AGENDA

Training #1

• What is Career Tracks?
• Why are We Moving to Career Tracks?
• Exploring Change
• Vision of the “New Normal”
• Why Managers & Supervisors Only?
• Lessons Learned
• Project Status & Timeline
• Roles & Expectations
• Next Steps
• Questions / Contacts

Training #2

• Review of Training 1
• Career Tracks Structure
• Job Standards
• Mapping Methodology
• —Break—
• Salary Grade Structure
• Tools and Resources
• Mapping Review Process
• What Do I Do Now?
• Questions / Contacts
WHAT IS CAREER TRACKS?
WHAT IS CAREER TRACKS?

New Classification Framework → New Payroll Titles → New Salary Grades and Ranges

Same Job Duties → Same Working Title → Same Pay Rate

Bottom Line: Project is Cost Neutral

No Salary Increases or Decreases
WHO DOES IT AFFECT?

YES

Policy Covered PSS & MSP

Career Limited Contract

Career Tracks is NOT a salary increase program

NO

Senior Management Group (SMG)
Represented (Union)
Student Employees (Casual Restricted)
Other Student Positions
Academic
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 align jobs to respective labor markets by occupation
- To make it easier for employees to identify and develop career paths
- To make it easier to plan for professional development

Job Classification | Alignment with Market
--- | ---
Career Tracks | Professional Development
Career Paths | Benefits to employees, managers and HR
Current Structure:
- 40+ years old
- “Series Concepts” outdated and duties not well defined
- Too many generic job titles

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

Learn more about the new Job Standards in session 2...
Alignment with 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

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

Learn more about the new salary structure in session 2...
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
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.
EXPLORING 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

- 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 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 other UCs and 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
WHY LIMIT TRAINING TO MANAGERS & SUPERVISORS ONLY?
WHY LIMIT TRAINING TO MANAGERS & SUPERVISORS ONLY?

- Time to adjust to the change
- Time to get acquainted to the new structure and framework
- Time to review the proposed new titles ("mapping")
- Time to consult with HR/Compensation
- Ability to have input into the process

Employees will be trained and oriented in 2018
LESSONS LEARNED
LESSONS LEARNED

Feedback:
✧ Roll-out was rushed with little time to adjust
✧ All employees were trained at once leading to confusion and frustration
✧ Did not understand the purpose/benefit of CT
✧ Did not understand the rationale behind mapping
✧ Questioned the fairness and equity of the mapping process
✧ Surprised and disappointed that CT was not a salary increase program

Our Response:
➢ Build in extra time for training, review and consultation and allow for adjustments to project timeline
➢ Provide phased training to allow each group time to adjust and understand Career Tracks
➢ Provide detailed information on why we’re moving to Career Tracks and how it will benefit us
➢ Allow for plenty of time to explain mapping decisions with control points and managers
➢ Provide more training to all levels of employees and opportunities to consult with HR
➢ Communicate clearly about what does and doesn’t change with Career Tracks
PROJECT STATUS AND TIMELINE
STATUS OF CAREER TRACKS PROJECT - SYSTEMWIDE

✓ 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 to be implemented at all campuses

✓ Fully implemented: Berkeley, UCOP, Merced, Riverside, Santa Cruz

✓ Mostly implemented: San Francisco, San Diego, Davis

✓ Poised to implement: Santa Barbara

✓ Not yet implemented: Irvine and Los Angeles
STATUS OF CAREER TRACKS PROJECT - 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
- 2017 – Manager training and review
## PROJECT TIMELINE TARGETS* – 2017/2018

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<th>2017/2018</th>
<th>OCT</th>
<th>NOV</th>
<th>DEC</th>
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*Timeline may be adjusted as necessary
ROLES AND EXPECTATIONS
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<td>✓ Review and validate mapping</td>
<td>✓ Become knowledgeable about Career Tracks framework, mapping methodology,</td>
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<td>✓ Consult with HR/Compensation</td>
<td>job standards and salary grade structure</td>
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<td>✓ Consult with Control Point</td>
<td>✓ Help employees adjust to the change</td>
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<td>✓ Submit requests for change to mapping</td>
<td>✓ Help employees understand the benefits of Career Tracks</td>
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<td>✓ Update JDs as necessary</td>
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### ROLES AND EXPECTATIONS – CONTROL POINT & HR/COMP

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<td>✓ Help managers and supervisors adjust to the change and understand the benefits of Career Tracks</td>
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NEXT STEPS
Sign up for CT Manager Training 2!

https://www.learningcenter.ucsb.edu/
QUESTIONS?

Contacts:

Kathy Moore, Compensation Manager, x7137
- Amy Arnold, Senior Human Resources Analyst, x4068
- Tamara Berton, Senior Compensation Analyst, x4661
- Linda Broen, Compensation Analyst, x4832
- Angie Mignone, Senior Compensation Analyst, x4459
- Ashley Sumudio, Compensation Analyst, x7664

Cynthia Señeriz, Human Resources Director, x8137

“We’re looking for someone with the wisdom of a 50-year-old, the experience of a 40-year-old, the drive of a 30-year-old and the pay scale of a 20-year-old.”

Thank you!