CAREER TRACKS EMPLOYEE TRAINING
APRIL 2018

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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?

- New Classification Framework
- New Payroll Titles
- New Salary Grades and Ranges
- Same Job Duties
- Same Working Title
- Same Pay Rate

Career Tracks is NOT a salary increase program
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
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
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
**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

“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
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
**CAREER TRACKS CLASSIFICATION FRAMEWORK**

<table>
<thead>
<tr>
<th>Job Family</th>
<th>A group of jobs in the same general occupation (ex: Finance)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Job Function</strong></td>
<td>A more specific area within a family (ex: Payroll)</td>
</tr>
<tr>
<td><strong>Job Category</strong></td>
<td><strong>Individual Contributor Series</strong></td>
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<tr>
<td></td>
<td>Operational &amp; Technical</td>
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<tr>
<td></td>
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<tr>
<td><strong>Career Level</strong></td>
<td>Level 1</td>
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<td>Level 2</td>
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<td>Level 3</td>
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</table>

*This is a place holder for represented jobs*

*To be used for entry-level trainees only*

*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.*
<table>
<thead>
<tr>
<th>Finance</th>
<th>Information Technology</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting</td>
<td>Applications Programming</td>
</tr>
<tr>
<td>Financial Analysis</td>
<td>Geographic Information Systems</td>
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<tr>
<td>Financial Services</td>
<td>AV IT Engineering</td>
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<tr>
<td>Payroll</td>
<td>Information Systems</td>
</tr>
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<td>Procurement</td>
<td>Bioinformatics</td>
</tr>
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<td></td>
<td>IT Architecture</td>
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<td></td>
<td>Business Systems Analysis</td>
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<td>IT Security</td>
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<td>Business Technical Support</td>
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<td>Production Control</td>
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<td>Communications &amp; Network Technology</td>
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<td>QA and Release Management</td>
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<td></td>
<td>Computational &amp; Data Science Research</td>
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<td>Systems &amp; Infrastructure Admin</td>
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<td>Data Systems Management</td>
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<td>Systems Integration</td>
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<td></td>
<td>Database Administration</td>
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<td></td>
<td>Technical Project Management</td>
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<td></td>
<td>Educational Technology</td>
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<td></td>
<td>User Experience Design</td>
</tr>
</tbody>
</table>

Hybrid Function

There are over 40 job families and over 400 job functions.
# JOB TITLES - BEFORE AND AFTER (SAMPLE)

<table>
<thead>
<tr>
<th>...Before... (Generic)</th>
<th>After (Functionally Specific)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Analyst</strong></td>
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<tr>
<td>Administrative Officer</td>
<td>Fundraiser</td>
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<tr>
<td>Employment Rep</td>
<td>Marketing Specialist</td>
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<tr>
<td>Events Specialist</td>
<td>Payroll Analyst</td>
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<tr>
<td>Financial Analyst</td>
<td>Project/Policy Analyst</td>
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<tr>
<td>Financial Services Analyst</td>
<td>Research Administrator</td>
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<tr>
<td><strong>Computer and Network Technologist (CNT)</strong></td>
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</tr>
<tr>
<td>Applications Programmer</td>
<td>Database Administrator</td>
</tr>
<tr>
<td>Business &amp; Tech Support Analyst</td>
<td>Information Systems Analyst</td>
</tr>
<tr>
<td>Data Systems Analyst</td>
<td>Technical Project Mgmt Professional</td>
</tr>
<tr>
<td>Business Systems Analyst</td>
<td>Computer and Network Tech Analyst</td>
</tr>
<tr>
<td>Systems Administrator</td>
<td>IT Architect</td>
</tr>
<tr>
<td><strong>Student Affairs Officer (SAO)</strong></td>
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</tr>
<tr>
<td>Admissions/Recruitment Specialist</td>
<td>Registrar Specialist</td>
</tr>
<tr>
<td>Career Services Specialist</td>
<td>Student Academic Advisor</td>
</tr>
<tr>
<td>Financial Aid Officer</td>
<td>Student Services Advisor</td>
</tr>
</tbody>
</table>
CAREER PATH AND PROGRESSION

Individual Contributor Track:
- Entry P1
- Intermediate P2
- Experienced P3
- Advanced P4
- Expert P5

Leadership Track:
- Supervisor 1
- Supervisor 2
- Manager 1
- Manager 2
- Manager 3
- Manager 4
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
.....IN WITH THE NEW CAREER TRACKS JOB STANDARDS!

Job Family & Function

- Finance
- Generic Scope
- Custom Scope

Job Level

- Entry
- Intermediate
- Experienced
- Advanced
- Expert

Job Title

- Financial Services Analyst 1
- Financial Services Analyst 2
- Financial Services Analyst 3
- Financial Services Analyst 4
- Financial Services Analyst 5

Job Code

- 4626
- 4627
- 4628
- 4629
- 5923

Tracking Code

- A0138
- A0197
- A0196
- A0195
- A0189

Par. Program

- PSS
- PSS
- PSS
- MSP

FLSA

- Non-Exempt
- Non-Exempt
- Exempt
- Exempt
- Exempt

Sample - Financial Services

Description of breadth and level

- Consistent across all job functions
- Unique for each job function

Sample: Financial Services

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.

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.

Generic Scope

- Consistent across all job functions
- Unique for each job function

Custom Scope

- Consistent across all job functions
- Unique for each job function

Sample: Financial Services

- Financial Services
- Job Family & Function
- Job Statement

Sample: Financial Services

- Financial Services Analyst 1
- Financial Services Analyst 2
- Financial Services Analyst 3
- Financial Services Analyst 4
- Financial Services Analyst 5

Sample: Financial Services

- Entry
- Intermediate
- Experienced
- Advanced
- Expert

Sample: Financial Services

- Financial Services
- Job Statement

Sample: Financial Services

- Financial Services
- Job Family & Function
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Sample: Financial Services

- Financial Services
- Job Statement
<table>
<thead>
<tr>
<th>Job Level</th>
<th>Entry</th>
<th>Intermediate</th>
<th>Experienced</th>
<th>Advanced</th>
<th>Export</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key Resp 01</td>
<td>Learns to perform basic preparation and summarization of information and requests relative to new services, regulatory compliance issues, and vendor selection and support activities.</td>
<td>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.</td>
<td>Applies financial services concepts (e.g., accounting, accounts receivable, accounts payable, collections, data collection and data entry, analysis, review and control, customer servicing, and reporting).</td>
<td>Applies advanced financial services and accounting concepts to perform highly complex technical analyses.</td>
<td>Performs the most complex and advanced financial services and accounting concepts to perform highly complex technical analyses.</td>
</tr>
<tr>
<td>Key Resp 02</td>
<td>Learns to reconcile, research and resolve discrepancies in financial data.</td>
<td>Under general supervision, researches and gathers information from a variety of sources, prepares and summarizes financial information and reports relative to new services, regulatory compliance issues, and vendor selection and support activities.</td>
<td>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, etc.</td>
<td>Advanced understanding of industry practices and organizational policies and procedures to resolve highly complex or difficult assignments.</td>
<td>Directs the initiation of and 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 organization-wide implementation of new services, procedures, and policies.</td>
</tr>
</tbody>
</table>

**Education**

- Bachelor’s degree in related area and/or equivalent experience/training.
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- Bachelor’s degree in related area and/or equivalent experience/training.

**KSAs**

- 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.

- 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.

- 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.
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

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<table>
<thead>
<tr>
<th>Professional 1</th>
<th>Professional 2</th>
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<tbody>
<tr>
<td>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.</td>
<td>Professional who applies acquired job skills, policies, and procedures to complete substantive assignments / projects / tasks of moderate scope and complexity; exercise judgment within defined guidelines and practices to determine appropriate action.</td>
</tr>
</tbody>
</table>

---

**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.

---

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

- 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)*
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

- 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

<table>
<thead>
<tr>
<th>New Grade Structure</th>
<th>MSP</th>
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<th>MSP</th>
<th>PSS or MSP</th>
<th>PSS or MSP</th>
<th>PSS or MSP</th>
<th>PSS or MSP</th>
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<td>Professional Level 3</td>
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Grades vary by function and level

<table>
<thead>
<tr>
<th>Job Function</th>
<th>Professional Level 2</th>
<th>Professional Level 3</th>
<th>Professional Level 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Magician</td>
<td>19</td>
<td>20</td>
<td>22</td>
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<tr>
<td>Flame Thrower</td>
<td>18</td>
<td>19</td>
<td>21</td>
</tr>
<tr>
<td>Tight Rope Walker</td>
<td>20</td>
<td>22</td>
<td>23</td>
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</table>
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
- 1st 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
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

After the Reconsideration Period, requests for classification review will follow the normal classification review process in HR.
TOOLS AND RESOURCES
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 Quick Tips 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.

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 $JOBFAMILY$FUNCTION$POSITION$LEVEL, (e.g. Audit+Com_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 on HR website – https://share.pmo.ucsb.edu/hr
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
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:

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Comments?
Suggestions?

Thank you!