CAREER TRACKS
PROGRAM BASICS FOR ACADEMIC BUSINESS OFFICER’S GROUP

Oakland
February 2015
Career Tracks Overview

Senior Management Group, academics, represented staff and students are not affected.

*Career Tracks will not affect job duties or function, working ("business card") title or current base pay.*

A **job classification** framework for PSS and MSP positions – each job title is defined in terms of level (ex: entry, advanced) and category (professional, manager)

**Aligns jobs** with similar positions internally and in the external marketplace – most jobs performed at UC also exist at other employers, and we can benchmark our jobs within our labor market, and within UC

Supports development of **career paths** – next step in a career progression within a job function is well defined

Helps focus **development** activities – required skills and abilities defined for each job in career tracks structure providing transparency within and across job functions
This chart illustrates the Career Tracks structure. Every job in the Career Tracks structure falls within a cell of this chart.

At the highest level, jobs are organized by job family and function.

There are over 20 distinct job families alone for just the Office of the President, including Information Technology, Finance, Research Administration, and Human Resources. Additional families exist for campus and medical center locations. The job family is a grouping of jobs that are related.

Within each job family, jobs are more narrowly defined by occupation, or job function. There are over 140 job functions defined for UCOP alone.

Jobs are further defined by category, which defines the type of work performed, as opposed to the occupation or subject matter.

There are three categories, Operational & Technical (typically a placeholder for bargaining unit jobs), Professional (individual contributors), and Supervisors and Managers, who achieve results through the efforts of staff.

Lastly, jobs are defined by career level, that defines the scope, impact, responsibility, and requirements of a given job title within a job category and function. The number of available levels within a given job family has been determined by looking at market survey data and working with subject matter experts for that family and function. For example, a Financial Analyst in the Professional job category could be a level 1, 2, 3, 4, or 5 professional.

This graphic provides the complete menu of possible levels however.
This is not set in stone as people may move faster or slower depending on their own career aspirations. Someone may want to take a step back from a lower level manager positions and move into an expert level individual contributor position if it exists at their location.
This slide summarizes the thought process for managers as they align current employee roles to the new Career Tracks structure. Each decision will be explained in greater detail in the upcoming slides.
Family and Function

<table>
<thead>
<tr>
<th>Job Family</th>
<th>Job Function</th>
<th>Job Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Services</td>
<td>Admissions and Recruitment</td>
<td>Involves developing and implementing programs for student outreach, recruitment, and admissions for the university and/or school/college/department within appropriate constituents and communities; and educating the public about admissions requirements, policies, and processes.</td>
</tr>
<tr>
<td></td>
<td>Curriculum Planning</td>
<td>Involves coordinating curriculum planning and course scheduling in consultation with department/college/school management and faculty. Analyzes enrollment trends.</td>
</tr>
<tr>
<td></td>
<td>Financial Aid</td>
<td>Involves analyzing students' level of need and eligibility for financial aid to allocate financial aid awards and advise students on obtaining aid. Interprets financial aid regulations, analyzes student data, and implements procedures to ensure regulatory compliance and timely delivery of financial aid.</td>
</tr>
<tr>
<td>K to 14 Academic Preparation</td>
<td></td>
<td>Involves planning, developing, implementing, and evaluating programs, activities, counseling, tutoring, and advising focused on students' successful graduation from high school and college, and career readiness; Works with students, program alumni, teachers, counselors, school districts, and parents.</td>
</tr>
<tr>
<td>Registrar</td>
<td></td>
<td>Involves planning, analyzing, developing, and implementing programs and services to maintain stewardship and integrity of student academic records, academic publications, and course and classroom scheduling by managing and enforcing student and institutional academic policies, interprets relevant regulations such as the Family Educational Rights and Privacy Act (FERPA) to ensure regulatory compliance and protection of student data. Provides services to students (prospective, current and former), parents, and the public and maintains collaborative relationships with faculty, staff and administrators. Utilizes and advances technology systems solutions and best practices.</td>
</tr>
<tr>
<td>Student Services Advising</td>
<td></td>
<td>Involves a wide range of student services duties and responsibilities for an academic department/school/college or organization. Provides assistance to the dean/chair, faculty, and students in academic advising, recruitment, admissions, financial aid, the evaluation and awarding of fellowships and block grant funds, student orientation and events, career counseling and related programs.</td>
</tr>
</tbody>
</table>

This is an iterative process. Jobs are born, die and evolve and we pay attention to that and work with subject matter experts throughout the system. As an example this slide contains some of the functions within the Student Services Job Family. Registrar was not originally a function so all the registrars got together and we worked with them to come up with the registrar standards.

Student Service Function
- Academic Achievement Counseling
- Admissions and Recruitment
- Camp
- Career Services
- Curriculum Planning
- Financial Aid
- K to 14 Academic Preparation
- Proctoring
- Registrar
- Residence
- Student Disability Services
- Student Academic Advising
- Student Academic Support
- Student Employment
- Student Legal Services
- Student Life and Development
- Student Services Advising
Many employees at UC wear multiple hats. When in doubt, match a hybrid position to a function based on the duties that..

Constitute at least 50% of the job
Constitute the greatest overall percentage of the job
Would be emphasized for recruiting when a vacancy arises
Are captured in a “multi-functional” job family (ex: Student Services Advising involves a wide range of duties and responsibilities, including a little bit from each of the Student Services functions)
Supervisory and Managerial:
Incumbents who give work assignments to other employees and review their work products, but do not perform the above functions are typically LEAD positions and should be mapped to the Professional or Operational & Technical categories.

We must have an organizational chart to determine the reporting structure.

The position does not have to be classified as a supervisor if the primary focus of the role is more appropriately placed in another title based on their work as an individual contributor.

Example: Many Office Managers supervise, but the majority of their work is in office management, such as purchasing, so they could be classified as an Administrative Officer rather than a supervisor.
This category includes positions which require a theoretical and conceptual knowledge of the specialization. Problems are typically solved through analysis and strategic thinking. Results are achieved through personally performed duties, not the work of direct reports.
Career Level: Supervisors

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

Supervisory 2
- Provides direct supervision
- Professional or skilled staff
- Exempt
- PSS or MSP

Note: Incumbents who give work assignments to other employees and review their work products, but do not perform the above functions are typically LEAD positions and should be mapped to the Professional categories.

This category includes positions where the incumbent primarily achieves department objectives through the coordinated achievements of subordinate staff who report to the incumbent.

An incumbent in a Supervisory position supervises at least 2.0 FTE and performs supervisory functions where independent judgment is exercised in at least three of the following:

Indepedently selects subordinates OR participates in the interviews and recommends who should be hired;

Indepedently determines subordinates’ performance ratings OR recommends performance ratings;

Indepedently decides within budgetary limitations the amount of subordinate merit increases, who will be selected for promotional opportunities, and whether to request the reclassification of a position, OR recommends these actions;

Has independent authority to issue written warnings and suspensions and determines what discipline should be imposed upon a subordinate OR recommends such actions;

Has independent authority to resolve grievances or complaints OR formulates and recommends a resolution to grievances or complaints.
An incumbent in a Managerial position, in addition to the supervisory functions described above, spends the majority of time (50% or more) achieving organizational objectives through the coordinated achievements of subordinate staff who report to the incumbent, through the performance of the following managerial functions:

Assumes accountability for decisions made by subordinates

Manages employee performance (for example, guides, coaches and disciplines staff)

Manages workflow, operations, apportioning the work

Establishes department goals and objectives (and manages department progress toward goals)

Determines techniques and processes

Plans and oversees the budget

Monitors or implements legal or policy compliance measures

Performs strategic planning for function
Preview of Changes

The current job architecture and salary range structure have been relatively unchanged for past 40+ years. Job titles, job duties, career paths are poorly defined and misaligned with the market.

Going forward, new salary range structure will be reviewed relative to the market every one to two years, consistent with compensation best practices.

The new salary structure contains approximately the same number of distinct grades as the current structure (16 grades), adjusted to reflect local cost of labor.
Cost of labor is provided by very reputable and broad-based third party consultants, and updated regularly.

For example, Merced and some other central valley communities are similar to the national average in cost of labor.

San Francisco and the Peninsula are in a different labor market, and salary levels are significantly higher than the national average for comparable jobs.
Third party salary surveys provide pay information for common or benchmark positions (example: Applications Programmer). Surveys include public, private and higher education employers. Data is confidential to participating organizations.

We select survey data based on compensable factors (i.e. scope, key responsibilities, decision making, required knowledge, skills) – job title alone does not determine comparability.

Median pay represents the 50th percentile of all salaries reported for a given job by other employers. Our salary range midpoint is a proxy for the market median, it is not a destination for all employees.

The entire salary range represents the range of competitive pay for a given position.
Putting it all Together

Positions are assigned a job title with a salary grade and range based on median pay in the labor market—*independent* of the systemwide MSP or PSS program that also applies to that job.

Career level, such as Manager 2 (M2) does not correlate with previous personnel program and grade (e.g., MSP2). Rather, career level is based on scope and responsibilities of the job.

An Advanced professional (P4) job title could be assigned one of multiple salary grades/ranges based on the market for that specific function and career level (P4).

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<table>
<thead>
<tr>
<th>Median pay in labor market defines</th>
<th>UC systemwide personnel program defines</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary Grade and Range assigned to the job</td>
<td>MSP or PSS employment rights and benefits assigned to the job</td>
</tr>
</tbody>
</table>
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## Putting it all Together

<table>
<thead>
<tr>
<th>Job Title</th>
<th>Salary Grade</th>
<th>Personnel Program</th>
<th>Range Midpoint</th>
</tr>
</thead>
<tbody>
<tr>
<td>30</td>
<td>MSP</td>
<td></td>
<td>$234,600</td>
</tr>
<tr>
<td>29</td>
<td>MSP</td>
<td></td>
<td>$205,800</td>
</tr>
<tr>
<td>Air Traffic Mgr 4</td>
<td>28</td>
<td>MSP</td>
<td>$180,500</td>
</tr>
<tr>
<td>Air Traffic Mgr 3</td>
<td>27</td>
<td>MSP</td>
<td>$158,400</td>
</tr>
<tr>
<td>Air Traffic Controller 5</td>
<td>26</td>
<td>MSP</td>
<td>$141,400</td>
</tr>
<tr>
<td>Air Traffic Mgr 2</td>
<td>25</td>
<td>MSP</td>
<td>$126,100</td>
</tr>
<tr>
<td>Air Traffic Controller 4</td>
<td>24</td>
<td>MSP</td>
<td>$112,700</td>
</tr>
<tr>
<td>Air Traffic Controller 3</td>
<td>23</td>
<td>PSS/MSP</td>
<td>$100,500</td>
</tr>
<tr>
<td>Bookeeping Mgr 1</td>
<td>22</td>
<td>PSS/MSP</td>
<td>$89,700</td>
</tr>
<tr>
<td>21</td>
<td>PSS</td>
<td></td>
<td>$80,400</td>
</tr>
<tr>
<td>Beoeker 4</td>
<td>20</td>
<td>PSS</td>
<td>$72,900</td>
</tr>
<tr>
<td>Beoeker 3</td>
<td>19</td>
<td>PSS</td>
<td>$66,100</td>
</tr>
<tr>
<td>Beoeker Supr 1</td>
<td>18</td>
<td>PSS</td>
<td>$60,100</td>
</tr>
<tr>
<td>Beoeker 2</td>
<td>17</td>
<td>PSS</td>
<td>$54,800</td>
</tr>
<tr>
<td>Beoeker 1</td>
<td>16</td>
<td>PSS</td>
<td>$49,600</td>
</tr>
</tbody>
</table>
Additional Information: UC Net

• Definitions of Categories and Career Levels
• Frequently Asked Questions (FAQs)
• Links to other location Career Tracks websites

http://ucnet.universityofcalifornia.edu/working-at-uc/your-career/career-tracks/index.html