



**Career Compass Job  
Titles *Go Live!*  
May - June 2009**



# Career Compass Job Titles *Go Live!* May 1, 2009

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UNIVERSITY OF CALIFORNIA, BERKELEY

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# Brief History of Career Compass Goals

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In 2000, Chancellor Robert Berdahl challenged the campus to improve the way we manage and develop our workforce at UC Berkeley. He named a joint faculty staff committee to study the issues and make recommendations.

In 2001, the Staff Infrastructure Steering Committee (SISC) was appointed and began developing a comprehensive and integrated new structure called Career Compass to achieve a series of goals ranked by employees as very important to their continued success at Berkeley. SISC identified these goals through a series of open forums, targeted group meetings and broad-based email campaigns:

- More **consistent and fair classification** of jobs into logical job titles (described in standardized job descriptions called job standards), organized within related job fields and families and which enabled comparison with labor market.
- Better **career development opportunities** – responsibilities, skills and other requirements clearly outlined for each job title within a family
- **Training classes** geared to develop commonly required skills and abilities (also called “competencies”) to help employees prepare for current and future employment opportunities
- Linking employee job duties and requirements directly to an objective **performance management** process – new performance evaluation forms will use the key responsibilities and requirements of the employee’s job as basis for review



# Career Compass Supports UC System's Total Rewards Strategy \*

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While the Career Compass Job Standards work has focused on defining titles, grades and ranges (which address base salary considerations), Career Compass also supports key elements of the UC System's Total Rewards strategy for recognizing and rewarding employees:

## **Compensation**

base salary

## **Benefits**

medical, dental, vision; holiday pay, vacation; pension

## **Work-Life**

flexible scheduling, telecommuting, child & elder care programs

## **Performance & Recognition (in process)**

alignment of organizational and individual goals, formal and informal recognition of employee accomplishments, behaviors, successes

## **Development & Career Opportunities (in process)**

new tools to map job progression, build qualifications for job growth

\*see link to Total Rewards Online Calculator under Resources page of Career Compass website



# Where Are We Now?

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While these are difficult times, ***Career Compass is a positive development for our campus.*** We have worked long and hard to improve programs for our staff. There is no better time than the present to begin experiencing these benefits:

**Time** - New job standards are easier to use. New *performance evaluation* forms will use the key responsibilities and requirements of the employee's job as basis for review.

**Consistency and fairness** - Job standards are available for everyone to use and have been developed with collective input from subject matter experts.

**Pay Guidance** - New salary structure provides foundation for determining hire-in salaries, as well as merit and equity adjustments in the future.



# Where Are We Now?

The Compensation Unit has reviewed over 5,200 individual job descriptions. Peer Advisory committees partnered with Compensation to evaluate job descriptions for those families that were large and decentralized – thus ensuring consistency and fairness campuswide for similar jobs (for list of job families see <http://careercompass.berkeley.edu/pdfs/AdvisoryCommittees.pdf>).

- 70% of mapping recommendations were approved exactly as submitted
- 30% were changed to a different job family, category or level based on content provided on the job description. This typically occurred because:
  - Customized content (custom scope, key responsibilities, problem solving, organizational chart) did not support generic scope for job title selected or category selected; or
  - Job description provided no or very limited customized content to support job title selected.
  - See the following section of the website for more guidance on mapping results:  
<http://careercompass.berkeley.edu/faq/jobstandards.html#jobmappingquestions>



# Reconsideration and Next Steps

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To provide a fair transition to the new job structure, a manager/supervisor may request a reconsideration for an employee whose job title was not approved as submitted.

A **new** customized job description must be submitted in support of the request in the form of a completed job description (not the original job description).

Reconsideration request must be approved by the manager/supervisor and Mapping Coordinator.

Final decisions will be communicated as quickly as possible following the reconsideration submission period of July 1 - July 31<sup>st</sup>.

Information is available to assist managers and employees who wish to pursue reconsideration at:

<http://careercompass.berkeley.edu/faq/jobstandards.html#reconsiderationquestions>



# Reconsideration and Next Steps

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Some employees for whom job descriptions have not yet been received have been classified as “non-evaluated.”

- Department managers/supervisors and Mapping Coordinators are working to complete job descriptions as quickly as possible to transition “non-evaluated” employees to the new structure.

Some employees have retained their pre-Career Compass job title until their new title can be finalized.

- Priority reconsideration for this group begins in June.
- If work performed by employee as documented in the job description is determined to be represented by a bargaining unit, appropriate steps will be taken pending discussions with the bargaining units.

Classification pause concludes June 30<sup>th</sup>. New, streamlined procedures will be provided should supervisors/managers need to request a new Career Compass job title beginning July 1<sup>st</sup> to reflect duties that have changed substantively since original job mapping recommendation was submitted



# Mapping Update – Salary Grades and Ranges

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A new **salary structure** has been developed for all non-represented positions

- 67% of employees now have a higher salary range midpoint
- Average midpoint increase for this group is 15%
- New salary range spread between minimum and maximum is 80% (previously was 87% - 107%). This gives better, more targeted guidance to managers when making pay decisions.

Employee **salaries** will not change as a result of mapping

- We'll have better pay reference information to make future pay decisions.
- Employees paid above their new range maximum will have their pay frozen until such a time as range movement causes their pay to fall within the range.
- Employees paid below their new range minimum will be prioritized when systemwide equity funding becomes available.

**Key responsibilities** will not change as a result of mapping. Updated job descriptions do reflect work as it is currently organized and assigned to individual employees by management.

**Working or business titles** will not change as a result of mapping.



# Mapping Update – Integration of UC systemwide Personnel Policies

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The UC systemwide Personnel Policies for Staff Members (PPSM) applies to staff employees not represented by a union. These personnel policies refer to the employment rights and benefits associated with each job title as shown below:

<b><u>M</u>anager and <u>S</u>enior <u>P</u>rofessional (MSP) job standards</b>	<b><u>P</u>rofessional and <u>S</u>upport <u>S</u>taff (PSS) job standards</b>
managers (M1 – M4) expert professionals (P5) advanced professionals (P4) and supervisors (S2) where supported by market data	All other supervisors, professionals, and confidential operational & technical employees



# What changes for employees?

If employees change from...	What happens May 1 <sup>st</sup> ?	What happens after May 1 <sup>st</sup> ?
PSS to MSP	They begin accruing MSP benefits (example: vacation)	Effective July 1 <sup>st</sup> , they are no longer governed by PSS employment provisions
MSP to PSS	<p>They retain grandfathered vacation accrual under previous position's MSP policy until such a time as they vacate the position - vacation then accrues in accordance with policy of new position</p> <p>They become governed by PSS employment provisions (example: probationary period, etc.)</p>	
Exempt to Non-Exempt	They become eligible to earn overtime or comp time	
Non-Exempt to Exempt	They no longer earn overtime or comp time	They have until November 1 <sup>st</sup> to use up any banked comp time or receive payout



# What changes for employees?

If employees ...	What happens May 1 <sup>st</sup> ?	What happens after May 1 <sup>st</sup> ?
<p>Did not map to any Career Compass job standards</p>	<p>Nothing changes at this time if, as a result of comparing submitted job description to the Job Standards, it does not appear that the job is similar to the positions in the existing Job Standards. Employees will retain their pre-Career Compass job title until new position title is finalized.</p>	<p>If a request for reconsideration is submitted, the revised job description will be reviewed. If the position still does not map to a Career Compass non-represented job standard, in August 2009 employees will be advised of their new job title, salary range, and corresponding union status (if applicable). New job title, personnel program, payroll deduction for union dues (if applicable) become effective at that time.</p>
<p>Were assigned a “non-evaluated” job title</p>	<p>Nothing changes immediately. Supervisors/managers, employees and Mapping Coordinators work to complete mapping process by July 1st.</p>	<p>Mapping Coordinators and supervisors/managers should have submitted mapping recommendations for employees in non-evaluated job titles as quickly as possible.</p>



# Highlights of New Classification System Dual Career Paths

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Dual career paths recognize different ways employees contribute to the success of the campus:

Employees in jobs categorized as **Professionals** manage projects or programs and achieve results through personally performed work

Employees in jobs categorized as **Supervisors or Managers** manage people and achieve results through efforts of direct subordinates

In some cases, a Professional 5 may have the same salary grade as a Manager 1 in the same family



# Highlights of New Classification System

## Market-based salary structure

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### Labor Market

Foundation for new salary structure is the *labor market*

- Provides frame of reference for developing salary ranges
- Guides pay decisions that facilitate effective recruitment and retention

### Salary Surveys

Labor market pay information is obtained and analyzed for comparable jobs by third-party published salary surveys - examples include Radford Benchmark, Watson Wyatt, Edu Comp, CUPA (College and University Professional Assn) to obtain reliable market data for comparable jobs.

- Surveys include public, private and higher education employers
- Local data used whenever possible, national data adjusted to reflect local cost of labor
- Multiple surveys combined for consolidated data
- Trade publications, on-line databases, etc. not as reliable



# Highlights of New Classification System

## Market-based salary structure

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### Benchmark Jobs

Survey data by job provides aggregated high, low and median pay information for common or **benchmark** jobs that are common across multiple organizations including UC Berkeley. For example, an **Applications Programmer** is a benchmark job.

- We consider the salary data for a benchmark job to be comparable to one of our Career Compass job titles if it has similar compensable factors (scope, key responsibilities, decision making, requirements)
- Job title alone does not determine comparability as organizations do not apply consistent titling conventions.
- Jobs with no benchmark data (i.e. they are specialized or unique to UC Berkeley) are slotted into salary ranges based on internal comparisons with other job standards having similar compensable factors. For example, **Academic HR** is not a benchmark job. Compensable factors for Academic HR are similar to those for a HR Generalist. Therefore, Academic HR job titles have been slotted into the same salary grades and ranges HR Generalists.



# Highlights of New Classification System

## Market-based salary structure

**Median pay** for benchmark jobs provides a reliable guide to the range of competitive pay levels at other employers - not a single rate for each job. The median is the 50<sup>th</sup>% of all salaries reported for a given job. It's used to develop our new structure as follows:

- Using available market data, each Career Compass job title is assigned its own *salary range*, which consists of a minimum, midpoint, and maximum. The salary grade is the label that identifies a particular range.
- In this example, a salary grade 16 has a range that has a minimum of \$31,500 and a maximum of \$56,700.

Grade	Salary Range Minimum	Salary Range Midpoint	Salary Range Maximum
<b>16</b>	<b>\$31,500</b>	<b>\$44,100</b>	<b>\$56,700</b>



# Highlights of New Classification System

## Market-based salary structure

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Assuming median pay in the local labor market for Beekeeper Assistant 1 is **\$43,500**, this job was assigned to salary grade 16 with a midpoint of **\$44,100**, which is the midpoint closest to the market median salary for this job.

The entire salary range reflects competitive pay because we know from our surveys that 50% of other Beekeeper Assistant 1's in the local labor market earned less than the median of \$43,500, and 50% earned more.

Salary Grade	Salary Range Minimum	Salary Range Midpoint	Salary Range Maximum
16	<b>\$31,500</b>	<b>\$44,100</b>	<b>\$56,700</b>
15	<b>\$28,800</b>	<b>\$40,200</b>	<b>\$51,600</b>



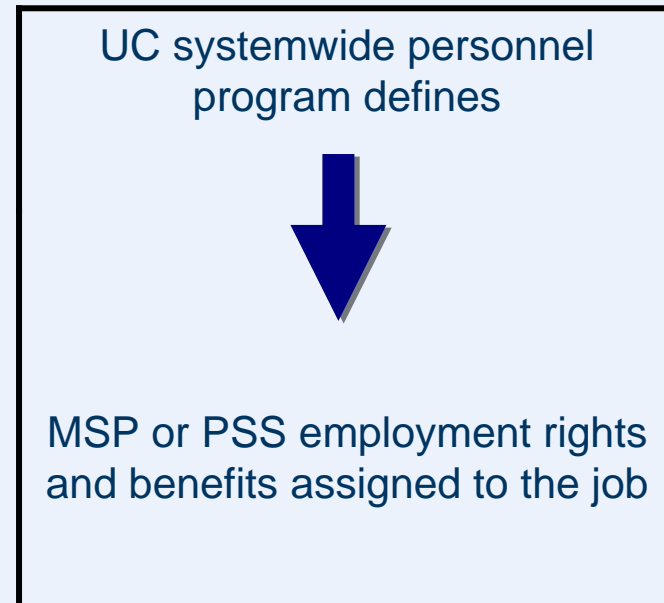
# Highlights of New Classification System

## Putting it all together

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All employees covered by the Personnel Policies for Staff Members (PPSM) are assigned a salary grade and range based on median pay data in the labor market for their job – ***independent*** from the systemwide MSP or PSS program that applies to that job





# Highlights of New Classification System

## New PSS and MSP Salary Structure

### May 2009

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#### What's changed?

In the new salary structure MSP and PSS job titles share the same grades and ranges (previously they had separate grades and ranges)

#### What stays the same?

The new salary structure has 16 salary grades and ranges (approximately the same number of unique salary grades as before)

Salary Grade	Personnel Program	New Salary Range		
		Minimum	Midpoint	Maximum
30	MSP	\$149,000	\$208,600	\$268,200
29	MSP	\$130,700	\$183,000	\$235,300
28	MSP	\$114,600	\$160,500	\$206,400
27	MSP	\$100,600	\$140,800	\$181,000
26	MSP	\$89,800	\$125,700	\$161,600
25	MSP	\$80,100	\$112,200	\$144,300
24	MSP	\$71,600	\$100,200	\$128,800
23	MSP/PSS	\$63,900	\$89,400	\$114,900
22	MSP/PSS	\$57,000	\$79,800	\$102,600
21	MSP/PSS	\$51,000	\$71,400	\$91,800
20	MSP/PSS	\$46,200	\$64,800	\$83,400
19	MSP/PSS	\$42,000	\$58,800	\$75,600
18	PSS	\$38,100	\$53,400	\$68,700
17	PSS	\$34,800	\$48,600	\$62,400
16	PSS	\$31,500	\$44,100	\$56,700
15	PSS	\$28,800	\$40,200	\$51,600



# Jobs in different families at the same job level (e.g., Professional 4) may be in different salary grades based on market

## HYPOTHETICAL

Job Title	Salary Grade	Personnel Program	Range Midpoint
Brain Surgery Mgr 4	30	MSP	\$208,600
Brain Surgery Mgr 3	29	MSP	\$183,000
Air Traffic Mgr 4	28	MSP	\$160,500
Brain Surgery Mgr 2	27	MSP	\$140,800
Brain Surgeon 5 Brain Surgery Mgr 1 Air Traffic Mgr 3	26	MSP	\$125,700
	25	MSP	\$112,200
Brain Surgeon 4 Air Traffic Mgr 2	24	MSP	\$100,200
Brain Surgeon 3	23	MSP/PSS	\$89,400
Air Traffic Mgr 1 Air Traffic Controller 5	22	MSP/PSS	\$79,800
Beekeeping Mgr 1 Air Traffic Controller 4	21	MSP/PSS	\$71,400
	20	MSP/PSS	\$64,800
Beekeeper 4 Air Traffic Controller 2	19	MSP/PSS	\$58,800
Beekeeper 3 Beekeeper Supr 1	18	PSS	\$53,400
Beekeeper 2	17	PSS	\$48,600
	16	PSS	\$44,100
Beekeeper 1	15	PSS	\$40,200



# A PSS professional in one job family may be at a higher grade than a MSP manager in another job family based on market

<i>HYPOTHETICAL</i>						
Job Title			Salary Grade	Personnel Program	Range Midpoint	
Brain Surgery Mgr 4			30	MSP	\$208,600	
Brain Surgery Mgr 3			29	MSP	\$183,000	
Air Traffic Mgr 4			28	MSP	\$160,500	
Brain Surgery Mgr 2			27	MSP	\$140,800	
Brain Surgeon 5	Brain Surgery Mgr 1	Air Traffic Mgr 3	26	MSP	\$125,700	
			25	MSP	\$112,200	
Brain Surgeon 4	Air Traffic Mgr 2		24	MSP	\$100,200	
Brain Surgeon 3			23	MSP/PSS	\$89,400	
		Air Traffic Mgr 1	Air Traffic Controller 5	22	MSP/PSS	\$79,800
Beekeeping Mgr 1			Air Traffic Controller 4	21	MSP/PSS	\$71,400
			Air Traffic Controller 3	20	MSP/PSS	\$64,800
Beekeeper 4			Air Traffic Controller 2	19	MSP/PSS	\$58,800
Beekeeper 3	Beekeeper Supr 1			18	PSS	\$53,400
Beekeeper 2				17	PSS	\$48,600
				16	PSS	\$44,100
Beekeeper 1				15	PSS	\$40,200



# Highlights of New Classification System

## More about New Salary Ranges

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### **Salary range midpoint and promotions**

The salary range midpoint (rather than range maximum) becomes the basis for determination of a promotion. Jobs with higher midpoints are considered promotional opportunities, which is a common employer practice.

### **Position within salary range**

An employee's salary range midpoint may now be higher because the new midpoint is aligned with median salary levels for comparable jobs in the labor market

Employees who are paid lower in their new salary range than previously (due to salary range midpoint movement) now have greater salary growth opportunity within their same position under the new structure

### **Maintaining all the grades and ranges over time**

The salary range structure will be reviewed and updated as needed based on market data we review every 1-2 years. Wage levels paid in the labor market, as reflected in annual salary surveys, change over time based on the economy, technology and other factors.



# Resources

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- **Reconsideration Resource Guide**  
<http://careercompass.berkeley.edu/word/resources/ReconsiderationResourceGuide.doc>
- **Job Standards Resources including Frequently Asked Questions (FAQs)**  
<http://careercompass.berkeley.edu/jobstandards/resources.html>
- **Career Development Resources on Career Compass website**  
<http://careercompass.berkeley.edu/careerdevl/resources.html>
- **Career Planning Workshops (Enroll at the UCB Learning Center via Blu)**  
<http://blu.berkeley.edu>
- **Career Counseling Library and counseling appointments**  
<http://www.uhs.berkeley.edu/facstaff/careercounseling.shtml>
- **University of California Total Compensation Calculator**  
[http://atyourservice.ucop.edu/employees/total\\_comp/index.html](http://atyourservice.ucop.edu/employees/total_comp/index.html)