

Compensation and Classification

The Nuts and Bolts

Presented by Kathy Moore, Director of Compensation, Human Resources, May 2024







Agenda

- The Compensation Team
- Classification of Jobs (methodology, reclasses)
- Temporary Stipends
- Equity Increases
- Compensation Philosophy and Salary Setting Goals
- Cost of Living and Cost of Labor
- Job Growth and Career Progression
- Advocating for Yourself
- Additional Resources / Questions
- Appendix

This presentation is posted on the [HR website](https://www.hr.ucsb.edu/hr-units/compensation-classification).

<https://www.hr.ucsb.edu/hr-units/compensation-classification>

Meet the Compensation Team

		Assigned areas of campus:
	Kathy Moore Director of Compensation	<ul style="list-style-type: none"> Chancellor's Office, Arts & Lectures, Diversity, Equity and Inclusion and Human Resources
	Linda Broen Senior Compensation Analyst	<ul style="list-style-type: none"> Academic Affairs Division (excluding the Library, Information Technology Services (ITS), and the Graduate Division)
	Andrea Dittman Senior Compensation Analyst	<ul style="list-style-type: none"> Division of Institutional Advancement Office of Research Division Information Technology Services (ITS)
	Anna Fudge Senior Compensation Analyst	<ul style="list-style-type: none"> Student Affairs Division Graduate Division Finance and Resource Management (FARM) (Budget & Planning, BFS, Purchasing, BARC, Audit Services) Information Technology Services (ITS)
	John Ibach Senior Compensation Analyst	<ul style="list-style-type: none"> Administrative Services Division (EH&S, Physical Facilities, Housing & Residential Services, Auxiliary Enterprises, Transportation & Parking) Library and Athletics Information Technology Services (ITS)
	Debbie Hudgens HR Assistant 3	<ul style="list-style-type: none"> Administrative Support for the Compensation Unit, Employee & Labor Relations Unit, and HR Administration.

Classification of Jobs

Classification of Jobs



Two separate classification frameworks:

Career Tracks
(policy-covered)

→ Job families and job functions that are aligned with the labor market and defined by a series of Job Standards (generic descriptors).

- ◆ *Professional individual contributor titles*
- ◆ *Supervisor titles*
- ◆ *Managerial titles*

Series Job Specifications
(represented)

→ Job Classes and subclasses created for union positions and defined by the Series Job Specifications (generic descriptors).

- ◆ *Operational and technical titles*
- ◆ *Some professional titles (such as pharmacists, physicians, nurses, and system administrators)*

Classification Methodology



Alignment

- **Alignment of duties with Job Guidelines** (CT Job Standards and/or Series Job Specifications)
 - ◆ *Alignment with CT job standards requires a match to the **Generic Scope** and **Custom scope definitions** AND to a majority of the **Key Responsibilities**.*



Majority Rule

- **Majority rule:** Classification title and level are dependent primarily on where the majority (50% or more) of job duties lie.
 - ◆ *Most jobs contain a mix of duties and sometimes at different levels*
 - ◆ *Is there a clear majority? If not, what is the main purpose of the job? What skill set or set of knowledge would you seek out in a recruitment? This would help identify which job title to align with.*

Classification Methodology



Compensable
/Determinant
Factors

1. **Freedom to Act** - do you function independently and have authority to make decisions on important matters?
2. **Complexity** - what kinds of problems do you have to solve? What level of skill and knowledge is needed to the job?
3. **Consequence of Error** - what is the impact of any errors made? How easy is it to rectify them?
4. **Scope** - how many different sets of skill and knowledge do you need to do your job? What is your span of influence/impact?
5. **Supervisory duties** - how many and what levels of employees do you supervise?
6. **Responsibility for resources** - do you manage resources such as finances, space, equipment, people? How much?
7. **Communications** - what levels of staff do you typically communicate with and influence?

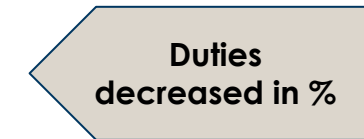
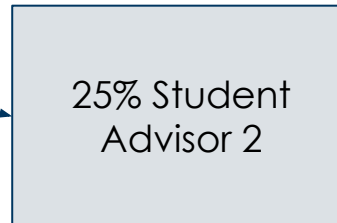
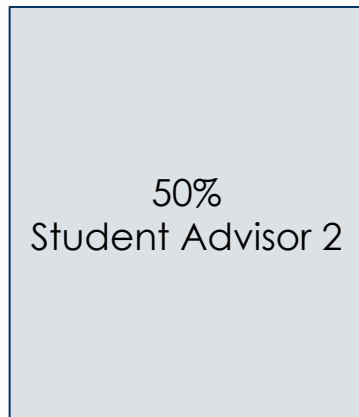
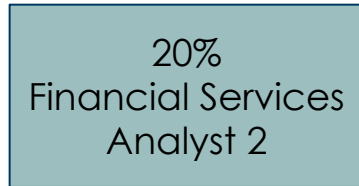
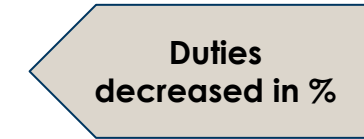
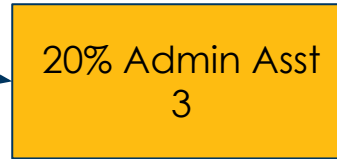
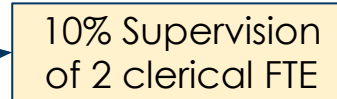
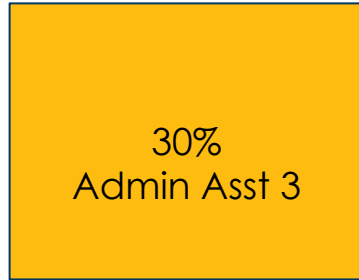
Reclassification Example

Student Advisor 2

Financial Services Analyst 3

Current Distribution of Duties

Proposed Distribution of Duties



What are Some Reasons Reclasses Come About?

Positions change and evolve due to a variety of reasons and may result in an **upward, lateral or downward reclassification**:

- Positions vacating
- Employees retiring
- New programs and/or initiatives being added
- New compliance duties
- Automation of functions and duties
- New management
- Shifting of priorities and goals
- Need for higher level functioning to achieve goals
- Elimination of duties or services
- Consolidation of duties
- Changes in reporting relationships



Temporary Stipends

Temporary Stipends



Two sets of Stipend Policies:

Policy-Covered Employees

- Employee takes on 20% or more higher level duties for 30 working days or more; or
- Employee takes on 20% or more extra work that is significantly different from what they normally do (same level or above).

Represented Employees

- Each Collective Bargaining Unit has their own policy.
- Some require that the employee takes on ALL of the duties of a higher level position while others require that the employee take on some of the duties of a higher level position.

★ *Only management can request a temporary stipend for an employee. Requests are submitted via Job Builder.*

Equity Increases

Equity Increases

Equity (or off-cycle) Increases are permanent, base-building increases that are meant to help correct cases of salary inequity (internal or external), immediate retention problems or inappropriate salary differences between Supervisors and those they supervise (referred to as “salary compression”).

Goal = To balance competitive pay with campuswide salary equity.

Note

- ★ *Only management may request an equity review or propose an equity increase for an employee.*
- ★ *Equity Increases are not meant to replace or supplement merit increases or reclassification increases, nor are they given on the basis of longevity, performance, or increased workload.*
- ★ *Equity reviews and increases are not an entitlement of the employee nor are they a requirement by the University.*

Equity Increases

Criteria

Internal salary inequity:	<ul style="list-style-type: none">● Pay inequity between employees in the same job title on campus.● Pay inequity between new hires and current employees in the same job title in a particular department, division or college.
External market inequity:	<ul style="list-style-type: none">● Valid market data showing that our competition pays higher salaries for similar work.● Recruitment difficulties.● Sharp increase in turnover for similar work on campus.
Immediate retention concerns:	<ul style="list-style-type: none">● External job offer made to an employee.
Salary compression:	<ul style="list-style-type: none">● Inequity in salary between supervisors and those whom they supervise.
Additional duties and/or responsibilities:	<ul style="list-style-type: none">● Additional duties have been added to the position that increase the complexity or scope but do not warrant a reclassification. <i>Changes must be substantial and on-going and will typically represent at least 20% of the overall position.</i>

Compensation Philosophy and Salary Setting Goals

Compensation Philosophy and Goals

To pay consistently across the campus.

To pay competitively with the labor market.

To pay fairly and equitably.

To pay responsibly given the source of funds (State of CA, student fees, tuition, federal grants, gifts, etc.)

To establish defensible pay practices.

Salary Setting Goals and Factors

Two Main Drivers → **Pay Methodology and Budget**

Pay Methodology: Approach salary setting holistically & consistently.

Budget: Availability of permanent funds.

Internal Factors

- ✓ Budget
- ✓ Policy (PPSM, CBU, division)
- ✓ Internal pay practices
- ✓ Internal pay equity
- ✓ Criticality of position
- ✓ Salary of supervisor or direct reports
- ✓ Position in Range (%)
- ✓ Internal experience at or near level
- ✓ Strength of classification

External Factors

- ✓ External experience at or near level
- ✓ Transferable skills, knowledge and abilities
- ✓ Required unique or specialized skill set
- ✓ Recruitment and/or retention difficulties
- ✓ External/market pay equity

Cost of Living / Cost of Labor

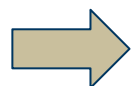
Cost of Living / Cost of Labor

- ✓ **Cost of Living** reflects the cost of goods utilized by a typical consumer, including items such as housing, groceries and transportation.
- ✓ **Cost of Labor** reflects what a particular geographic market offers as compensation for a specific type of work.
- ✓ **Inflation** represents the changes in the cost of goods and services in response to good or bad economic times.
- ✓ **Wages** are driven by changes in supply and demand of labor.

Base City's Base Salary Level	United States Average	Berkeley/OP	Davis	Irvine	Los Angeles	Merced	Riverside	San Diego	San Francisco	Santa Barbara	Santa Cruz
\$100,000	USD	USD	USD	USD	USD	USD	USD	USD	USD	USD	USD
Salary (Cost of Labor)	\$100,000	\$124,542	\$112,218	\$113,913	\$116,379	\$108,041	\$109,400	\$110,985	\$131,694	\$113,068	\$112,629
% of United States	100%	124.5%	112.2%	113.9%	116.4%	108.0%	109.4%	111.0%	131.7%	113.1%	112.6%
Cost of Living	\$100,000	\$164,565	\$118,963	\$149,451	\$157,439	\$97,334	\$120,971	\$152,778	\$179,012	\$149,624	\$159,021
% of United States	100%	164.6%	119.0%	149.5%	157.4%	97.3%	121.0%	152.8%	179.0%	149.6%	159.0%
% Gap	0%	40.1%	6.8%	35.6%	41.0%	-10.7%	11.6%	41.8%	47.3%	36.5%	46.4%
Geog. Differential applied to Salary Range as of July 2023		20%	12%	14%	25%	5%	10%	10%	19%	15%	15%

Job Growth and Career Progression

Job Growth and Career Progression



Due to the way the campus is structured, there may be limits to how much each position can grow in size and scope.



Promoting in one's career may involve applying for higher level positions in other areas of the campus where higher levels exist.

- *This is a large university and there are many great opportunities to move around and grow your career.*



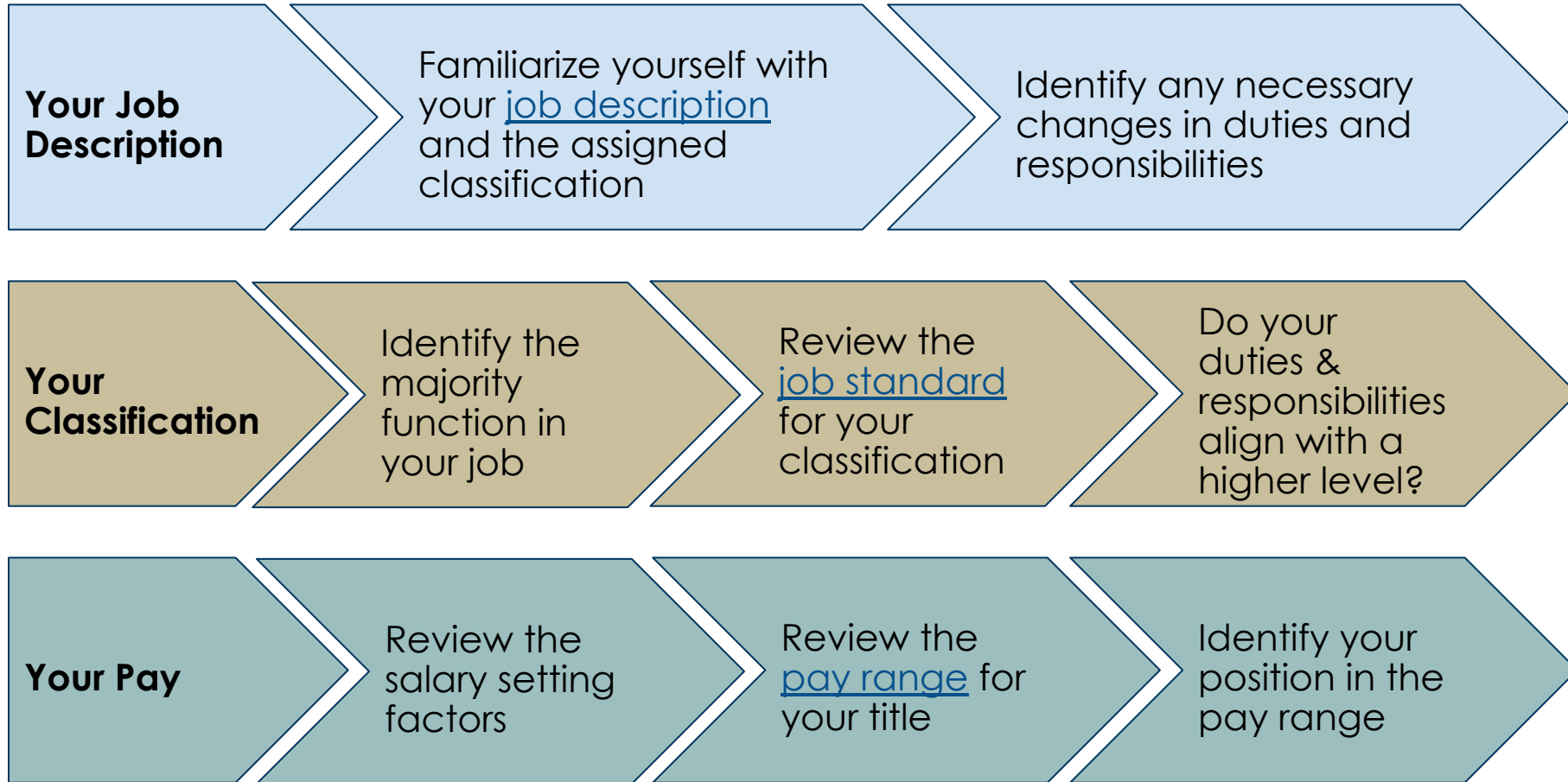
Career growth in one's position doesn't always occur based on an one's ability and readiness to move to the next level - it usually occurs based on the department's need for higher level or new work to be performed.



If career growth opportunities don't exist for an employee in their department, the department can support the employee's career progression by enabling them to participate in professional development and by encouraging them to apply for higher level jobs in other departments.

Advocating for Yourself

Advocating for Yourself - Be Prepared



Advocating for Yourself - Having a Conversation

Request a meeting with your immediate supervisor

- Let them know you wish to have a conversation about your position, your salary and/or growth opportunities.

Show an interest in learning more about:

- Why your job is at the level it is;
- What kind of career growth opportunities there are in the department or division;
- What level of support you would receive in attending professional development training to grow your knowledge and skills;
- What steps management has taken to assess pay equity in the department;
- What hurdles there may be in getting a pay increase and/or a higher level classification.

Share your findings about your job description

- Be prepared to discuss the needed revisions or additions to your job duties that aren't reflected in the job description and offer to draft up a revised JD.
- Let them know if you feel that you may be underclassified and/or underpaid and ask to talk in more detail about it.
- Share your findings from your comparison of duties and pay.

Manage your expectations and show appreciation for their time and attention.

- Be grateful for any information they're willing to share;
- Show appreciation for their time and attention;
- Be willing to accept good and bad news.

Additional Resources in the Appendix

- Processes - Job Description Actions, Equities, etc.
- Life cycle of actions
- Timelines and priorities
- Reasons for delays in process
- Restrictions on reclassifications
- Navigating the Compensation Website

Questions?

Appendix

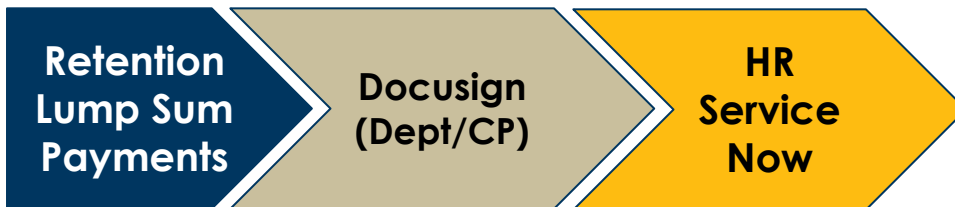
Process - Actions



- Create New, update, reclassify a job
 - 20% or more change requires an update
 - Changes in supervisor name or names of those supervised doesn't always warrant an update
- Temporary stipend



- Request equity information for your department or an individual employee
- Formally submit an equity request for an employee

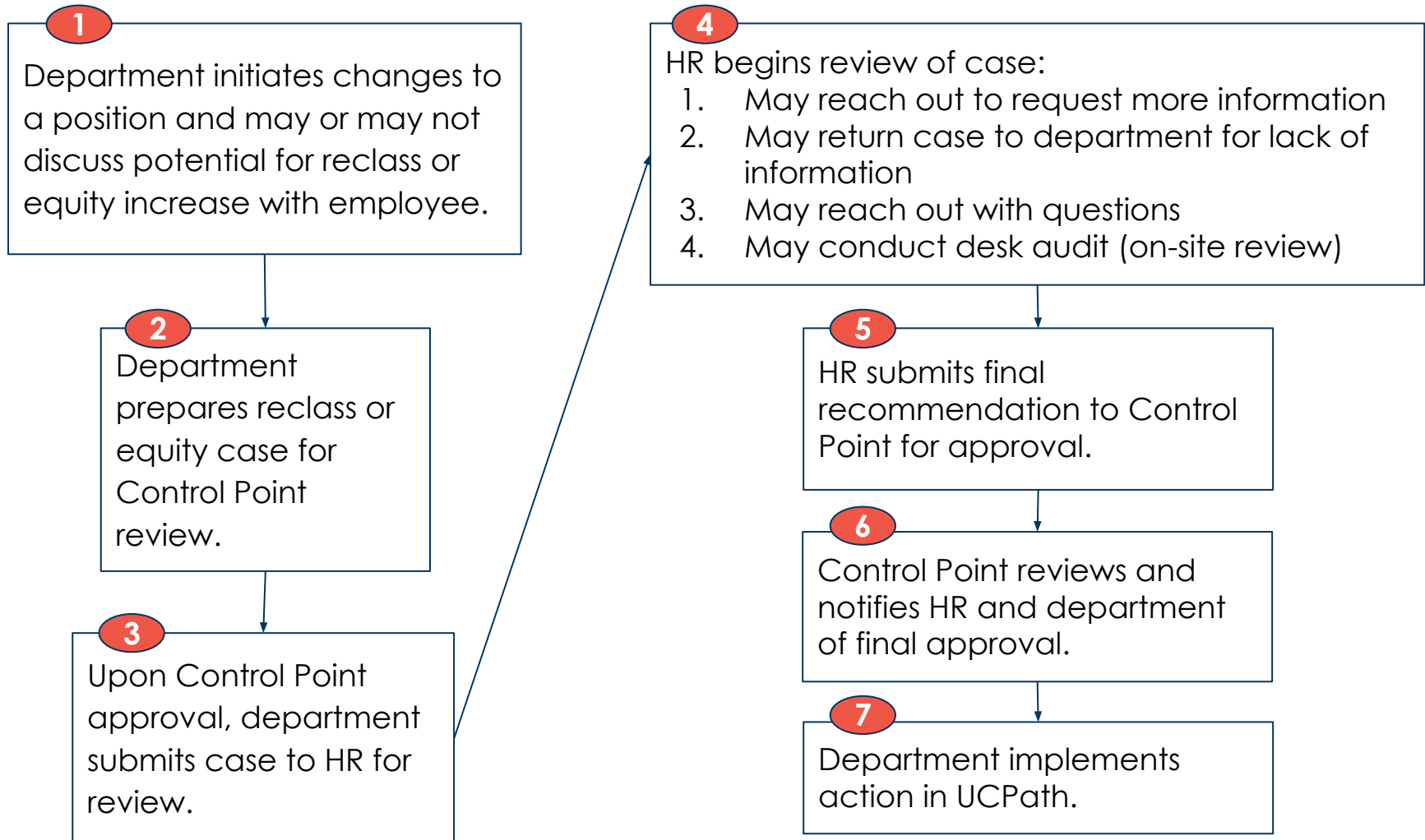


- Retain an employee who is thinking about leaving due to low pay (or has a job offer).
- Retain an employee from leaving or retiring in order to continue important work.

Process - Lifecycle and Approvals

Reclasses and
Equities

Lifecycle and Approvals (varies by division):



Process - Priorities and Timelines



High Priority

Jobs tied to open recruitment, limited appts, equity cases tied to retention, Retention Lump Sum Requests

◆ *Timeline = 1 - 2 weeks*



Medium Priority

Stipends, non-retention based equity increases

◆ *Timeline = 1 - 2 months*



Lowest Priority

Reclasses and job updates not tied to recruitment

◆ *Timeline = 1 - 3 months*



Note about timelines

- Depends on priority of action, volume of cases in the queue, other work/projects, and availability of staff (vacancies, vacations, leaves, etc.).
- Process times are a moving target due to ebb and flow of actions.
- We service 240 departments and business units across the campus.

Process - Reasons for Delays

Missing information on action in Job Builder or ServiceNow (i.e. department didn't answer all the prompts)

No salary recommendation provided

No good explanation as to how the changes came about

No explanation as to where new duties came from or who else might be affected by changes happening to the job.

Very little change in duties being presented or new duties poorly described making it difficult for analyst to assess the compensable factors such as complexity, scope, independence, etc.

No explanation as to how they came up with the salary recommendation.

Are There Restrictions on Reclasses?

There are some restrictions surrounding reclassification actions:



- If a position changes more than 50%, it has to be openly recruited.
- If a represented position is proposed to be reclassified out of the bargaining unit, it is subject to review and approval by the bargaining unit.
- If the new duties added to a position were taken from another position, negatively impacting that position's classification, more discussion and review will be required.

Navigating the Compensation Website

<https://www.hr.ucsb.edu/hr-units/compensation-classification>

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Human Resources

Manager + Supervisor Resources

Employee Resources

Emeriti + Retirees Center

HR Units

Forms

Policies

Compensation + Classification

Compensation + Classification

Job Standards + Series Concepts

OACIS + UCSB J

Overview

Compensation

Employee + Labor Relations

Employee Services

Talent Acquisition + Training

Workforce Administration

Navigating the Compensation Website

[Compensation + Classification](#)

[Job Standards + Series Concepts](#)

[OACIS + UCSB Job Builder](#)

[Salary Scales](#)

[Team Contacts](#)

Quick Links

[JOB BUILDER](#)

[UCPath](#)

[Job Code Lookup \(formerly TCS\)](#)

Pay Guidelines

FOR MANAGERS + SUPERVISORS

- [PSS Equity Increases](#)
- [FLSA Status/Overtime/Comp Time](#)
- [MSP Equity Increases and Pay Guidelines](#)
- [Other Salary Increases](#)
- [Salary Setting](#)
- [Temporary Stipends](#)
- [Retention Lump Sum Payment Program](#)

Job Classification

FOR MANAGERS + SUPERVISORS

- [Determining Classification](#)
- [Job Description Actions](#)
- [Job Description Basics](#)
- [Reclassification Process](#)
- [Temporary Assignments & Stipends](#)
- [Classification Workshop Book - October 2023](#)

Salary Increase Programs

- [Award Programs](#)
- [Merit/General Increase Program for Policy Covered Staff](#)
- [Minimum Wage Programs](#)
- [Wage Increase Programs for Represented Staff](#)

Navigating the Compensation Website

Compensation + Classification

Job Standards + Series Concepts

OACIS + UCSB Job Builder

Salary Scales

Team Contacts

Job Standards

To access the Career Tracks job standards (*UCSB netID is required*):

Log into Job Builder --> [Click Here](#) for the URL <--

UNIVERSITY
OF
CALIFORNIA

Welcome to Job Builder



Click Here for
Single Sign-On (SSO)

1. Use your UCSB netID and password
2. On the HomePage, under the Quick Links section on the right, click on the **CT Job Standards** quick link:

Quick Links



View My Job




CT Job Standards Matrix




CT Job Standards

Series Concepts

[UC Systemwide Series Concepts](#) 

"Series Concepts" are written job standards and specifications for the various job families that we use at the University of California. The UC Office of the President maintains a near-complete listing of these specifications for use by all the campuses. You can search for series concepts by keyword, title name or title code at the location above.

Please note: Job Standards/Series Concepts for titles that were initially created in Career Tracks but later accreted into a union can be found on the UC Systemwide Series Concepts site above (examples are [BTSA](#),  Couns Psych and Student Health Physician).

Navigating the Compensation Website

Compensation + Classification

Job Standards + Series Concepts

OACIS + UCSB Job Builder

Salary Scales

Team Contacts

OACIS

- Historical JD and applicant system
- Password reset

Job Builder

- Login information
- Add/remove users
- Workflow resources
- Communications
- Training resources
- User Guides
- FAQs

Navigating the Compensation Website

[Compensation + Classification](#)

[Job Standards + Series Concepts](#)

[OACIS + UCSB Job Builder](#)

[Salary Scales](#)

[Team Contacts](#)

- [Job Code Lookup](#) (formerly TCS)
- [Salary Scales \(Excel\)](#)
- [CT Grade Structure](#)
- [UC Public Salary Database](#)

2023 UCSB CAREER TRACKS SALARY GRADE STRUCTURE (PSS and MSP) - EFFECTIVE JULY 1, 2023 (revised)

CT Grade	Annual MIN	Annual MID	Annual MAX	Monthly MIN	Monthly MID	Monthly MAX	Hourly MIN	Hourly MID	Hourly MAX	Annual 25th Percentile	Monthly 25th Percentile	Range Spread
31	\$201,800	\$310,500	\$419,200	\$16,816.67	\$25,875.00	\$34,933.33	\$96.65	\$148.71	\$200.77	\$256,150	\$21,346	108%
30	\$178,600	\$272,600	\$366,600	\$14,883.33	\$22,716.67	\$30,550.00	\$85.54	\$130.56	\$175.57	\$225,600	\$18,800	105%
29	\$158,300	\$239,100	\$319,900	\$13,191.67	\$19,925.00	\$26,658.33	\$75.81	\$114.51	\$153.21	\$198,700	\$16,558	102%
28	\$140,400	\$209,800	\$279,200	\$11,700.00	\$17,483.33	\$23,266.67	\$67.24	\$100.48	\$133.72	\$175,100	\$14,592	99%
27	\$124,200	\$184,000	\$243,800	\$10,350.00	\$15,333.33	\$20,316.67	\$59.48	\$88.12	\$116.76	\$154,100	\$12,842	96%
26	\$112,100	\$164,300	\$216,500	\$9,341.67	\$13,691.67	\$18,041.67	\$53.69	\$78.69	\$103.69	\$138,200	\$11,517	93%
25	\$101,100	\$146,700	\$192,300	\$8,425.00	\$12,225.00	\$16,025.00	\$48.42	\$70.26	\$92.10	\$123,900	\$10,325	90%
24	\$91,300	\$131,000	\$170,700	\$7,608.33	\$10,916.67	\$14,225.00	\$43.73	\$62.74	\$81.75	\$111,150	\$9,263	87%
23	\$82,300	\$117,000	\$151,700	\$6,858.33	\$9,750.00	\$12,641.67	\$39.42	\$56.03	\$72.65	\$99,650	\$8,304	84%
22	\$74,300	\$104,400	\$134,500	\$6,191.67	\$8,700.00	\$11,208.33	\$35.58	\$50.00	\$64.42	\$89,350	\$7,446	81%
21	\$67,200	\$93,400	\$119,600	\$5,600.00	\$7,783.33	\$9,966.67	\$32.18	\$44.73	\$57.28	\$80,300	\$6,692	78%
20	\$61,700	\$84,900	\$108,100	\$5,141.67	\$7,075.00	\$9,008.33	\$29.55	\$40.66	\$51.77	\$73,300	\$6,108	75%
19	\$56,700	\$77,100	\$97,500	\$4,725.00	\$6,425.00	\$8,125.00	\$27.16	\$36.93	\$46.70	\$66,900	\$5,575	72%
18	\$52,100	\$70,000	\$87,900	\$4,341.67	\$5,833.33	\$7,325.00	\$24.95	\$33.52	\$42.10	\$61,050	\$5,088	69%
17	\$47,800	\$63,600	\$79,400	\$3,983.33	\$5,300.00	\$6,616.67	\$22.89	\$30.46	\$38.03	\$55,700	\$4,642	66%
16	\$43,800	\$57,700	\$71,600	\$3,650.00	\$4,808.33	\$5,966.67	\$20.98	\$27.63	\$34.29	\$50,750	\$4,229	63%
15	\$40,400	\$52,600	\$64,800	\$3,366.67	\$4,383.33	\$5,400.00	\$19.35	\$25.19	\$31.03	\$46,500	\$3,875	60%

The range structure was adjusted by approximately 3.75% at the midpoint and by varying amounts at the minimum and maximum in order to comply with systemwide range narrowing requirements.

This structure is based on a 115% labor market geographic differential.

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