CT Manager Training 2
October 2017
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
Review of Training #1
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

<table>
<thead>
<tr>
<th>Job Classification</th>
<th>Alignment with Market</th>
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</thead>
<tbody>
<tr>
<td>Career Tracks</td>
<td>Career Tracks</td>
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<tr>
<td>Career Paths</td>
<td>Professional Development</td>
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</table>
What Changes and What Stays the Same?

**No change to:**
- Salary (up or down)
- Job Duties or Functions
- Working Title
- Business Card Information

**Will not affect:**
- SMG (Senior Management Group) employees
- Academic employees
- Represented employees
- Student employees (casual restricted)
- Student positions

What Changes?

➔ Employees will receive a new payroll title and salary grade

Career Tracks is **not** a salary increase program
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
A Few Reminders...

• Give yourself time to adjust to the change

• Think about how you will help your employees adjust to the change and embrace the benefits of Career Tracks

• Remember the lessons learned from other campuses

★ ★ HR has mapped all the positions for you – you just need to validate the mapping!
Career Tracks Structure
Career Tracks Classification Structure

<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>Job Function</td>
<td>A more specific area within a family (ex: Payroll)</td>
</tr>
<tr>
<td>Job Category</td>
<td>Individual Contributor Series</td>
</tr>
<tr>
<td>Operational &amp; Technical</td>
<td>Professional</td>
</tr>
<tr>
<td>Career Level</td>
<td>Entry</td>
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<tr>
<td></td>
<td>Intermediate</td>
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<td>Experienced</td>
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<td>Expert</td>
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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.

To be used for entry-level trainees only

This is a placeholder for represented jobs
Career Path and Progression

Professional/Technical Track:
- Expert P5
- Advanced P4

Leadership Track:
- Manager 4
- Manager 3
- Manager 2
- Manager 1
- Supervisor 2
- Supervisor 1

Career Levels:
- Experienced P3
- Intermediate P2
- Entry P1
Sample Job Family and Job Functions

There are over 40 job families and over 400 job functions

**Human Resources**
- Academic Human Resources
- Benefits
- Compensation
- Employee Relations
- Employment
- Equal Employment Opportunity
- **HR Generalist**
- Labor Relations

**Information Technology**

<table>
<thead>
<tr>
<th>Applications Programming</th>
<th>Geographic Information Systems</th>
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</thead>
<tbody>
<tr>
<td>AV IT Engineering</td>
<td><strong>Information Systems</strong></td>
</tr>
<tr>
<td>Bioinformatics</td>
<td>IT Architecture</td>
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<tr>
<td>Business Systems Analysis</td>
<td>IT Security</td>
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<tr>
<td>Business Technical Support</td>
<td>Production Control</td>
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<tr>
<td>Communications &amp; Network Technology</td>
<td>QA and Release Management</td>
</tr>
<tr>
<td>Computational &amp; Data Science Research</td>
<td>Systems &amp; Infrastructure Admin</td>
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<tr>
<td>Data Systems Management</td>
<td>Systems Integration</td>
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<tr>
<td>Database Administration</td>
<td>Technical Project Management</td>
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<tr>
<td>Educational Technology</td>
<td>User Experience Design</td>
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</tbody>
</table>
### Job Titles - Before and After

<table>
<thead>
<tr>
<th>...Before... (Generic)</th>
<th>&lt;--------- After (Functionally Specific) --------&gt;</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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</table>

<table>
<thead>
<tr>
<th><strong>Computer and Network Technologist (CNT)</strong></th>
<th><strong>Business Systems Analyst</strong></th>
<th><strong>Systems Administrator</strong></th>
<th><strong>IT Architect</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Applications Programmer</td>
<td>Database Administrator</td>
<td>Information Systems Analyst</td>
<td>Technical Project Mgmt Professional</td>
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<tr>
<td>Business and Tech Support Analyst</td>
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<td>Computer and Network Tech Analyst</td>
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<tr>
<td>Data Systems Analyst</td>
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<td>IT Architect</td>
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<tr>
<td>Business Systems Analyst</td>
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<tr>
<td>Systems Administrator</td>
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<thead>
<tr>
<th><strong>Student Affairs Officer (SAO)</strong></th>
<th><strong>Admissions/Recruitment Specialist</strong></th>
<th><strong>Registrar Specialist</strong></th>
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<tbody>
<tr>
<td></td>
<td>Student Services Specialist</td>
<td>Student Academic Advisor</td>
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<tr>
<td></td>
<td>Financial Aid Officer</td>
<td>Student Services Advisor</td>
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</table>
Job Standards
## Career Tracks – Sample Job Standard

<table>
<thead>
<tr>
<th>Job Family &amp; Function</th>
<th>Job Level</th>
<th>Generic Scope</th>
<th>Custom Scope</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance</td>
<td>Entry</td>
<td>Consistent across all job functions</td>
<td></td>
</tr>
<tr>
<td>Financial Services</td>
<td>Intermediate</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional</td>
<td>Experienced</td>
<td></td>
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</tr>
<tr>
<td>Financial Services Analyst 1</td>
<td>Advanced</td>
<td></td>
<td></td>
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<tr>
<td>Financial Services Analyst 2</td>
<td>Expert</td>
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<tr>
<td>Financial Services Analyst 3</td>
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<tr>
<td>Financial Services Analyst 4</td>
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<tr>
<td>Financial Services Analyst 5</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Job Level</th>
<th>Entry</th>
<th>Intermediate</th>
<th>Experienced</th>
<th>Advanced</th>
<th>Expert</th>
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</thead>
<tbody>
<tr>
<td>Job Code</td>
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<td>4629</td>
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<td>Tracking Code</td>
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<td>A0197</td>
<td>A0196</td>
<td>A0195</td>
<td>A0198</td>
</tr>
<tr>
<td>Per. Program</td>
<td>PSS</td>
<td>PSS</td>
<td>PSS</td>
<td>PSS</td>
<td>MSP</td>
</tr>
<tr>
<td>FLSA</td>
<td>Non-Exempt</td>
<td>Non-Exempt</td>
<td>Exempt</td>
<td>Exempt</td>
<td>Exempt</td>
</tr>
</tbody>
</table>

### Description of breadth and level

#### Consistent across all job functions
- **Generic Scope**: 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.

#### Custom Scope
- **Custom Scope**: Learns to apply professional financial services functions (Accounting, Accounts Payable, Accounts Receivable, Cashiering and Collections). Applies organizational policies and procedures to resolve routine issues and customer inquiries. Works on problems of limited scope. Follows standard practices and procedures in analyzing situations or data from which answers can be readily obtained. Receives predetermined work assignments that are subject to a moderate level of control and review. Has internal and some external contacts.

- **Unique for each job function**: Consistently across all job functions.

#### Custom Scope
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## Sample Job Standard (con’t)

<table>
<thead>
<tr>
<th>Key Responsibilities</th>
<th>Education Requirements</th>
<th>KSAs</th>
<th>Career Path</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>Bachelor’s degree in related area and/or equivalent experience/training</td>
<td>Must have basic knowledge of financial or accounting concepts, processes and procedures.</td>
<td>Financial Services And 2</td>
</tr>
<tr>
<td>Key Resp 02: Learns to reconcile, research and resolve discrepancies in financial data.</td>
<td>Bachelor’s degree in related area and/or equivalent experience/training</td>
<td>Working knowledge of financial processes, policies and procedures.</td>
<td>Financial Services And 3</td>
</tr>
</tbody>
</table>

### Education

- **Education 1**: Bachelor’s degree in related area and/or equivalent experience/training
- **Education 2**: Bachelor’s degree in related area and/or equivalent experience/training
- **Education 3**: Bachelor’s degree in related area and/or equivalent experience/training
- **Education 4**: Bachelor’s degree in related area and/or equivalent experience/training

### KSAs

- **KSA 01**:Must have basic knowledge of financial or accounting concepts, processes and procedures.\n- **KSA 02**: Must be proficient in use of Microsoft Office and common desktop/web applications. \n- **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. |

### Career Path

- **Career Path 1**: Financial Services And 2 | Financial Services And 3 | Financial Services And 4 | Financial Services And 5 | Finance > Financial Services > Supervisory and Management
Mapping Methodology
Mapping Methodology - Basics

Mapping is based on:

- **Most recent job description**
  - Current duties not reflected on JD not considered
  - Future duties not considered
  - Current org charts not considered if reporting relationships not reflected in JD

- **Majority of duties (50% or more)**
  - Both function and level are based on majority of duties
  - If position is a “hybrid” – see “Mapping Hybrids”

Goal = Finding the best overall fit to job family and function
Mapping Methodology – Scope

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

- **Generic Scope** describes the industry standard/general scope of responsibility and is the same across all standards for every family and function

- **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 – Generic Scope

- Generic Scope is the same at each level, within each job category, and within each job function.
- Example: Generic Scope for Student Life and Development Professional 3 = Generic Scope for Administrative Officer 3.

<table>
<thead>
<tr>
<th>Professional 1</th>
<th>Professional 2</th>
<th>Professional 3</th>
<th>Professional 4</th>
<th>Professional 5</th>
</tr>
</thead>
<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; exercises judgment within defined guidelines and practices to determine appropriate action.</td>
<td>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.</td>
<td>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.</td>
<td>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.</td>
</tr>
</tbody>
</table>

Duties of position must meet the Generic Scope definition to be at that level.
Mapping Methodology – Custom Scope

- Custom Scope is **UNIQUE** to each level, within each job category, and within each job function
- Example below is from the Financial Analyst function
- Custom Scope addresses size and scope differences more specifically and functionally

<table>
<thead>
<tr>
<th>Professional 1</th>
<th>Professional 2</th>
<th>Professional 3</th>
<th>Professional 4</th>
<th>Professional 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>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.</td>
<td>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.</td>
<td>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.</td>
<td>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.</td>
</tr>
</tbody>
</table>

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

Supervision of employees

- Supervision of 2.0 career FTE or more – AND –
- Majority (50%+) of time in position is spent on supervisory related duties
- Supervisory designation is also used when:
  - Position duties are primarily related to bargaining unit work, but some percentage of time is spent supervising other bargaining unit employees (e.g. AA3 Supv)
  - If position duties are primarily professional in nature and supervisory related duties equal less than 50% time, map to a professional level title

Q: Can you still supervise without a supervisor title? YES!
Supervisor Mapping Decision Tree
Using the Supervisory Title Codes in Career Tracks

Does this position supervise 2.0 FTE or greater, as defined by HEERA?

No

This position should not be mapped to a Supervisory Title Code.

Yes

Does this position perform at least 3 of the 5 Supervisory functions listed under HEERA?

No

This position should not be mapped to a Supervisory Title Code.

Yes

Is the work performed by this position primarily:

Operational or Technical (Bargaining Unit Work)

This position should be mapped to a Supervisory Title Code.

Professional (Non-Bargaining Unit Work)

Does the Job Description designate the majority of time spent on supervisory duties?

No

This position should be mapped to a Professional Title Code.

Yes

This position should be mapped to a Supervisory Title Code.

HEERA:
To Qualify for the Supervisory designation, the baseline requirement is supervision of at least 2 Career employees totaling 2.0 FTE or more.

AND must perform at least 3 of the 6 listed supervisory functions:

1. Hiring
2. Performance Evaluations
3. Reclassification/Promotion
4. Discipline/Discharge
5. Complaint/Grievance Resolution
6. Work Assignments

Use of the Supervisory Title Code in Career Tracks differs from the current practice at UCSB. For Professional positions, supervision must constitute the majority of time to be classified into a Supervisory Title Code.
Mapping Methodology - Managers

Management Responsibilities:

- A managerial title is only assigned when supervision and management is the primary function and the manager spends the majority (50% or more) of his/her time on supervisory and management related duties.

- If more than 50% of the position is focused on performing one or more professional functions and not on supervision and management, then the position should be mapped to a professional level title, based on the majority of professional level work performed.
Mapping Methodology - Managers

Management Responsibilities (continued):

- Managers spend the majority of time (50% or more) achieving organizational objectives through the coordinated achievements of subordinate staff. They perform managerial functions such as:
  - Assume accountability for decisions made by subordinates
  - Manage employee performance (e.g. guides, coaches and disciplines staff)
  - Manage workflow, operations, and distribution of work
  - Establish department goals and objectives (and manage department progress toward goals)
  - Plan and oversee the budget
  - Monitor or implement legal or policy compliance measures
  - Perform strategic planning for department/organization
Mapping Methodology – “Functional” Managers

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
Mapping Hybrid Jobs:

- Many employees at UC wear multiple hats

- Some have 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 have a variety of functions that cross over different job families. 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
  - Constitute the primary purpose of the position
  - Would be emphasized for recruiting when a vacancy arises
Mapping Methodology – Exemption Status

**FLSA Exemption Status (Exempt vs. Non-Exempt):**

- FLSA exemption status is pre-determined by job title and associated job duties

- Positions mapped to Exempt job titles must perform exempt level duties, such as:
  - Customarily and regularly exercises independent judgment and discretion more than 50% of the time on matters which affect the business as a whole or a significant part of it
  - Directly and fully supervise 2.0 career FTE or more and have the authority to make employment and disciplinary decisions
  - Authority to formulate or interpret organization policies
  - Authority to commit the employer in matters which have significant financial impact
  - Authority to deviate from organization policy without prior approval

*Tip!*

If you’re on the fence about a level and it’s between an exempt and non-exempt classification, look to see if the duties meet the exemption criteria above.
Break – 10 minutes
Salary Grade Structure
Career Tracks Grade Structure

- Consistent grade and midpoint structure established across all UC campuses
- MSP titles range anywhere from grades 21 to 30
- PSS titles range anywhere from grades 15 to 24
- No correlation to current grade structure
- Grades differ by level according to function:

<table>
<thead>
<tr>
<th>New Grade Structure</th>
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<tbody>
<tr>
<td>MSP</td>
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<tr>
<td>30</td>
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<tr>
<td>MSP</td>
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<tr>
<td>29</td>
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</table>
Career Tracks DRAFT Salary Structure

- Grades are assigned to payroll titles based on average market value of function
- Grade midpoints based on average market medians
- 10% Geographic differential applied to midpoint
- Range minimums and maximums determined by each campus
- Not yet finalized at UCSB
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
  - Draft salary grade structure for UCSB reflects a 10% geographic differential

F.Y.I.

- **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*
Tools and Resources
Career Tracks Website

www.hr.ucsb.edu/compensation/career-tracks

List of all Career Tracks titles and grades

Job Standards
- Login using Employee Net ID and Password
- SharePoint instructions on web site

Request for Change Form
Job Standards – SharePoint Website

User instructions

Link on HR website -- https://share.pmo.ucsb.edu/hr
Job Standards – *SharePoint Website (cont.)*

- **Job Family** folders contain Job Standards by Job Function
- **Job Standards by Job Function**
  - One for each Job Category - Mgmt, Prof, Supv
Mapping Review Process
Mapping Review Process

Mapping Spreadsheet:

- Contact your Control Point for a copy of the mapping spreadsheet for your department
- Review the spreadsheet to make sure all of your non-represented employees are included
  - Note that some employee data may be missing or out of date if it wasn’t input into PPS by September 29, 2017
- If you notice something incorrect or missing, please contact your compensation analyst for further instructions
Mapping Review Process (cont.)

Sharing the Mapping:

- Please do not share the mapping with any employees who have not attended Career Tracks training – this is to avoid confusion and misunderstanding.
- You may discuss the mapping with HR, your divisional control points, and/or your VC or Dean.
- You may discuss the mapping amongst your colleagues that are involved in the training series.
- Employees will be invited to trainings in 2018.
Mapping Review Process (cont.)

Reviewing and Validating the Mapping:

- Review and familiarize yourself with the mapping methodologies
- Make note of the various Job Functions that your employees are mapped to and locate the Job Standards in SharePoint
- Review the job standards and make note of any questions about the function and level assigned to each employee
Tips for Reviewing the Mapping

- Does the Job Family and Function reflect the majority of duties performed?
  - If the position has a mix of functions, with no clear majority, a hybrid function may have been selected

- Does the Job Category (Professional, Supervisor or Manager) reflect the majority of duties performed?
  - Hint: Supervisor and Manager titles ONLY if majority of time spent supervising/managing

- Has the Job Level been appropriately matched to the scope of position as described in the Generic Scope and Custom Scope definitions?
  - Position must meet BOTH scope definitions at the selected level

- If the mapping doesn’t appear to match the position responsibilities, reference the JD in OACIS to confirm it reflects the current duties.

All mapping is based on most recent JD in OACIS
Consultation with HR:

- HR will be offering drop-in consultation sessions starting in November

- You may also contact your compensation analyst to make an appointment to begin discussing the mapping for your department

*HR is available to help you navigate the mapping review process!*
Request for Changes to Mapping

If you need to request a change to the mapping:

- Pre-consult with your divisional Control Point
- If your Control Point is in agreement, submit a Request for Change form to the Control Point for review and approval (via email)
  - If the request involves an update to a JD, submit the JD update to HR via OACIS
  - If the request involves the reclassification of a position in current state, that is outside of the scope of this project. The Department should follow the current process for submitting a reclass request. There may be a delay in the processing of reclassifications during this project.
- Upon pre-approval, the Control Point will forward to HR (via email)
- HR will consult with departments as necessary and work towards reaching a final mapping decision
What Should I Do Now?
Next Steps

- Contact your Control Point to get a copy of the mapping for your department
- Familiarize yourself with the variety of Job Functions in your organization
- Familiarize yourself with the tools and resources available
- Review the mapping methodologies
- Begin reviewing your mapping spreadsheet and follow the mapping review tips
- Schedule a meeting with or call your compensation analyst to discuss your questions
(Timeline may be adjusted as necessary)

<table>
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<tr>
<th>Project Timeline Target Dates</th>
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<tbody>
<tr>
<td>2017/2018</td>
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<tr>
<td>------------</td>
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<tr>
<td>Manager training and mapping review process</td>
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<tr>
<td>HR/Compensation review of proposed changes and finalization of mapping</td>
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<tr>
<td>Senior leadership review of final mapping</td>
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<td>Employee orientation and training</td>
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<td>Final announcement of new titles</td>
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<td>Final implementation in OACIS and PPS</td>
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(Timeline may be adjusted as necessary)
Questions?

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