Career Tracks Project

1. What is Career Tracks?

Career Tracks is a systemwide job classification structure. Job titles are organized into occupation-specific groupings called families (i.e., Information Technology, Finance, and Student Services). Within each family of work are more specific groupings, called functions, which then contain work at different levels of responsibility and scope. These groupings are more specific than our current system, with more-standardized titles. Each title has a generic description of the work typically performed.

Career Tracks will ensure the consistency of job descriptions and the levels within the job families at each location. Our current job specifications are antiquated and the new matrices will ensure consistency in classification processes in Central Human Resources and in departments that have delegated authority.

The Career Tracks initiative will assist us with our staff job classification process. The focus of this work is to establish a consistent, market-based MSP and PSS job titling system. The new systemwide job classifications/titles reflect primary job responsibilities and external norms, supporting efforts to recruit and retain qualified staff. In addition, Career Tracks will allow us to create and classify job descriptions much more quickly, provide more transparent classification decisions, provide enhanced reporting and analytic capabilities, and align our future pay practices more closely with the local labor market.

2. Who will be impacted by the Career Tracks project?

The Career Tracks job titles cover only Management and Sr. Professional (MSP) and Professional and Support Staff (PSS) titles on our campus; SMG, academic and represented positions will not be affected at this time.

3. Why is Career Tracks being implemented?

Our current classification system is built on UC systemwide classifications that have become outdated. Career Tracks will more accurately reflect current job duties, organized within job families and functions/specialties. This new structure will set the foundation for a more transparent classification and career planning process going forward and allow us to better align our jobs to the external labor market.

4. When will Career Tracks be implemented?

Career Tracks will be implemented in a phased approach over the next two years. The campus and VC Health Sciences are both working on the Career Tracks project/initiative; however, the implementation schedules for each may vary.

5. How will Career Tracks affect employees?

Each employee will be assigned a new job title that is part of a designated job family and function/specialty. Each job title will be assigned a personnel program (MSP or PSS), an exemption status and will be placed in an appropriate salary grade and range. The personnel program and exemption status will be applied consistently throughout UC as locations transition into Career Tracks job titles.

6. For different job families and functions/specialties, there are categories of jobs, and career levels in the new job structure. What do those terms mean?

The terms in the proposed job structure distinguish the work that people perform. By looking at the differences in scope and responsibility between jobs, we can describe each job more accurately in relation to other jobs.

- The **family** is a group of jobs that involve work in the same general occupation. These jobs have related knowledge requirements, skill sets, and abilities. Finance is an example of a family.   It is a general way to organize job functions/specialties into bigger groups to ease searching through the numerous job functions/specialties available.

- The **function/specialty** is a more specialized area within a family. In a function/specialty, the same or relatively similar work is performed, a similar skill set is required, and it is possible to move within the function/specialty with minimal training. For example, Purchasing is a function/specialty within the Finance family.

- The **category** defines the type of work performed, as opposed to the occupation or subject matter. The three categories are: 1) Operational & Technical, 2) Professional, 3) Supervisory & Managerial. A job function/specialty can include more than one type of work, so within Purchasing, you could have jobs in both professional and supervisory & managerial categories.

- The **career level** reflects the amount of responsibility, impact, and scope that a job has. The Office of the President and the Systemwide Steering Committee have determined the appropriate number of levels within each category per job function/specialty by looking at market survey data and working with subject matter experts for that family and function/specialty. For example, a Buyer in the Professional job category could be a level 1, 2, 3, 4, or 5 professional. In the Supervisory and Managerial category, there are a possible total of 6 levels. Establishing the appropriate number of levels based on category facilitates comparison of UC jobs with comparable jobs in market salary surveys. At the same time, not all functions/specialties will require the full number of levels. The number of levels in the Career Tracks job structure for each function/specialty is reflective of how the work is currently organized at UC.

7. **What if the Career Tracks generic language in the job description does not fully represent an individual's job duties?**
The "boiler-plate" or generic job language rarely reflect the unique work each individual may be asked to perform as part of his or her regular responsibilities. The work performed by an individual reflects the organization's goals and structure. The goal is to capture at least 50% - 60% of the predominant job duties for a given job. Supervisors and managers can use the generic job language as a starting point in developing customized job descriptions that reflect the individual's unique responsibilities, yet still align to the job standards for all UC staff in that job.

8. **Is Career Tracks a systemwide initiative?**
Yes. All locations (Office of the President, campuses and medical centers) have shown an interest in implementing the Career Tracks structure for their locations. This will provide greater career mobility, consistency and transparency within and across all UC locations.

9. **Will working titles change as a result of Career Tracks?**
No, generally working titles will not be changed, unless the working title reflects a level of responsibility that does not match the job duties. Working titles will be reviewed as part of the mapping process. Manager or Director titles will be limited to positions in the MSP program. The working title needs to correspond with the Personnel Program it belongs to (ex. Manager is an MSP title).

10. Will job duties change as a result of Career Tracks?

No. Actual job duties and expectations will not change. Employees will be assigned a job title in the new Career Tracks structure that best fits the current job/role performed.

11. Will staff be able to review the classification change before it goes into effect, and how will they be informed?

Employees will receive individual notices delivered by their supervisor or manager informing them of their new title codes, job function/specialty and level, prior to implementation in the payroll system. Managers will be notified prior to general employee communications.

12. Will employees receive new updated job descriptions?

New job descriptions will be required to transition to the Career Tracks job structure.

Job Mapping Questions - General

13. Will mapping tools and instructions be provided to supervisors and managers?

Mapping instructions, worksheets and other information will be provided to supervisors and managers. In addition, campus subject matter experts and Campus Human Resources Compensation Analysts will be available to assist departments with the process.

14. What does it mean to be "mapped" to the new job structure?

The process of moving a job from the current classification/job title into a new job title that is part of a designated job family and function/specialty is referred to as "mapping."

15. Many individuals wear multiple hats. How will positions be handled that incorporate duties from multiple job functions/specialties?

The major duties of a given job, (i.e. the reason the position exists), determine how to map it to a new job function/specialty. Positions that are multifunctional should be mapped to the job function/specialty that constitutes more than 50 percent of the job. If no one component of the job is 50 percent or more, the job function/specialty that has the greatest percentage of duties, or the function/specialty that would be emphasized during recruiting should be used. In some cases, a multifunctional job function/specialty, such as Information Systems within the IT family or Administrative Operations within the General Administration family can be selected for mapping.

16. Is there detailed information individuals can review to compare their job duties to the job function/specialty they are mapped to?

Yes.   Currently the Career Tracks site on Blink, which is accessible to all UC San Diego employees, has links to all the Career Tracks job function/specialty matrices, job categories and levels that have been finalized and approved by the UC Systemwide Steering Committee.

17. How will managers and supervisors participate in the mapping process?

Campus Human Resources together with department HR Contacts and department management, and Subject Matter Experts (SMEs) selected for the specific Family will make preliminary job mapping recommendations based on a review of each employee's existing job description, where available.

Mapping Coordinators, along with managers and supervisors, will review current job responsibilities and expectations for each employee in preparation for confirming new job titles in the Career Tracks structure.

Managers may also collaborate with peer managers within the unit to ensure that all managers apply a consistent approach to reviewing and finalizing these recommendations.

18. Is there an overview describing each job level in the new job structure?
For a description of each professional, supervisory and managerial job level, see the "Categories and Levels" section of the Blink Career Tracks site.

19. Two employees are currently in the same job title. Their new Career Tracks job titles are different. Why might this be the case?
When departments map the various positions into the new Career Tracks titles, it is possible that in some cases job descriptions of employees in the same job titles may be different based upon responsibilities scope, required knowledge and skills, staff size, or other key variables. Additionally, job duties may have been changed over time for an employee, but the job description on record may not have been updated to reflect assumption of additional responsibilities.

The implementation of Career Tracks job titles provides the organization with a fresh review of the current role and responsibilities for each employee. New titles will be assigned in consultation with managers to ensure that the most current information for each job is taken into account for assigning a job title in the new structure.

20. Two employees are currently in different job titles and/or personnel programs. Their new Career Tracks job title is the same. Why might this be the case?
The new Career Tracks job architecture has been built to align with the labor market for comparable jobs at other organizations. In a few cases we have found that we had more levels of a given function/specialty than existed elsewhere. It is possible that employees previously in different job levels will be mapped to a new, consolidated job title that now has external comparators in the labor market. Given that each job title will be assigned a broad salary range, previous differences in experience, performance or responsibilities should still fit within our current salary grades/ranges for affected employees.

21. What happens if someone's new job level is "lower" than the old one?
Some of the new job series have fewer levels than the current job series. Therefore, having a different number in the title does not indicate that the new classification is "lower." For example, a current Programmer Analyst III might be comparable to an Information Systems Analyst 2. In any case, when the new classifications are implemented, no employee's salary will be adversely impacted.

22. What happens if an employee is mapped to a job level that does not correspond with their own personal level of experience or educational background?
Employees will be mapped to job titles by their managers to reflect the demands of the unit and the work required to support the organization for that function/specialty. Even though an employee may possess skills, experience or educational degrees beyond those required for their new job title, he/she will be mapped to the new structure based on the responsibilities, scope, knowledge and skills, etc. required by the position. For example, an employee may have a law degree, but the salary range and job title of their new Career Tracks position are reflective of their current responsibilities, not their law degree.

23. I think an employee should be a Professional Level 3 Experienced (P3) but the job title assigned in the new structure is a Professional Level 2 Intermediate (P2). What is the difference?
The generic scope for a P3 describes a position requiring full understanding of the professional field, the ability to apply theory and put it into practice resolving problems of diverse scope and complexity, and

broad job knowledge. A P2 position typically applies acquired professional knowledge and skills to complete tasks of moderate scope and complexity; exercises judgment within <u>defined</u> guidelines or practices to determine appropriate action. If the job description used to assign the new job title does not reflect the scope and requirements of the P3 then the incumbent will be appropriately mapped to the P2.

24. If the job description has not been updated in several years and there is more than a 50% change which results in a higher classification, will this require recruitment?
Positions will be reviewed on a case-by-case basis; however, such a situation would be considered as part of the Career Tracks implementation and would not necessarily require recruitment unless there are unusual circumstances.

25. If the department determines that the position has evolved and is now at a higher level, can a reclassification request be submitted now or should it wait until after the mapping process?
Positions that would typically be submitted for reclass consideration should still be submitted prior to the implementation of Career Tracks. Once the mapping process begins, then reclass requests should not be submitted.

26. What if it is determined that the position has grown significantly since the last review and maps two levels higher than the current level?
Positions will be reviewed on a case-by-case basis and consideration will be given during the mapping process based on how long the incumbent has been performing the duties.

27. **Will there be a formal reconsideration process if the employee does not agree with how his/her position is mapped?**
The process for reconsideration will be similar to the appeal process for classification of job descriptions. Employees can request a reconsideration review which will require the department head's approval and endorsement from the VC. Then the Campus Human Resources Compensation Unit will review the request in conjunction with the local subject matter experts (SMEs). In some cases, we may also have to consult with the systemwide steering committee.

NEW QUESTIONS AND ANSWERS - NOVEMBER 2013

28. Should departments update job descriptions now or wait until the positions are mapped over to the new titles?
If a job description currently needs updating, please proceed with that update to keep job descriptions current.

29. Should positions that are currently posted in the campus job bulletin be changed to the new payroll titles?
Career Tracks titles can only be used as working titles until the payroll titles are actually set up in the payroll system.

30. Will there be a cutoff date after which current title codes can no longer be used?
Yes, but the date has not been determined yet because there may be a need to temporarily leave some positions in their current payroll titles until we identify a family and function/specialty that best describes the scope of responsibilities that are charged to the position. After the matrices for each Career Tracks family are finalized, we will convert the relevant job descriptions to the new Career Tracks titles. When that process is finished for the current positions in a family, we will discontinue use of the outdated payroll

titles. Departments should classify positions in an existing function/specialty if the position fits appropriately. If the department does not feel that a specific position can be classified within existing functions/specialties, the department can request to wait until a more appropriate family is implemented. The request must be approved by the campus central Compensation Unit, the subject matter experts, and the relevant Vice Chancellor office.

31. Who approves the initial new Career Tracks title for a position?
The supervisor will make a preliminary determination, and discuss it with the incumbent of the position, consulting if he/she wishes with campus subject matter experts and the campus central Human Resources Compensation Analysts. The proposed title should be endorsed by the Department Head, the subject matter expert, and the Vice Chancellor office. Final determination will be made by the campus central Human Resources Compensation Unit.

32. Are our new job descriptions using Career Tracks supposed to be less detailed than our current job descriptions?
Yes, our job descriptions based on the Career Tracks titles will be shorter and more generic than many current job descriptions. The Career Tracks job standards will typically provide about 70 percent of the job description content; departments will customize the job standards to describe the specific department or program and the position.

33. What are the differences between MSP and PSS positions, and what happens if my job title switches from MSP to PSS or from PSS to MSP?
MSP is the Management and Senior Professional program. PSS is the Professional Support Staff program. Each program has a specific set of employee rights and benefits, and separate salary ranges/grades. If a position changes from MSP to PSS, the individual's benefits will be grandfathered. When the individual vacates the position, the position benefits will convert to PSS. If a position changes from PSS to MSP, the individual in the position will be covered by MSP rights and benefits effective with the new title.

34. What is the difference between a supervisor and a manager?
Specific differences are described by the generic scope of each supervisory and managerial level. Another way to look at it is that a manager is responsible for making significant decisions on what the unit does: its purpose, functions and role, and for making commitments and decisions that require the expenditure of significant unit resources. Managers have a significant, external focus (to the world outside the unit), whereas a supervisor has a more internal focused responsibility for implementing the manager's decisions through the work of subordinate employees. Once a decision is made on what to do, supervisors have a significant role in deciding how to achieve the objective established by the manager. Supervisors often perform the same kind of work that the subordinates do. Managers do not do the daily work of the unit as a regular part of their work. They may do it more on an exception basis or in resolving the most difficult problems facing the unit.

35. I supervise people less than 50% of the time and my position is not mapped into a Career Tracks "Supervisory" payroll title. Am I still a supervisor?
If you meet the supervisory definition under the California Higher Education Employer-Employee Rights Act (HEERA), you will still be a supervisor. You will have supervisory designation in the payroll system and may use a supervisor working title. You just will not have "Supervisor" in your payroll title.

36. Do I need to attach an organization chart with my first Career Tracks job description?
Organization charts for PSS positions are not required by campus central Human Resources for this initial mapping, but are encouraged. They can be helpful for the various reviews of your initial mapping proposals. For MSP positions, they are required.

Questions Specific to Implementing the IT Family

37. Why isn't there a separate matrix for web developers?
Generally, web developers will go into the Applications Programming function/specialty.

38. What is the shelf life of these matrices? Will they be outdated in a couple of years?
The UC goal is for the current matrices to be reflective of the market and useful and updated systemwide as needed.

39. Where will the Computing Resource Manager (CRM) positions map to?
The CRM positions will most likely fall within the Information Systems function/specialty since it is the combination function/specialty within IT. It is possible that some CRM positions may map to the Technical Project Management function/specialty.

NEW QUESTIONS AND ANSWERS - NOVEMBER 2013

40. Do I need to submit an IT Supplement with my first Career Tracks job description?
IT Supplements for PSS positions are not required by campus central Human Resources for this initial mapping, but are encouraged. They can be helpful for the various reviews of your initial mapping proposals. For MSP positions, they are required.

41. How should those IT positions that are both IT and research be mapped? Will there be another function/specialty that these positions will fall under?
There are several possibilities for the most appropriate classification of positions combining IT and research. Positions are classified depending on the preponderance of duties. If the preponderance of duties is in IT, the position may fit in Applications Programming or Bioinformatics (which is still under systemwide review). If the preponderance of duties is in research, the position may fit in the Research and Laboratory family, with the function/specialty of Data Analyst or possibly Field Researcher. The Research and Laboratory family is scheduled for development in the summer of 2014. When the job description is written, the minority of duties that are outside that specialty will be put in the 30 percent portion that can be customized to include the additional responsibilities.

Departments should classify positions in an existing function/specialty now, if the position fits appropriately. If the department does not feel that a specific position can be classified within the existing functions/specialties, the department can request to wait until the Research and Laboratory family is developed, upon approval of the campus central Compensation Unit, the Programmer/Analyst Advisory Committee and the relevant Vice Chancellor office. If a position is predominately research, it may actually fall within the Staff Research Associate or academic research classifications.

42. Were any non-represented positions mapped to represented positions when UC Berkeley mapped their positions?

There were some Programmer/Analyst 1 positions that, after review, were determined to be doing represented work. Those positions were put in the Computer Resource Specialist classification, which is represented.

43. We currently have supervisor titles at several Programmer/Analyst levels (i.e., PA 2 Supvr, PA 3 Supvr, PA 4 Supvr and PA 5 Supvr). What if there are only one or two levels of supervisor? How would the position be mapped if the position is still functioning at the PA 4 or 5 level?

If the preponderance (more than 50%) of work is supervisory, then the position would be mapped to the appropriate Supervisor (1 or 2). If the preponderance of work is hands-on technical, then the position would be mapped to the appropriate technical (function/specialty) level. As long as the position still meets the HEERA requirements for supervisory designation (i.e., supervises 2 or more career FTEs, etc.), then the position would be designated supervisory under the HEERA code.

Salary Questions

44. Will my pay change as a result of Career Tracks?

We don't anticipate that there will be immediate impact to pay (either upward or downward). The new classification system will provide a better foundation for determining appropriate market-based salaries in the future.

45. Will the salary structures and title codes be available during the mapping process?

New salary ranges are currently in the campus consultation process. They will be completed before the new IT payroll titles are implemented. The initial mapping process for IT positions will be completed before the salary ranges are available. Mapping decisions are to be made based on the job responsibilities, not salary.

46. How will this program affect future salary decisions?

The Compensation Unit is responsible for reviewing and recommending changes to the policies and procedures that affect staff salaries. All updated policies will be posted on the HR website prior to implementation. A new proposed salary structure is being considered which will provide better pay guidance for your manager to make future pay decisions.

After the Career Tracks structure is implemented, factors that affect pay will include the employee's position within their salary range and their performance. Salary increases will also depend on the personnel policy that covers the position and available funding. Additional information will be provided to supervisors and managers at a later date.

47. How can higher education professions be compared to the outside market?

We are using a number of reputable third-party market salary surveys to link our jobs to the market, including two well-known surveys that specialize in educational institutions. Because we also compete with public and private organizations in the San Diego area for employees, our survey data will also include market salary information gathered from local companies.

48. What do the salary grade ranges represent?
Salary grade ranges are a proxy for competitive pay levels in the marketplace for your job.

49. Why is matching jobs to market so important?
University pay programs must be more sensitive to the market because we compete against other employers (both private and public) for the best talent. Therefore, our jobs must be linked to similar jobs in the market and tied to salary ranges based on market pay. Once jobs are more clearly defined within salary ranges appropriate to the market, the job and compensation structures will be easier to understand and administer.

50. What happens if my pay is above my salary range maximum?
Employee pay will not change as a result of being mapped to a new job title, and this applies even if you are paid above the new salary range maximum. Your salary will be frozen until such a time as it falls within the range, or you transfer out of your current position.

51. When I compare my current salary to my new salary range, my pay now falls lower in the range. What does that mean?
When salary ranges are changed for each job to reflect competitive pay practices at other employers in our labor market, your salary range might be higher than under the old structure, which was not market based. This should not be interpreted as a devaluation of your position. Now you have more salary growth potential than you did previously.

52. Is my position within my salary range supposed to reflect my level of experience?
In a perfect world, employees with extensive experience and a proven track record of outstanding performance are typically paid in the upper half of their salary range, and employees with less experience, who have been recently promoted, or who do not consistently demonstrate outstanding performance are paid in the lower portion of their range. It is difficult to apply these principles to UC because of long term budget challenges. Therefore, our ability to offer pay increases each year has been affected. We expect the new salary structure, when approved, will provide better guidance for administering salaries over time.

53. How often will the salary ranges be reviewed and possibly changed?
Competitive pay information that we gather from third-party professional salary surveys is generally collected and reviewed every one to two years.

54. What other employers are considered part of our "labor market?"
We consider all types of employers – private, public and higher education – to be part of our labor market depending on the particular job. Generally, our market is defined by the organizations with whom we compete for employee talent. We pay special attention to those employers that are in our local labor market since our cost of labor here is significantly different than in other parts of the country.

55. How do you gather pay information from other employers?
Pay data is collected in different ways. A primary source is salary surveys. UC, as well as many other public and private organizations participate in third-party salary surveys. Each participating organization reports pay data for its employees anonymously for the jobs described in the survey and the results are then consolidated and reported in a manner that keeps each organization's data confidential.

Questions regarding the New Job Description System

56. What will happen to the job descriptions in the current job description system?
Those job descriptions will be archived and accessible for review.

57. The VCAA Performance Evaluation System integrates with the current job description system. How will the new job description system affect the evaluation system?
Campus Human Resources will work with the VCAA to review this issue and partner with proposed solutions.