



Manager's Guide to Implementing Career Compass Job Titles and Salary Structure

April 2009

HUMAN RESOURCES

UNIVERSITY OF CALIFORNIA, BERKELEY

Welcome! This guide has been designed to assist you in your role of supervisor/manager as you (and/or your Mapping Coordinator) communicate with your employees about the new Career Compass job titles and salary structure. Due to the scope and overall importance of this project, it is important that key program information be provided to the campus in an accurate, consistent and timely manner. To assist you in this effort, this guide provides step-by-step instructions to help you meet and communicate with your employees during this rollout.

Implementing new Career Compass job titles represents a significant change for our campus and for individual employees. As a supervisor/manager, you have a lot to gain from honest, open communication with your employees. You can set a positive tone while creating an atmosphere of trust and responsibility that will increase your credibility with your staff and improve the performance of your team. Also, you will have an opportunity to hear your staff's thoughts about the new program, correct misunderstandings, and set the stage for future performance conversations.

Your Mapping Coordinator will provide you with a copy of a personalized letter that will go to each employee, detailing his or her new job title, job family, new salary grade, salary range, and other important information. Your Mapping Coordinator can also advise you should you have any questions about this material (see Resources page for link to Directory of Mapping Coordinators). Please review the employee letters and the rest of this guide as soon as possible to familiarize yourself with this information and prepare for your meetings.

How did we get here? It helps to remember that the Career Compass Job Standards initiative, which was developed over the past few years with the input of many Berkeley supervisors/managers and employees, has been designed to improve and integrate several programs for our staff. Employees and supervisors/managers were challenged by our previous job classification system where job titles were generic, did not reflect the person's occupation, and were not easily compared to the outside labor market. Career paths were difficult to plan, and employee development plans were not always linked to common job requirements in a systematic way.

At this time, the Career Compass Job Standards initiative has reached a significant milestone! We have mapped over 5,000 non-represented employee positions across campus into new job titles, replacing the 40-year-old classification system with updated, occupationally-specific job standards, salary grades, and ranges that reflect work being performed today on the Berkeley campus. With the new structure in place, we will have better tools for career planning, and performance evaluations can now be aligned with the job responsibilities documented in the job description.

This effort has been achieved through the help of many of you. Some of you may have participated directly by sharing your subject-matter expertise during the development phase of new job standards. Many of you have also provided valuable feedback to the job standards initiative by providing input during comment periods. In fact, over 2,500 employees have participated in one of over 50 open information sessions during the rollout of this project.

Our new job titles and salary structure are now ready to *Go Live!* effective May 1st. Congratulations on your efforts to help us implement this strategic human resources initiative!

This Manager's Guide contains the following tools and resources:

- Implementation Timeline, Roles and Responsibilities
- Communication Tools
 - Meeting Script
 - Frequently Asked Questions (FAQs)
- Other Resources

Implementation Timeline, Roles and Responsibilities

The following summarizes key steps in the rollout of new Career Compass job titles and salary structure.

April 2009

Early April: InSights newsletter posted for campus supervisors and managers, providing supplemental information about the implementation of Career Compass job titles and salary structure.

Early April: Mapping Coordinators provide supervisors/managers with advance copy of employee letters notifying employee of their new job title, salary range, and other applicable information.

Mid April: Mapping Coordinators or supervisors/managers meet with individual employees and provide them with a letter notifying them of new job title, salary range, and other applicable information (using this Guide and other resources outlined at end of the Guide).

Mid April: Compensation Unit presents new open sessions for all employees and supervisors/managers. Schedule of dates and times posted under “News and Events” on Career Compass website. Sessions continue twice a month through June.

Late April: Human Resources uploads new job titles and corresponding grades and ranges into the new human resource information system (Human Capital Management, or HCM) effective May 1st.

Ongoing: Supervisors/managers complete mapping of a small number of employees into new job titles (if not mapped already).

May 2009 – June 2009

Ongoing: Open Sessions continue; supervisor/managers complete mapping of a small number of employees into new job titles (if not mapped already).

July 2009

New fiscal year; mapping coordinators submit updated job descriptions for reconsideration to the Compensation Department (Compensation must receive reconsideration requests by no later than 7/31/09). Any approved reconsiderations become effective July 1st.

Classification pause ends. Regular classification process begins again on July 1st.

Communication Tools - Overview

The following meeting script and “Frequently Asked Questions” have been developed to ensure that all supervisors/managers across campus deliver a consistent message to employees. Your mapping coordinator can assist you in preparing for your meeting with your employees. As part of your discussion, a personalized letter should be provided by you or your mapping coordinator to each employee, detailing his/her new job title, job family, salary grade, salary range and other key information that will become effective May 1st.

Supervisor/manager Meeting with the Employee (Suggested Script)

I’d like to talk to you about some important changes the campus is making to its job and compensation program and how these changes can help you in terms of understanding and planning your career here at Berkeley.

Eight years ago, the Berkeley campus launched a significant new human resources initiative that was designed to improve the way we manage and develop our workforce at UC Berkeley. At the time, employees and supervisors/managers were challenged by our previous job classification system, where job titles were generic and not easily compared to the outside labor market. Career paths were difficult to plan, and employee development plans were not always linked to common job requirements in a systematic way.

At this point in time, we’ve arrived at a milestone in the Career Compass project. Effective May 1st, UC Berkeley is implementing a new job title system that groups non-represented jobs into related and logical progressions.

At the highest level, jobs are organized by ***field***, which is a broad occupational grouping (for example, Information Technology would be a job field).

Within each field is a group of job ***families***, which are more specific, such as the Database Administration family.

Within each family are ***categories*** of jobs, which describe the nature of work performed, such as Professional or Supervisory & Managerial.

Lastly, within each category there are different ***levels*** of jobs. For example, for professionals within the Database Administration family there is a Database Administrator 1, 2, 3, 4 and 5. Not all families have every category or level – only those that are required to represent current jobs on campus.

By giving us a better idea of career progressions, job families can serve as a starting point for our discussions around career development. There are career planning workshops offered on campus if you are interested in learning more.

Jobs in the new structure have been assigned new, standardized titles. The new titles are based on industry-standard job titles, which are commonly found in third-party professional salary surveys. (Note: working or business titles have not changed.)

The intent is that all employees who perform the same type of work at the same level of expertise will be assigned the same campus-wide job title and salary grade. For example, all entry-level Accountants across the campus will have the title of “Accountant 1” and will have the same grade.

Here is how you are affected by the changes (include actual information from employee letter):

Your new Career Compass Title is:	XXX		
Your new Personnel Program is:	XXX		
Your new Salary Grade is:	XXX		
Your new Salary Range is:	Minimum	Midpoint	Maximum

Even though you have been assigned a new salary grade and range, your actual salary will not change as result of being mapped to a new job title, salary grade, and range. When the economic and budget situation eases in the future, we will be in a better position to allocate any available equity funds to employees who are paid the lowest relative to the labor market for their jobs. At that time, the Compensation Unit will review employee salaries that are lowest in their salary ranges as well as jobs with significant turnover to apply any available equity funds.

Your working or business title will also not change at this time.

Now, do you have any questions about any of these changes?

Note to Supervisor/Manager: Please refer to the attached Frequently Asked Questions (FAQs) for guidance on how to answer common questions you may have or receive. For a complete list of FAQs, please refer to the Career Compass website at <http://careercompass.berkeley.edu/faq/jobstandards.html>.

Also check the Insights for Management newsletter at <http://administration.berkeley.edu/forms/newsletter/spring-09-main.htm>.

For additional assistance, please contact your Mapping Coordinator. I'd also like to encourage you to attend an Open Session to hear more about this implementation. The schedule of dates and locations is on the Career Compass website under *News and Events* (<http://careercompass.berkeley.edu/newsevents/events.html>).

Frequently Asked Questions (FAQs)

Exemption Status Questions

Q: Who determines whether a job is exempt or non-exempt?

A: Exemption status is determined by the Fair Labor Standards Act (FLSA), a federal law that provides employers with requirements regarding minimum wage, overtime pay, and recordkeeping standards for employees. In particular, the FLSA provides employers with criteria, called "tests for exemption," to help them determine the exemption status of a job or category of jobs. The Compensation Unit has applied these tests for exemption to the new Career Compass job standards as follows:

Exemption Type	Test for Exemption Criteria	Career Compass Level Meeting Exemption Test
Administrative	Use of discretion, independence of action, level of judgment and decision-making	Professional 3,4 and 5
Executive	Supervisory/managerial responsibilities	Supervisor 1,2 and Manager 1,2,3 and 4
Professional	Certain designated learned professions	N/A (applies to specific "learned professions" including lawyers, doctors, dentists, teachers, architects, clergy)

Q: My new position is considered non-exempt. What does "non-exempt" mean?

A: Non-exempt positions are those that are covered by overtime pay requirements as determined by the Fair Labor Standards Act (FLSA). Effective May 1st, you will be paid time and one half for all hours worked over 40 in a work week. All overtime must be preapproved by your Supervisor.

Q: My new position is considered non-exempt - am I owed overtime for the past?

A: No - the Career Compass project is a campuswide, new job structure implementation, not a re-evaluation of your individual job. In building the new structure, we have taken the approach that going forward, all entry-level professional 1 and 2 jobs will be classified as non-exempt and eligible for overtime. Employees in positions mapped to one of these two levels will benefit from that decision going

forward. We are not making any assumptions about your position prior to the implementation of new Career Compass job titles.

Q: My new position is considered exempt. What does “exempt” mean?

A: Exempt employees perform jobs that meet one or more of the **Fair Labor Standards Act (FLSA)** tests for exemption and are therefore exempt from overtime regulations should they work more than 40 hours in a work week. In lieu of overtime, exempt employees have greater flexibility to take time off for needs such as medical appointments, parent/teacher conferences, etc. without a reduction in pay. They are paid for the job, not by the hour, even if it requires additional time worked to ensure this occurs. Greater emphasis is placed on meeting the responsibilities assigned to the position rather than working the specific number of hours based on FTE appointment. However, it is expected that exempt employees fulfill their appointment percentage each month.

Q: My new position is considered exempt. Does that mean I no longer earn overtime or comp time?

A: If your new position is exempt status, there is no formal policy providing you with overtime or comp time for hours worked in excess of 40 in a week. As an employee in an exempt position, you will gain new flexibility to take time off for such needs as medical appointments without a reduction in pay.

Q: My new position is considered exempt. Do I lose my banked comp time if I was previously eligible for overtime?

A: If on May 1st you have banked comp time from your old non-exempt job classification, you have up to 6 months, or until November 1st, to use this banked comp time. You should schedule this time off at a mutually agreeable time with your supervisor/manager.

Q: How does the department change an employee’s exemption status based on the new Career Compass job title?

A: The following chart outlines how to administer an employee’s change in exemption status effective May 1st:

Responsible Party	Does the following to administer this change:	
Compensation Unit	<ul style="list-style-type: none"> Changes the employee’s FLSA status in human resource system effective 5/1/09 (no further action required by supervisor/manager) 	
Department Supervisor/ Manager	<ul style="list-style-type: none"> handles timekeeping according to usual internal departmental procedures files a copy of employee’s new job title notification letter in their personnel file to document a record of this change 	
Department Timekeeper	<ul style="list-style-type: none"> changes the employee’s FLSA status (exempt or non-exempt) in timekeeping system 	
Employee	<p>If employee goes from non-exempt to exempt, he/she:</p> <ul style="list-style-type: none"> no longer records work time for the purposes of receiving salary (with the exception of employees on an approved Family Medical Leave Act; more information below). Since exempt employees are not hourly workers, it would be contrary to University policy to track time in this way for pay purposes. records use of vacation and sick leave in one-day increments; absences of less than a day do not offset accrued leave time or salary, except for approved Family and Medical Leave Act (FMLA) reduced schedule or as intermittent leave, in which case employee records time off in the nearest quarter hour (15 minute) increment does not record absence from work for partial day increments (such as doctor or school appointments) – neither leave accrual nor salary will be offset or reduced for absences of less than a full day, even if at the employee's request must use all accrued compensatory time off accrued prior to 5/1/09 by no later than 11/1/09 	<p>If employee goes from exempt to non-exempt, he/she:</p> <ul style="list-style-type: none"> is paid by the hour to do job duties and time must be accounted for in a strict, systematic fashion records time off and time worked to the nearest quarter hour (15 minute) increment. For example, if an employee returns from a medical appointment at 17 minutes past the hour, s/he would record 15 minutes. If the employee returns at 24 minutes past the hour, s/he would record 30 minutes is eligible for overtime at time and a half for all hours worked above 40 in a work week. Employees either receive payment, or time allotted as compensatory time off. records time off while on an approved leave of absence (including Family and Medical Leave Act (FMLA) to the nearest quarter hour does not count compensatory time off toward FMLA leave

PPSM Personnel Program Questions (PSS/MSP)

Q: What are the two personnel programs PSS and MSP? Which jobs are covered by each personnel programs?

A: The UC systemwide Personnel Policies for Staff Manual (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:

<u>Manager and Senior Professional (MSP) job standards</u>	<u>Professional Support Staff (PSS) job standards</u>
Managers (M1 – M4) Expert professionals (P5) Selected advanced professionals (P4) and Supervisors (S2)	All other supervisors, professionals and confidential operational and technical employees

Q: My new job title is now covered by a different personnel program. What does that mean for me?

A: The following chart summarizes key policies that differ for each personnel program.

If the personnel program for your new Career Compass job title changes May 1 st from	then your vacation accrual for your new job title ...	and your employment rights such as preferential rehire and recall ...
PSS to MSP	begins effective May 1 st in accordance with the MSP policy,	are covered in accordance with the MSP policy effective July 1 st .
MSP to PSS	is grandfathered under previous position’s MSP policy until such a time as you vacate your new Career Compass job title. Your vacation will then accrue in accordance with the policy for the new position,	begin effective July 1 st in accordance with the PSS policy.

Q: Are there now more jobs that are covered by the MSP personnel program than under the old job structure?

A: Yes, there are a few more MSP positions. When we applied the systemwide definitions of each program (MSP and PSS) we found that more positions as defined by the new Career Compass structure met the definition of MSP.

Job Mapping Questions

Q: My supervisor/manager did not submit a mapping recommendation for me? What happens to my job?

A: If you were not mapped to a new position because a recommendation was not submitted to Compensation prior to implementation of the new Career Compass job titles, you will be assigned an interim job title of “non-evaluated” effective May 1st. We regret that your mapping was not completed in a timely manner. You should work with your supervisor/manager and Mapping Coordinator to get this done as soon as possible. If you are not sure of your Mapping Coordinator, see the directory on the Career Compass website at http://careercompass.berkeley.edu/excel/resources/Directory_of_MappingCoordinators.xls.

Q: I do not have a new Career Compass job title because it does not appear that my job is similar to the positions in the existing Job Standards. What happens to me now?

A: The first round of job standards developed focused on jobs not represented by a union. If your supervisor/manager or the Compensation Unit felt that none of the job standards in this round described your job, then you will retain your current job title until additional represented job standards are completed and available for mapping, which will occur by August 2009. At that time, your supervisor/manager will finalize a mapping recommendation for review by Compensation. Based on that recommendation, your job may become part of a bargaining unit along with all of the associated rights and responsibilities of union representation.

Q: I did not have a chance to review my new job description submitted by my supervisor/manager for mapping. Can I appeal my supervisor’s/manager’s decision?

A: If you have not had an opportunity to review your description, please request a copy of it from your supervisor/manager or Mapping Coordinator and discuss your concerns with your supervisor/manager as soon as possible. Your job description reflects your supervisor’s/manager’s expectations for your job and defines the responsibilities and requirements that you will be evaluated on during the annual performance evaluation process. If your supervisor/manager and Mapping Coordinator concur that something important was overlooked during mapping, they will need to submit new information to support a reconsideration of the original mapping recommendation to Compensation during the month of July.

Q: My new job title is different from the one that was submitted by my supervisor/manager. Why was it changed?

A: A key objective of the Job Standards implementation is fair and consistent mapping of employee positions to established job standards. Many processes were employed to ensure this occurred for all employee positions, including extensive training workshops and e-training, advisory committees who provided peer review of

mapping recommendations in many job families, and finally a centralized Compensation review. Compensation compared every mapping recommendation submitted for a given job at the same time to make sure that each job description submitted was consistent with the scope, responsibilities and requirements of that job standard. Employees whose submitted job descriptions did not match the job standard were then assigned a different job standard and corresponding job title that was a better fit.

Q: Which jobs were reviewed by Advisory Committees?

A: Typically we used advisory committees to consult with the Compensation Unit if jobs were highly technical in nature and subject matter expertise was particularly helpful, or the jobs were highly decentralized across many departments on campus and extra effort was needed to ensure consistency of mapping. For more information, see the list of advisory committees at <http://careercompass.berkeley.edu/pdfs/AdvisoryCommittees.pdf>.

Q: Does my business title change with my new Career Compass job title?

A: No, business or working titles will not change.

Salary Questions

Q: Will my pay change with my new job?

A: As we have communicated during the course of this initiative, employee pay will not change, but a new salary structure provides better pay guidance for future pay decisions. When the economic and budget situation eases in the future, we will be in a better position to allocate available equity funds to employees who are paid the lowest relative to the labor market for their jobs.

Q: What happens if my pay is above my new salary range maximum?

A: We have said all along that employee pay is not going to change as a result of being mapped to a new job, and this applies even if you are paid above the new salary range maximum. Your salary will be frozen (or grandfathered), however, until such a time as it falls within the range, or you transfer out of your current position. This is because you are already being paid a premium for the job that you hold by receiving a salary above the range maximum.

Q: What happens if my pay is below my new range minimum?

A: In those individual cases where employee pay is below the new salary range, we would have liked to adjust pay to the new range minimum. Senior management really struggled with this issue, but felt that given our current fiscal issues, we can not adjust pay at this time. Now that we have changed our salary ranges 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 no longer market-based. While

we do not want employees to be paid below their range minimum, you would be considered for an equity increase to the range minimum as soon as funds do become available.

Q: When I compare my current salary to my new salary range, my pay now falls lower in my range. What does that mean?

A: Now that we have changed our salary ranges 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. You have more salary growth potential as a result if you remain in your current job than you did previously.

Q: Is my position within my salary range supposed to reflect my level of experience?

A: 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 Berkeley at this time; however, because we are just now transitioning from salary range structure that was not always based on the current market. We expect the new salary structure to provide better guidance for administering salaries over time.

Q: How often will the salary ranges be reviewed and possibly changed?

A: Competitive pay information that we gather from third-party professional salary surveys is generally collected and reviewed every one to two years. We will review our salary ranges in this timeframe and make updates, as appropriate, to ensure our salary ranges are aligned with labor market pay levels.

Q: What other employers are considered part of our “labor market?”

A: We consider all types of employers – private, public and higher education – to be part of our labor market as we compete with all of them for employee talent. We pay special attention to those employers that are in our local, Bay Area labor market since our cost of labor here is significantly different than in other parts of the country.

Q: How do you gather pay information from other employers?

A: Pay data is collected in different ways. A primary source is from salary surveys. Berkeley as well as many other public and private organizations participate in third-party salary surveys. We all report pay data for our employees anonymously for the jobs described in the survey and the results are then provided in a confidential manner. In addition to salary surveys, we also sometimes conduct specialized custom surveys or contract with outside consultants to conduct the survey on our behalf, if data is not otherwise available.

Other HR Policy Questions

Q: How do we use the Career Compass job standards to fill an open position?

A: Should you have a new job opening, you should select a job standard from the Berkeley Job Builder (<http://careercompass.berkeley.edu/jobbuilder.html>), download it into a job description document and customize it as necessary to reflect the duties and requirements of your specific job. You will need to submit it to the Compensation Unit so it may be classified and assigned a grade and range. Following classification, you may work with the Employment Services Unit to post the position. You can then use the new salary range for guidance when hiring. You will also want to consider the pay levels of other employees performing the same position when deciding on an offer.

Q: How does the performance evaluation form include information from the job description?

A: Sometime in the future, key responsibilities from the job description will be copied into the performance evaluation form. Until that additional functionality is available, supervisors/managers will need to copy the content from the description into the performance evaluation form manually. In this manner, there is a direct link between the job description and the performance expectations of the employee performing that job.

Q: What is the difference between “reclassification” and “reconsideration?”

A: Reclassification is the regular and ongoing Compensation Unit practice of reviewing and classifying a job into a salary range and grade due to significant changes to key responsibilities and scope since the last review. This program will recommence starting in July 2009, and will utilize the new, streamlined job standards. More information will be forthcoming shortly regarding this process using the new job description tools. Reconsideration is a request by a supervisor/manager and the Mapping Coordinator to reconsider the Career Compass mapping decision effective May 1st, and is a one-time only process to help us complete the job mapping transition to new Career Compass job titles. The Mapping Coordinator must submit a request for reconsideration to the Compensation Unit during the month of July (7/1/09 – 7/31/09).

Policy	Reconsideration	Reclassification
Time period	7/1/09 – 7/31/09	7/1/09 onward
Purpose	Provide additional information not originally submitted on job mapping recommendation for reconsideration of new Career Compass title	Provide new information to request a new Career Compass job title to reflect duties that have changed substantively (> 50% of job) since original job mapping recommendation was submitted
Eligibility	Any non-represented staff employee who was not mapped to the Career Compass job title originally requested by their supervisor/manager	Any non-represented staff employee whose job has changed substantively due to organizational or assignment changes since date of most current job description submitted for Career Compass mapping
Submission requirements	Customized Career Compass job description and completed cover page, with “reconsideration” box checked	Customized Career Compass job description and completed cover page, with “reclassification” box checked, which would also require previous job description to be provided as part of submission
Individual responsible for submission	Employee’s supervisor/manager via the Mapping Coordinator	Individual employee, HR Manager, or Mapping Coordinator
Effective Date of new job title	7/1/09	First of month following date of submission to Compensation Unit
Compensation Response Time	Within a couple months	TBD
Career Ladders	N/A	Departments will be instructed at some time in the future how to get approved Career Ladder jobs for their department

Q: Can I request a reconsideration of my own job?

A: Because supervisors/managers are responsible for defining the work and requirements of the employees they manage, their agreement and support are necessary to request reconsideration through their Mapping Coordinator. The Mapping Coordinator is responsible for submitting a new job description, with information that is new from the originally submitted job mapping recommendation, to the Compensation unit for reconsideration during the month of July.

Other Resources

Tips for Communicating about Job Mapping Outcomes (see special edition of Insights for Managers)

<http://administration.berkeley.edu/forms/newsletter/insights.htm>

Job Standards resources including Frequently Asked Questions (FAQs)

<http://careercompass.berkeley.edu/jobstandards.html>

Directory of Mapping Coordinators by division and department

http://careercompass.berkeley.edu/excel/resources/Directory_of_MappingCoordinators.xls

Schedule of Open Sessions for managers and employees

<http://careercompass.berkeley.edu/newsevents/events.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

careerlibrary@berkeley.edu

Insights for Management newsletter

<http://administration.berkeley.edu/forms/newsletter/spring-09-main.htm>

UCB Leave Accrual Policy: <http://hrweb.berkeley.edu/policy/leaveaccrual.htm>

FMLA leave: <http://hrweb.berkeley.edu/policy/fmla.htm>

Policies and contracts: <http://hrweb.berkeley.edu/hrpolicy.htm>