Career Tracks is the name of the new system-wide compensation and classification system that is currently being developed and implemented by all the UC campuses. At UCSB, we are implementing Career Tracks with a test group starting in January 2016 and will follow-up with implementation for the rest of campus during 2016. Career Tracks is very similar to "Career Compass", which was developed and successfully implemented by the UC Berkeley campus back in 2009. It has largely served as the model for Career Tracks.
WHAT IS CAREER TRACKS?

Career Tracks is a new framework and job architecture 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. Career Tracks enables UC to define job titles consistently within each location and across the university. Levels for individual contributor, supervisory and management roles within each distinct functional area are defined consistently across occupations and with the labor market for comparable jobs.

Career Tracks has many benefits for employees and managers, including:

- It gives employees better-defined career paths within their job functions
- As a systemwide program, employees can see how to advance their career at any UC location
- Job titles reflect primary job responsibilities, supporting efforts to recruit and retain qualified employees, and are aligned with pay practices in the local labor market
- With salary ranges reflecting the local market, managers can make better pay decisions

Career tracks will not affect individual job duties or functions, working title (business card) or individual salary.
ORIGIN OF CAREER TRACKS

In the late 1990’s, UC Berkeley determined that the current UC classification system presented many challenges - job titles were generic and did not reflect the employee’s occupation; classifications were not easily comparable to the outside labor market; career paths were difficult to plan; and employee development plans were not always linked to common job requirements in a systematic way. They also determined that in order to identify the appropriate compensation levels for campus jobs, those jobs must be organized in a structure that could be compared to similar jobs in both higher education and other non-profit and private sector organizations.

After several years of research, extensive campus involvement, guidance from external professional consultation services, and job structure design, a new classification system called Career Compass was implemented in 2009. Career Compass accomplished the following results:

- Job Titles are more specific, reflecting occupational distinctions in the market, allowing sensitivity to market pay rates (external equity)
- Career Compass levels (Professional levels 1-5, Supervisory levels 1-2, Managerial levels 1-4) provide for internal equity
- The Knowledge and Skills sections of job standards are used for Recruitment, Performance Management, and Career Development
- The structure provides clear level distinctions and the Generic Scope allows for consistency across job families

After recognizing the success of Career Compass at UC Berkeley, the UC Office of the President determined that the rest of the system would greatly benefit from a similar system and so the development of Career Tracks began. Career Tracks was built largely upon the Career Compass structure and has been modified to fit all UC campuses. Career Tracks is a work-in-progress and thus not all job families and functions have been completely finished. A major effort to create health care families and functions is currently underway.

MOVING TO CAREER TRACKS

Moving to Career Tracks is a systemwide initiative and strongly endorsed by UC President Napolitano. Here are some reasons why UCSB is excited about moving to Career Tracks:

- The current system (series concepts and classification specifications) is over 40 years old and not consistent across the UC system
- The current system doesn’t provide a balanced approach to classifying and paying positions – it relies too heavily on applying institutional factors (complexity, impact, scope, resources, supervision) and doesn’t include aligning pay with the labor market
- Career advancement and promotional job tracks are unclear in the current system to current and prospective employees
- Current use of generic titles, such as Student Affairs Officer, Analyst, Manager, and Director, combine too many distinct job functions into one title making it difficult to identify an employee’s occupation and to compare to the labor market
OBJECTIVES OF CAREER TRACKS

The objectives of Career Tracks are:

- To align MSP and PSS job titles with the labor market (blend of higher education, public and private sector data)
- To provide consistent definitions of professional and managerial level work and FLSA overtime (exemption) guidelines
- To provide new Job Standards that offer clear career paths and professional development opportunities with defined key responsibilities and requirements at each level of a position
- To provide a common salary structure across all campuses that is market based
- To enable hiring managers to make better pay decisions
- To provide transparency within job functions and job families across the UC system

OTHER CAMPUSES ON CAREER TRACKS

Career Tracks is a systemwide program that will eventually be implemented by all campuses. The following campuses have fully implemented Career Tracks:

- UC OFFICE OF THE PRESIDENT (http://ucnet.universityofcalifornia.edu/working-at-uc/your-career/career-tracks/index.html)
- UC BERKELEY (http://careercompass.berkeley.edu/index.html)
- UC MERCED (https://hr.ucmerced.edu/compensation/compensation-guides/how-create-job-description/career-tracks)
- UC RIVERSIDE (http://hr.ucr.edu/careertracks.html)

The following campuses are in some stage of planning and/or implementation of Career Tracks:

- UC SAN DIEGO (http://blink.ucsd.edu/HR/comp-class/classification/careertracks/)
- UC DAVIS (http://www.hr.ucdavis.edu/compensation/career_tracks.html)
- UC SANTA CRUZ (http://shr.ucsc.edu/compensation/index.html)
- UCLA (https://www.chr.ucla.edu/hr-administration/compensation-and-classification)
CAREER TRACKS STRUCTURE

The Career Tracks job structure consists of 2 job tracks – Individual Contributor and Leadership.

Within the Individual Contributor series are 2 job categories:

- Operational and Technical – levels 1 to 3 (future placeholder for represented jobs); and
- Professional – levels 1 to 5

The Leadership series also contains 2 job categories:

- Supervisor – levels 1 to 2
- Manager – levels 1 to 4

Below is an example of a job structure for the Applications Programming function:

<table>
<thead>
<tr>
<th>Job Family</th>
<th>Information Technology</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Function</td>
<td>Applications Programming</td>
</tr>
<tr>
<td>Description</td>
<td>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.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Job Category</th>
<th>Operational &amp; Technical</th>
<th>Professional</th>
<th>Supervisors &amp; Managers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career Level</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Entry</td>
<td>Applications Programming Analyst 1</td>
<td>Applications Programming Supervisor 1</td>
</tr>
<tr>
<td></td>
<td>Intermediate</td>
<td>Applications Programming Analyst 2</td>
<td>Applications Programming Supervisor 2</td>
</tr>
<tr>
<td></td>
<td>Experienced</td>
<td>Applications Programming Analyst 3</td>
<td>Applications Programming Manager 1</td>
</tr>
<tr>
<td></td>
<td>Advanced</td>
<td>Applications Programming Analyst 4</td>
<td>Applications Programming Manager 2</td>
</tr>
<tr>
<td></td>
<td>Expert</td>
<td>Applications Programming Analyst 5</td>
<td>Applications Programming Manager 3</td>
</tr>
<tr>
<td></td>
<td>Principal</td>
<td>N/A</td>
<td>Applications Programming Manager 4</td>
</tr>
</tbody>
</table>
JOB CATEGORIES AND LEVELS

CATEGORIES:
There are 4 main Job Categories in the Career Tracks job structure – two within the Individual Contributor series and two within the Leadership series. They are defined as follows:

**Individual Contributor Series**
- 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

**Leadership Series**
- 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 Career FTE
  - Exercises independent judgment regarding key human resource decision making

**LEVELS:**
Within the **Operational/Technical** category, there are 3 levels – Levels 1, 2 and 3. These levels are under development and serve as placeholders for future represented positions.

Within the **Professional** category, there are 5 levels defined as follows:
Within the **Supervisor** category, there are two levels defined as follows:

**Supervisor 1**
- Provides immediate supervision
- Operational staff
- Exempt
- PSS

**Supervisory 2**
- Provides direct supervision
- Professional or skilled 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.

Additional guidance on what qualifies for a supervisory designation can be found under the left bar menu item entitled “Classifying Supervisory and Managerial Positions.”

Within the **Manager** category, there are 4 levels defined as follows:

**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

Additional guidance on what qualifies for a managerial designation can be found under the left bar menu item entitled “Classifying Supervisory and Managerial Positions.”
JOB FAMILIES AND FUNCTIONS

Career Tracks is made up of many different job families and functions. Most are occupationally specific and some are meant to cover a hybrid of functions (when a job covers a blend of functions that make it difficult to classify under one specific function – see the “Classifying Hybrid Positions” section of this site). Below is an example of two different job families and the various functions that exist within those job families. As you can see, there is a “hybrid” function under each of the two examples presented – HR Generalist and Information Systems. This is not uncommon among the various job families available.

A complete list of job families, functions and job standards can be found on the Career Tracks SharePoint site (see Useful Links box on main Career Tracks page).

CAREER PATH & PROGRESSION

Positions in Career Tracks follow one of two tracks – the Professional/Technical Track (a.k.a. the Individual Contributor track) and the Leadership Track. The diagram below demonstrates how an employee may promote through their career, and that following a professional track can yield similar compensation and classification levels as the leadership track.
CLASSIFYING SUPERVISORY AND MANAGERIAL POSITIONS

SUPERVISORS

In Career Tracks, a supervisory title is only assigned when supervision is the primary function and the supervisor spends the majority of his/her time on supervisory related duties.* If 50% or more of the position is focused on performing one or more professional functions and not on supervision, then the position should be classified in the professional track, based on the majority of professional level work performed.

The minimum requirements of a supervisor include the responsibility for independently performing 3 or more of the following HEERA designated supervisory functions for 2.0 or more career FTE:

1. **Hiring** - Independently selects subordinates OR participates in the interviews and recommends who should be hired.
2. **Performance Evaluations** - Independently determines subordinates’ performance ratings OR recommends performance ratings.
3. **Reclassification/Promotion** - Independently decides within budgetary limitations the amount of subordinate merit increases, who will be selected for promotional opportunities, and whether to request the reclassification of a position, OR recommends these actions.
4. **Discipline/Discharge** - Has independent authority to issue written warnings and suspensions and determines what discipline should be imposed upon a subordinate OR recommends such actions.
5. **Complaint/Grievance Resolutions** - Has independent authority to resolve grievances or complaints OR formulates and recommends a resolution to grievances or complaints.
6. **Work Assignments** – Has independent responsibility to assign and determine work assignments.

*Represented employees who supervise 2.0 or more career FTE and spend less than 50% of their time on supervisory related duties may be eligible to be classified as supervisors under Career Tracks and require consultation with Compensation prior to submitting a request.

There are two levels of supervisor – Level 1 and Level 2:

**SUPERVISOR LEVEL 1**: Provides immediate supervision to a unit or group of operational or technical employees (typically represented employees in support, operational, technical and semi-skilled positions). A portion of time may be spent performing individual tasks related to the unit; however, supervisory activities must constitute a primary part of the job. Supervises unit operations to ensure compliance with departmental or campus policies, procedures, and defined internal controls. Ensures accountability and stewardship of campus resources (operational, financial, and human) in compliance with departmental standards and procedures.

*If less than 50% of time is spent on supervisory related duties, then they should be classified according to the function and level of professional work they perform. They can still perform supervisory duties without the designation in their payroll title.*

**SUPERVISOR LEVEL 2**: Provides direct supervision typically to professionals or skilled technical employees. Functions as advisor to unit and administration. Analyzes and resolves problems, interprets policies (e.g., fiscal management, HR, contracts and grants, resource management in defined areas) and demonstrates solid subject matter knowledge. Exercises judgment within defined procedures and policies to determine appropriate action. Supervises staff to assure accountability and stewardship of
campus resources (operational, financial, and human) in compliance with departmental goals and objectives.

*If less than 50% of time is spent on supervisory related duties, then they should be classified according to the function and level of professional work they perform.*

*Note: Incumbents who assign work 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 or Operational & Technical categories.*

**MANAGERS**

In Career Tracks, a managerial title is only assigned when supervision and management is the primary function and the manager spends the majority of his/her time on supervisory and management related duties. If 50% or more of the position is focused on performing one or more professional functions and not on supervision and management, then the position should be classified in the professional track, based on the majority of professional level work performed.

An incumbent in a managerial position, in addition to the supervisory functions described above, spends the majority of time (50% or more) achieving organizational objectives through the coordinated achievements of subordinate staff who report to the incumbent, through the performance of the following managerial functions:

- Assures accountability for decisions made by subordinates
- Manages employee performance (for example, guides, coaches and disciplines staff)
- Manages workflow, operations, apportioning the work
- Establishes department goals and objectives (and manages department progress toward goals)
- Determines techniques and processes
- Plans and oversees the budget
- Monitors or implements legal or policy compliance measures
- Performs strategic planning for function

There are 4 levels of manager – Levels 1 to 4:

**MANAGER LEVEL 1:** Spends the majority of time (50% or more) achieving organizational objectives through the coordinated achievements of subordinate staff. Establishes departmental goals and objectives, functions with autonomy. Manages the accountability and stewardship of human, financial, and often physical resources in compliance with departmental and campuswide goals and objectives. Ensures subordinate supervisors and professionals adhere to defined internal controls. Manages systems and procedures to protect departmental assets. May report to a Chair, Organized Research Unit Director, or equivalent administrative management.

**MANAGER LEVEL 2:** Oversees through subordinate Managers a large department or multiple smaller units. Has significant responsibility to achieve broadly stated goals through subordinate Managers. Determines objectives, directs programs, develops strategies and policies, manages human, financial, and physical resources, and functions with a high degree of autonomy. Proactively assesses risk to establish systems and procedures to protect organizational assets. Determines campus strategies for a program with campuswide impact. May report to an Assistant Vice Chancellor or Dean.
MANAGER LEVEL 3: Oversees through subordinate Managers a large, complex organization with multiple functional disciplines/occupations, OR manages a program, regardless of size, that has critical impact upon the campus. Has significant responsibility for formulating and administering policies and programs, manages significant human, financial, and physical resources, and functions with a very high degree of autonomy. Oversees through subordinate Managers the accountability and stewardship of campus resources and the development of systems and procedures to protect organizational assets. Reports to an Associate/Assistant Vice Chancellor, Vice Chancellor, or Dean.

MANAGER LEVEL 4: Directs through subordinate Managers multiple large and complex critical programs impacting broad constituencies across major portions of campus. Identifies objectives, manages very significant human, financial, and physical resources, and functions with an extremely high degree of autonomy. Accountable for formulating and administering policies and programs for major functions. Operational or program results can affect overall campuswide performance and reputation. Directs through subordinate Managers the development of strategic goals and objectives to achieve accountability and stewardship of university resources in a manner consistent with campus and systemwide objectives and initiatives. Usually reports to one of the following: Vice Chancellor or Vice Provost.

“Functional Manager”

In most cases, managers achieve objectives primarily through the coordinated efforts of staff who directly report to them. However, there may be a small number of functional managers where the incumbents may oversee professional staff who do not report to them, yet have significant accountability, influence, and impact over professionals within subordinate organizations in the same specific functional area. A functional manager must meet all the following criteria:

- Has significant accountability for decisions made by others (who do not directly report to the incumbent) in the same functional area (e.g. Finance or Human Resources)
- Provides guidance to professional staff in the same functional area who in turn advise managers and employees
- Monitors or implements legal or policy compliance measures in subordinate organizations
- Provides guidance and expertise in developing techniques and processes in subordinate organizations

Consistent with the definition of Manager, incumbents in these positions still achieve their objectives through the efforts of others.

Example:

A Finance or a Human Resources advisor to a Vice Chancellor or Dean may have accountability for providing guidance and direction to other Finance or HR professionals in subordinate organizations. These Finance or HR professionals would in turn report to and advise managers and employees within their organizational units.

[1]Subordinate organizations are separate organizational units that roll up to a higher level organization

[2]A very limited number of these positions exist on the campus
CLASSIFYING HYBRID POSITIONS
Many employees at UC wear multiple hats and perform duties that span a variety of functional occupations (i.e. finance, payroll, facilities, student affairs). 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 job family, or “HR Generalist” in HR job family)

SALARY STRUCTURE
A new salary structure will be put into place upon completion of the Career Tracks project. Here are some facts about the new structure:

- Salary grades and structure established by UC Office of the President (same across system)
- 16 new grades vs. 18 current grades
- Most new grades correlate closely to a grade on the old structure, but not all.
- Midpoints set around market averages (public and private sector data)
- Ranges adjusted to address geographic differences in cost of labor
- New ranges become effective at the time of final transition
- *Career Tracks will not affect an employees’ current salary, working title, job duties or job functions*