

CAREER TRACKS
PROGRAM BASICS FOR ACADEMIC BUSINESS
OFFICER'S GROUP



Oakland
February 2015

UNIVERSITY
OF
CALIFORNIA

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

Career Tracks Overview

Job Family	A group of jobs in the same general occupation (ex: Finance)			
Job Function	A more specific area within a family (ex: General Accounting)			
Job Category	Individual Contributor Series		Leadership Series	
	Operational & Technical	Professional	Supervisors & Managers (2+ FTE)	
Career Level	Level 1	Entry	Level 1	Supervisor 1
	Level 2	Intermediate	Level 2	Supervisor 2
	Level 3	Experienced	Level 3	Manager 1
		Advanced	Level 4	Manager 2
		Expert	Level 5	Manager 3
				Manager 4

***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.**

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.

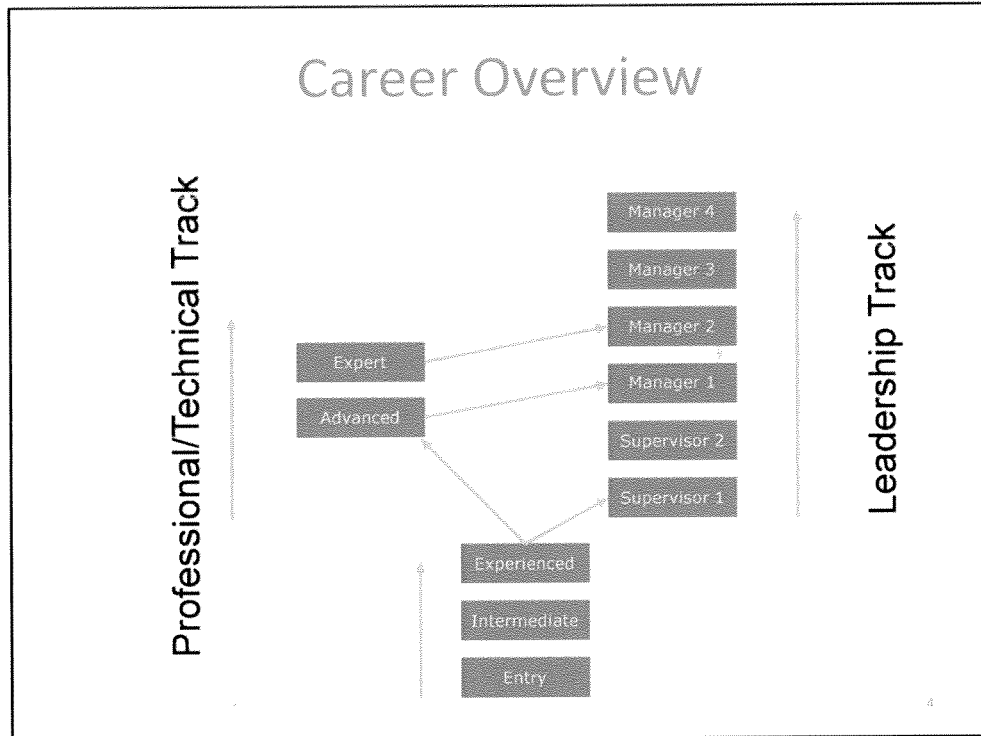
Within each job family, jobs are more narrowly defined by occupation, or **job function**. There are over 140 job functions defined for UCOP alone.

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.

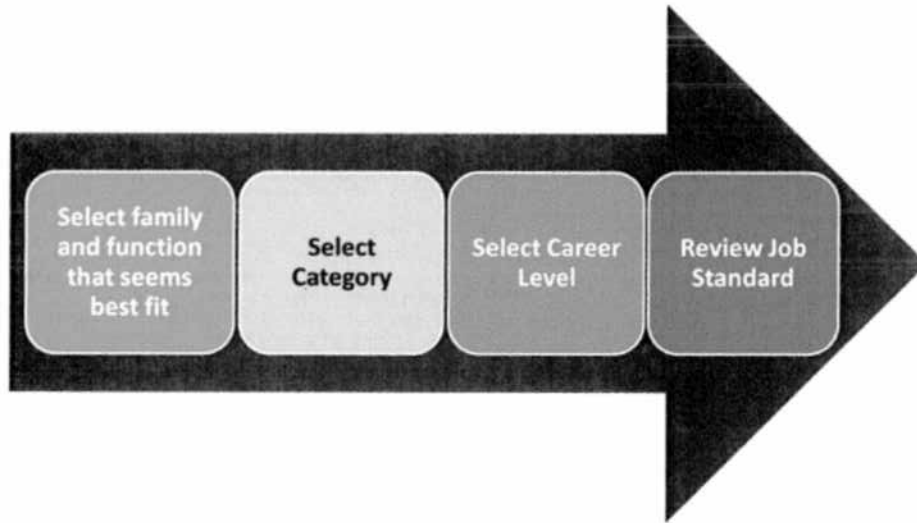
Lastly, jobs are defined by **career level**, that defines the scope, impact, responsibility, and requirements of a given job title within a job category and function. The number of available levels within a given job family has been determined by looking at market survey data and working with subject 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.

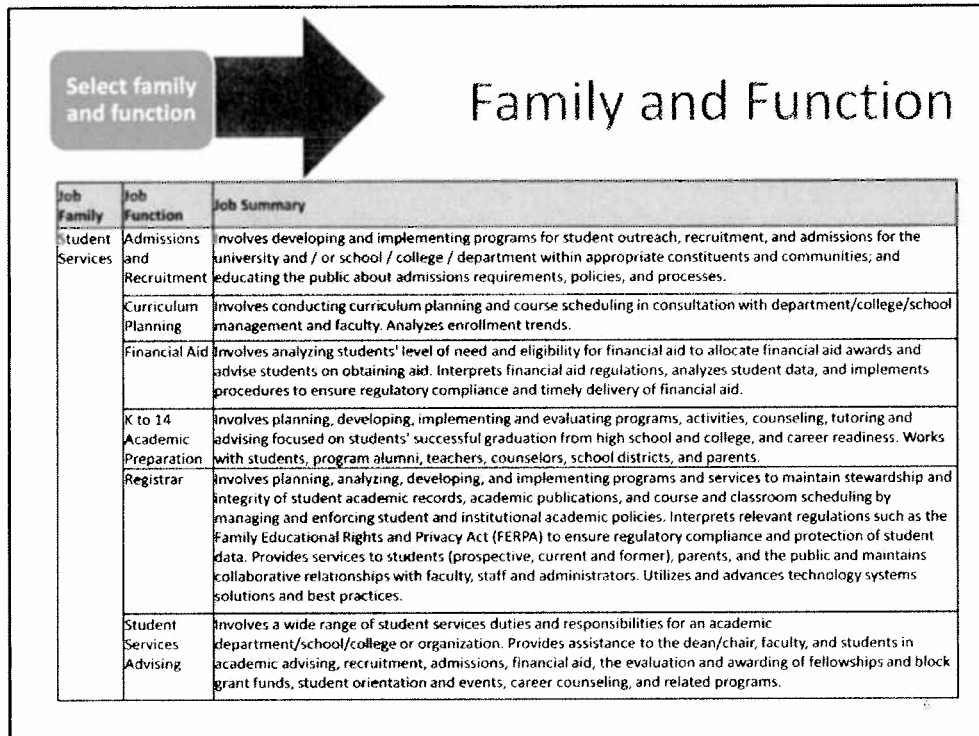


This is not set in stone as people may move faster or slower depending on their own career aspirations. Someone may want to take a step back from a lower level manager positions and move into an expert level individual contributor position if it exists at their location.

Classification Using New Job Structure



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.

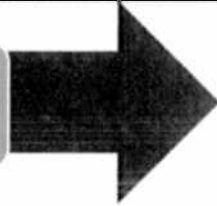


This is an iterative process. Jobs are born, die and evolve and we pay attention to that and work with subject matter experts throughout the system. As an example this slide contains some of the functions within the Student Services Job Family. Registrar was not originally a function so all the registrars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

Select
family and
function



Hybrid Positions

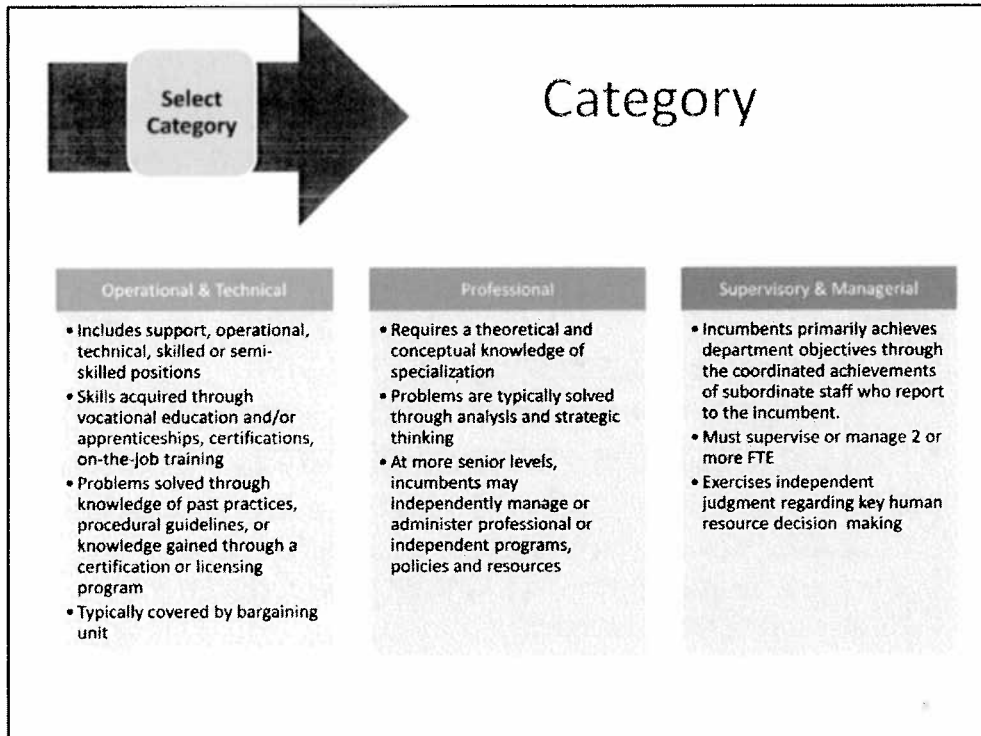
Many employees at UC wear multiple hats. When in doubt, match a hybrid position to a function based on the duties that..

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.

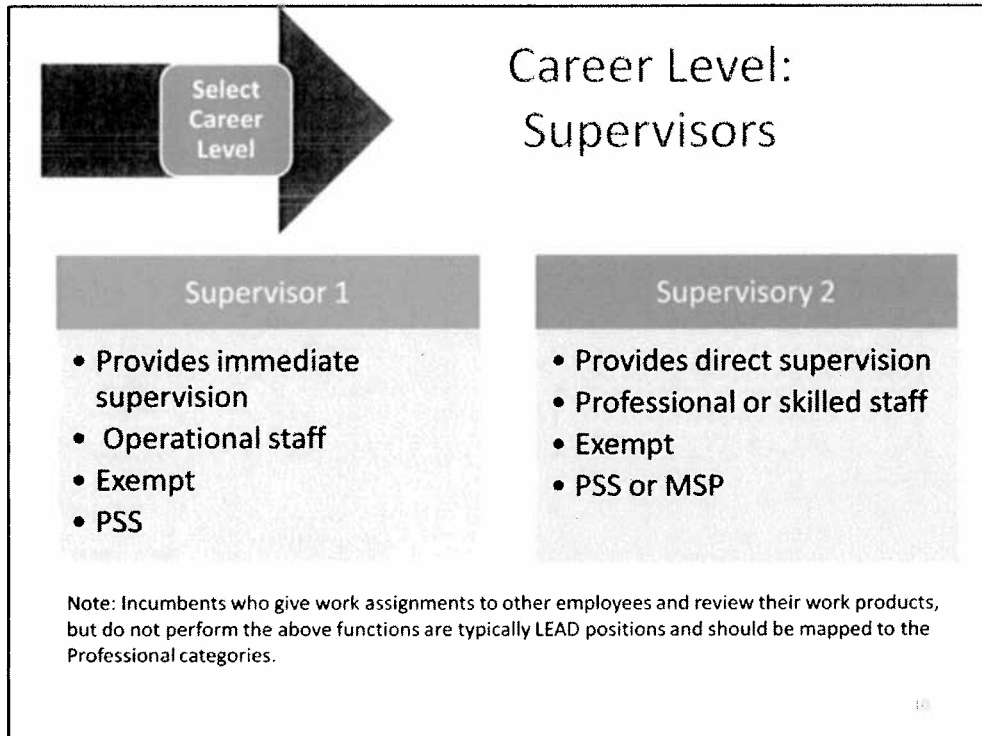
We must have an organizational chart to determine the reporting structure.

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.



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:

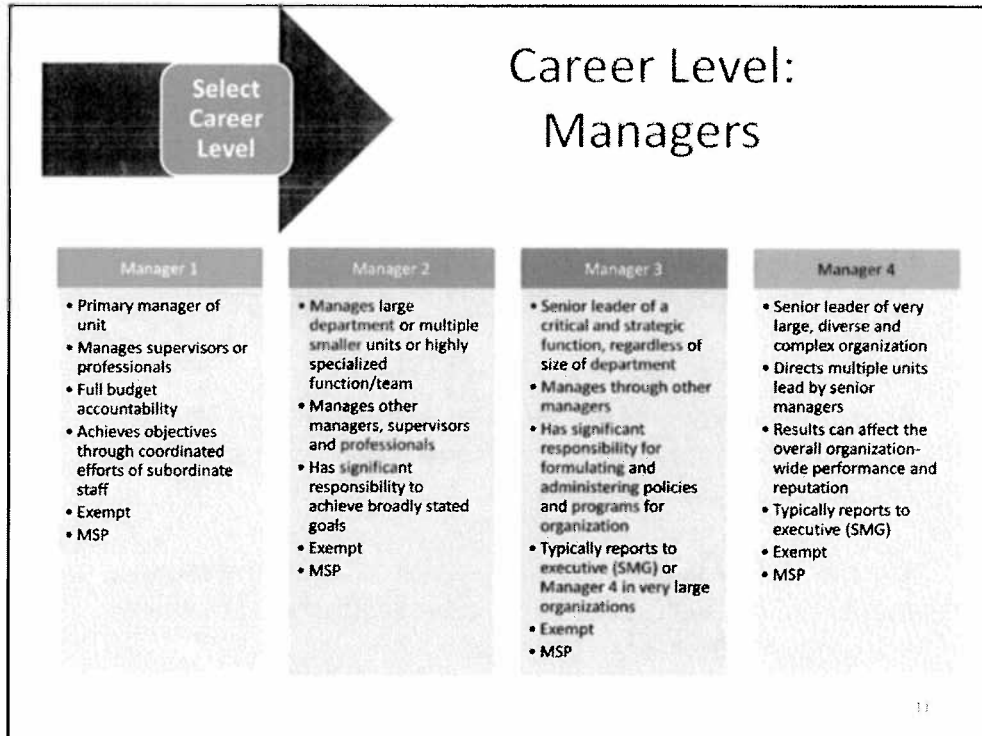
Independently selects subordinates OR participates in the interviews and recommends who should be hired;

Independently determines subordinates' performance ratings OR recommends performance ratings;

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

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

Career
Tracks Salary
Range
attributes

• New range is effective
at time employee
transitioned to new
Career Tracks job title

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.

13

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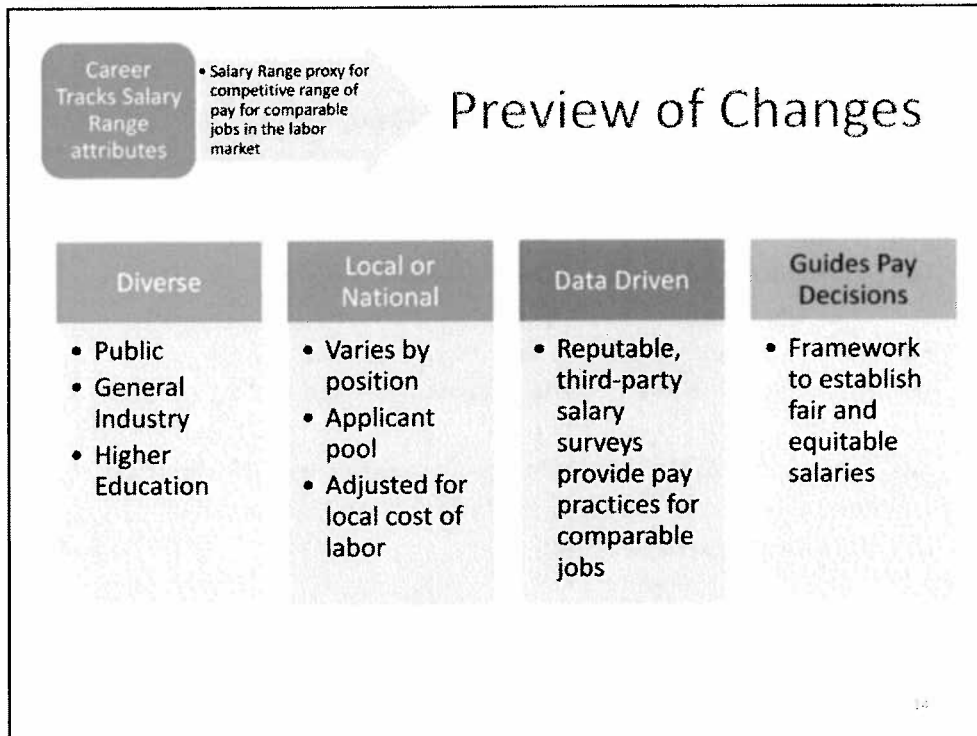
Preview of Changes

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.

11



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.

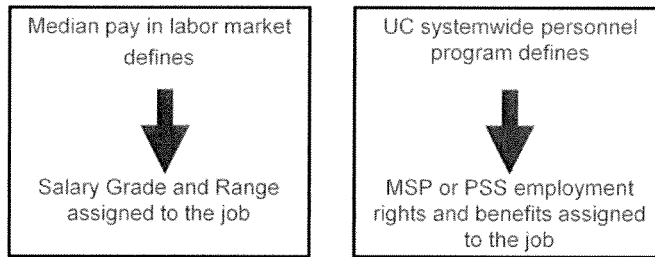
The entire salary range represents the range of competitive pay for a given position.

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).



Putting it all Together

HYPOTHETICAL					
Job Title		Salary Grade	Personnel Program	Range Midpoint	
		30	MSP	\$234,600	
		29	MSP	\$205,800	
	Air Traffic Mgr 4	28	MSP	\$180,500	
		27	MSP	\$158,400	
	Air Traffic Mgr 3	26	MSP	\$141,400	
	Air Traffic Controller 5	25	MSP	\$126,100	
	Air Traffic Mgr 2	Air Traffic Controller 4	24	MSP	\$112,700
	Air Traffic Mgr 1	Air Traffic Controller 3	23	PSS/MSP	\$100,500
Beekeeping Mgr 1	Air Traffic Controller 2	22	PSS/MSP	\$89,700	
		21	PSS	\$80,400	
Beekeeper 4		20	PSS	\$72,900	
Beekeeper 3	Beekeeper Supr 1	19	PSS	\$66,100	
Beekeeper 2		18	PSS	\$60,100	
		17	PSS	\$54,800	
Beekeeper 1		16	PSS	\$49,800	

16

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>

