECTIVE MAY 1, 2018				
Pers Program	CT Grade	CT Min	CT Mid	CT Max
MSP	30	\$133,300	<b>\$233,200</b>	\$333,200
MSP	29	\$116,900	<b>\$204,500</b>	\$292,200
MSP	28	\$102,600	<b>\$179,500</b>	\$256,500
MSP	27	\$89,900	<b>\$157,400</b>	\$224,800
MSP	26	\$85,200	<b>\$140,500</b>	\$195,900
MSP	25	\$76,100	<b>\$125,500</b>	\$175,000
MSP/PSS	24	\$69,900	<b>\$111,900</b>	\$153,800
MSP/PSS	23	\$64,500	<b>\$99,900</b>	\$135,400
MSP/PSS	22	\$58,500	<b>\$89,200</b>	\$119,900
MSP/PSS	21	\$53,200	<b>\$79,800</b>	\$106,400
PSS	20	\$50,000	<b>\$72,500</b>	\$95,000
PSS	19	\$49,000	<b>\$65,700</b>	\$82,300
PSS	18	\$47,100	<b>\$59,800</b>	\$72,500
PSS	17	\$41,100	<b>\$54,400</b>	\$67,800
PSS	16	\$37,200	<b>\$49,300</b>	\$61,400
PSS	15	\$33,900	<b>\$44,900</b>	\$55,900

- ✓ Base set of grade midpoints established by UCOP - aligned with national market medians
- ✓ From the base structure, a geographic differential (as identified by the labor market) is applied for each campus
- ✓ Grades are assigned to payroll titles based on average market value of the function
- ✓ Range minimums and maximums determined by each campus and address unique needs by each campus

# GRADE STRUCTURE AND COST OF LABOR

- ✓ Labor Market data consists of information from public, private and higher education survey sources
- ✓ Geographic adjustments to **midpoints** made for each campus
  - ✓ Geographic % differentials based on cost of labor for local region, as determined by independent research company, Economic Research Institute
  - ✓ Salary grade structure for UCSB reflects a 10% geographic differential



- ✓ Cost of Labor reflects what a particular geographic market offers as compensation for a specific type of work
- ✓ Cost of Living reflects the cost of goods utilized by a typical consumer, including items such as housing, groceries and transportation

*Salaries are driven by Cost of Labor and  
reflect how much it costs to employ people in specific roles*



# WHAT TO EXPECT NEXT

# EMPLOYEE NOTIFICATION LETTERS



- Each employee will receive a notification letter prepared by HR
- **1<sup>st</sup> week of May** – Letters will be distributed by the managers to all policy-covered employees
- Notification letters will contain all the information you need to know about **what** is changing and **when**:
  - New payroll title, new grade, effective date
  - Employee Information Sheet that contains resources and opportunities for consultation with HR

*\*A small number of employees who have additional impacts as a result of their new title (e.g. FLSA change, etc.) will be provided with additional resources and an invitation to attend a special training*



# EFFECTIVE DATES OF CAREER TRACKS

There are several effective dates for title changes:

- **May 1:** Monthly paid, exempt, career/contract employees
- **May 6:** Biweekly paid, non-exempt, career/contract employees
- **July 1:** Monthly & Biweekly paid, exempt & non-exempt, career/contract employees with an FLSA change
- **July 29:** Biweekly paid, non-exempt, career/contract employees transitioning to a represented title & limited appointment employees
- **August 1:** Monthly paid, exempt, career/contract & limited employees transitioning to a represented title

*Large majority of employees*

*Small number of employees*



# EMPLOYEE DROP-IN SESSIONS

- Drop-in sessions:
  - Available **May 21st – 29th**
  - For any policy-covered employees who wish to meet one-on-one with a member of the HR/Compensation team to ask questions
  - First come, first served basis
  - Limited to 15 minutes per employee if there are employees waiting
- Drop-in sessions are for consultation only



# EMPLOYEE RECONSIDERATION PERIOD

- If you believe your position should be aligned with a different Career Tracks title, there is a period of reconsideration
  - Please consult with your manager to determine if there is **new information or evidence** to submit to HR to support reconsideration of the original title assigned
  - Manager and control point must be in agreement with requested change before submitting to HR
  - Form is completed and submitted by manager
- Formal requests for changes will be accepted between **May 1 – November 30**



**Remember!**

After the Reconsideration Period, requests for classification review will follow the normal classification review process in HR.

# TOOLS AND RESOURCES

# CAREER TRACKS WEBSITE

[www.hr.ucsb.edu/compensation/career-tracks](http://www.hr.ucsb.edu/compensation/career-tracks)

Welcome

Compensation

Classification

Career Tracks

▸ General Information

▸ Job Titles and Standards

▸ Salary Structure

▸ Presentations/Training

▸ Mapping Tools

OACIS

Salary Increase Programs

Salary Scales

Series Concepts

Forms

FAQs

Contacts

## COMPENSATION & CLASSIFICATION

### CAREER TRACKS

Welcome to the Career Tracks home page!

Career Tracks Campus Announcement (D-List memo)

▸ Career Tracks Training - Employees

▸ Career Tracks Training - Control Points and Managers

▸ Systemwide Career Tracks

April 2018

After several years of preparation, on-going consultation, and tremendous work by many employees across the campus and within Human Resources, we are pleased to announce that UCSB is in the final stages of implementing Career Tracks, the new classification framework for policy-covered staff at the University of California. During this time, Human Resources has worked closely with over 160 supervisors, managers, business officers,

#### Useful Links

Career Tracks Title List

Job Standards (SharePoint)

UCOP Career Tracks Site

TCS

OACIS

FAQ's

Request for Change Form

Questions? Email us at [careertracks@hr.ucsb.edu](mailto:careertracks@hr.ucsb.edu)

Training Schedule

Presentations

New Title Code List

Job Standards - Log in to SharePoint with your UCSB NetID and password

Questions? Email us!

# JOB STANDARDS – **SHAREPOINT WEBSITE**

Link on HR website --  
<https://share.pmo.ucsb.edu/hr>

The screenshot shows the 'HR Career Tracks' SharePoint page. On the left sidebar, under 'Lists', the 'CT Job Standard Docs' link is circled in yellow. A blue box labeled 'Job Standards' has an arrow pointing to this link. Below the sidebar, under 'Additional Resources', the 'Recycle Bin' and 'All Site Content' links are visible. A green box labeled 'User instructions' has an arrow pointing to the 'Link to screenshot instructions on how to manipulate the list in SharePoint.' link in the main content area. The main content area has a title 'HR CAREER TRACKS' and a section 'Getting Started!' with a welcome message. Below this is a link to 'CTSP\_QuickTips\_Handout.pdf'. The 'CT Title List' section explains the purpose of the list and provides two views: 'View List by Family' and 'View Entire List'. It also includes a link to 'Job Function Summaries 6-6-17.xlsx'. The 'CT Job Standard Documents' section explains the file naming convention and provides a link to 'Link to screenshot instructions on how to navigate in the documents section.'

HR Career Tracks

Lists

Career Tracks  
Classification  
Resources:

CT Title List  
View List by Family  
CT Title List

CT Job Standard Docs

Additional Resources:

HR Website  
TCS Site  
OACIS Site  
FAQ

Recycle Bin  
All Site Content

## HR CAREER TRACKS

### Getting Started!

Welcome to Career Tracks! Career Tracks is a new classification framework that aligns jobs to respective labor markets by *occupation*. Career Tracks supports visible career paths and is intended to replace the Series Concepts and Classification Specifications for non-represented jobs.

[CTSP\\_QuickTips\\_Handout.pdf](#)

### CT Title List

To help you locate and compare information between CT families and functions, the CT Standards lists give you a sortable and filterable format. Use this to search for titles or compare grades. Once you have narrowed down the families and functions you are interested in reviewing, view the documents using the CT Documents folders.

There are two views available, "View List by Family" and "View Entire List." Because the entire list contains 100's of lines, you may wish to view the list by function which collapses the entire list into groups by function. Both of these views contain the same functionality to sort or filter.

[Link to screenshot instructions on how to manipulate the list in SharePoint.](#)

To help you identify the appropriate Standard, the excel spreadsheet below provides a general job summary for each function in Career Tracks. Once you have located a function that meets your general needs for a position, use the "CT Documents" link on the left menu to locate the corresponding document to see the full Standard.

[Job Function Summaries 6-6-17.xlsx](#)

### CT Job Standard Documents

The new specifications for each Standard are located in the folders under "CT Documents." They are filed according to Job Family. The file names are truncated showing JOBFAMILY\_JOBFUNCTION\_POSITIONLEVEL, (e.g. Audit+Cmpl\_Advcy\_PROF).

Within each Function, there can be between up to 4 Job Categories (Operational/Technical, Professional, Supervisory, or Managerial), and each category will have its own document.

Within each Job Category, there can be multiple levels. (e.g. Professional Levels 1-5, Supervisor Levels 1-2, and Manager Levels 1-4). When you identify the document you wish to view, you will have a side-by-side comparison of the levels.

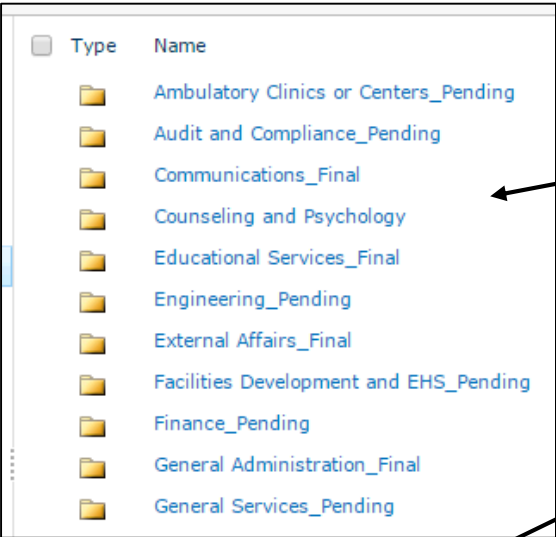
[Link to screenshot instructions on how to navigate in the documents section.](#)

Job  
Standards

User instructions



# JOB STANDARDS – *SHAREPOINT WEBSITE* (CONTINUED)



Type	Name
Folder	Ambulatory Clinics or Centers_Pending
Folder	Audit and Compliance_Pending
Folder	Communications_Final
Folder	Counseling and Psychology
Folder	Educational Services_Final
Folder	Engineering_Pending
Folder	External Affairs_Final
Folder	Facilities Development and EHS_Pending
Folder	Finance_Pending
Folder	General Administration_Final
Folder	General Services_Pending

**Job Family folders.**

Within each folder is a list of job standards by function

**Job Standards listed by Job Function**

One for each Job Category - Mgmt, Prof, Supv



Type	Name	Job Family	Job Function	Job Title	Job Code	Job Level
Document	GenAdmin_AdmOps_MGMTTr2	General Administration	Administrative Operations	Administrative Manager	0547, 0548, 0549, 0550	Manager 1, Manager 2, Manager 3, Manager 4
Document	GenAdmin_AdmOps_PROFr2	General Administration	Administrative Operations	Administrative Officer	7376, 7377, 7378	Intermediate, Experienced, Advanced
Document	GenAdmin_AdmOps_SUPVr2	General Administration	Administrative Operations	Administrative Supervisor	7374, 7375	Supervisor 1, Supervisor 2
Document	GenAdmin_BusIntelligence_MGMT	General Administration	Absolute Returns			Manager 1, Manager 2, Manager 3, Manager 4
Document	GenAdmin_BusIntelligence_PROF	General Administration	Absolute Returns			Intermediate, Experienced, Advanced, Expert
Document	GenAdmin_BusIntelligence_SUPV	General Administration	Absolute Returns			Supervisor 2
Document	GenAdmin_ContAdmin_MGMTTr2	General Administration	Contract Administration	Contract Administration Manager	0448, 0552, 0553, 0589	Manager 1, Manager 2, Manager 3, Manager 4
Document	GenAdmin_ContAdmin_PROFr2	General	Contract Administration	Contract Administrator	0345, 0551, 7379, 7380	Intermediate, Experienced, Advanced, Expert

.....BREATHE.....

## Career Tracks is a BIG change!!

- Allow yourself time to adjust to the change
  - *Feeling emotional or nervous is natural*
- Equip yourself with knowledge
- **Ask questions!**
- Focus on the positive
  - *There are many benefits to Career Tracks!*
- Begin to envision the “New Normal”





## QUESTIONS?

### HR/Compensation Contacts:

Kathy Moore, Compensation Manager, x7137

Tamara Berton, [tamara.berton@hr.ucsb.edu](mailto:tamara.berton@hr.ucsb.edu), x4661

Amy Arnold, [amy.Arnold@hr.ucsb.edu](mailto:amy.Arnold@hr.ucsb.edu), x4068

Linda Broen, [linda.broen@hr.ucsb.edu](mailto:linda.broen@hr.ucsb.edu), x4832

Angie Mignone, [angie.mignone@hr.ucsb.edu](mailto:angie.mignone@hr.ucsb.edu), x4459

Ashley Sumudio, [ashley.sumudio@hr.ucsb.edu](mailto:ashley.sumudio@hr.ucsb.edu), x7664

Cynthia Señeriz, Director, Human Resources, x8137



*Comments?*

*Suggestions?*

***Thank you!***