

Update on Job Family Redesign

Board of Regents Faculty and Staff Affairs Committee

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October 10, 2013

Strategic Direction for OHR

- **Mission:** The Office of Human Resources strategically leads and partners with our community to provide the diverse workforce and organizational capabilities that drive excellence in the University.
- **Vision:** Create the diverse workplace of the future where people are engaged, connected, thriving, and achieving.
- **Values:** Integrity, service, innovation, collaboration, and responsibility.

Strategic Imperatives

- **Define**
 - Re-imagined, integrated OHR portfolio of services
 - Well-articulated partnership between central OHR and human resource work in colleges, units, and campuses in which roles and responsibilities are clear and understood
 - Leader in providing human resource professional skills and practice, and encouraging best practices in human resource systems and service delivery
- **Simplify**
 - Simplified employment policies and administrative procedures
 - Streamlined employment processes and management
- **Empower**
 - Leaders and managers to make strategic decisions about talent
 - Employees to optimize their employment experience
 - Human resource professionals to be proactive, responsible, and responsive
- **Deliver**
 - Excellent, high quality service in core OHR business functions
 - Improved business processes that support talent management
 - Strategic organizational development advice and practice

OHR Strategic Dashboard: Job Classification Redesign (Define and Simplify)

Goal: Create and implement a classification system that provides:

- managers and employees transparent career paths,
- a classification structure that provides clarity and ease of administration,
- optimal utilization of payroll dollars, and
- the ability to attract, engage, and retain high performing employees.

What We Will Cover Today

- Overview of the Job Families Redesign project
- Project process and timeline
- Objectives and impacts
- Examples
- Discussion

About the Project

- Civil Service and P&A positions on all five campuses
- Approximately 10,500 employees
 - management
 - professional
 - administrative
- 18 total job families; four are complete
- RFP process: Sibson Consulting selected as vendor
- Approximately 16 months to complete the project
- Collaborative approach focused on communication and consensus-building

Collaborative Process for Each Job Family

- Communicate project purpose to impacted employees, supervisors, and managers.
- Gather information from employees, supervisors, and managers.
 - Position descriptions, org charts, annual reports, other data and information
- Consult and collaborate with employees, supervisors, and managers during the data collection process.
 - Advisory groups, focus groups, interviews
- Conduct analysis.
- Develop new classification structure.
- Conduct market salary analysis.
- Map employees to structure in consultation with leadership.
- Communicate new structure to employees and implement.

Challenges

- Number of impacted employees
- Significant culture change
- Perceived loss of control
- Unique individual situations
- Need for consistent leadership support

Human Resources Job Family: Before Analysis

Civil Service Class and Salary Range					P&A Class and Salary Range			
			Min	Max			Min	Max
Management	0601	Sr Administrative Director	\$46,987	\$83,346	9330	Director (U-Wide)	\$34,724	N/A
	0600	Administrative Director	\$42,245	\$75,046	9331	Assoc Director (U-Wide)	\$34,724	N/A
					9334	Director Campus/College Level	\$34,724	N/A
					9335	Assoc Dir Campus/College Level	\$34,724	N/A
					9337	Departmental Director	\$34,043	N/A
					9339	Department Director	\$34,724	N/A
					9340	Asst Program Director	\$34,043	N/A
Supervisory	7206	Admin Professional	Rate arranged					
	7201	Associate Administrator	\$38,043	\$65,936				
	7180	Personnel Specialist	\$35,402	\$61,277				
Indiv Contributor	0057	Empl Benefits Counselor	\$43,722	\$77,771	9352	Associate To	\$34,724	N/A
	0080	Personnel Systems Coord	\$45,261	\$80,267	9353	Assistant To	\$34,724	N/A
	0206	Admin Professional	Rate arranged		9354	Coordinator	\$33,375	N/A
	0834	Executive Secretary	\$36,130	\$62,608	9355	HR Lead Consultant	\$34,724	N/A
	0852	Personnel Assistant	\$32,261	\$55,848	9356	HR Consultant	\$34,724	N/A
	8180	Personnel Specialist	\$35,402	\$61,277	9371	Analyst	\$34,724	N/A
	8200	Administrative Aide	\$32,011	\$55,120	9711	Assoc Counselor	\$34,724	N/A
	8201	Assoc Administrator	\$38,043	\$65,936				
	8205	Executive Assistant	\$42,245	\$75,046				
	8206	Admin Professional	\$42,245	\$75,046				
8258	Staffing Consultant	\$39,374	\$69,992					
8263	Training Coordinator	\$40,810	\$72,238					

many classifications • imprecise differentiation • incomplete salary ranges

Sample Job Family: After Analysis

Level Name	Grade	Audit	Accounting	Finance & Investment	Market Range
Executive Leader	23		Assoc Vice President	Assoc Vice President	\$157,000 - 200,000
	22			Asst Vice President	\$136,000 - 161,000
	21	Asst Vice President	Asst Vice President		\$125,000 - 148,000
Senior Manager	20		Sr Accounting Director		\$116,000 - 133,000
	19		Accounting Director	Investment Director	\$108,000 - 123,000
	18		Sr Accounting Manager		\$98,000 - 111,000
	17			Sr Investment Manager	\$91,000 - 103,000
Supervisor/ Manager	16	Audit Manager II			\$86,000 - 99,000
	15		Accounting Manager I	Investment Manager I	\$78,000 - 92,000
	14	Audit Manager I			\$73,000 - 89,000
	13	Audit Supervisor			\$68,000 - 82,000
	12		Accounting Supervisor		\$64,000 - 79,000
Individual Contributor	11	Auditor III	Accountant II	Investment Analyst II	\$58,000 - 67,000
	10	Auditor II	Accountant I	Investment Analyst I	\$51,000 - 61,000
	9	Auditor I		Finance Analyst I	\$48,000 - 56,000
	8		Accounting Specialist		\$42,000 - 49,000
	7		Accounting Clerk	Finance Clerk	\$38,000 - 44,000

clear career paths • meaningful job titles • clear salary ranges

 Sibson Consulting

Job Family Project Schedule

Group	Job Family	Estimated Start Date (After Position Descriptions Received)
A	Human Resources	August 2013
	Legal	
B	Campus Operations & Protection	October 2013
	Libraries & Museums	
C	Community Relations	December 2013
	Business Development	
	Pre K-12 Education	
D	Purchasing/Audit	February 2014
	Grant Administration	
E	Education, Instructional Services, & Teaching	April 2014
	Development	
F	Athletics & Recreation	June 2014
	Student Services	
G	Research	July 2014
	Health Care & Animal Care	
H	Administrative	October 2014
N/A	IT	Completed Sibson to review from August - November 2014
	Finance (excludes Purchasing and Audit)	
	Alumni Relations	
	Communication	

Estimated completion date for each job family is two to four months.

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Real Results, Positive Impacts

For applicants and new hires

- meaningful job titles
- clearly defined career paths
- clearly defined salary ranges



“My job classification wasn’t clear to me when I was hired, however it was clear that I would have administrative responsibilities. I know other executive assistants who do more administrative work than me, whereas I plan a lot of events. As an employee who hopes to have a long career here, how would I advance in the Administrative job family? What if I wanted to move to a Communications role?” – Kari Nolan, Executive Assistant

Real Results, Positive Impacts

For employees:

- meaningful job titles
- clearly defined salary ranges
- clearly defined career paths



“The Communications job family structure and my job description make it very clear what my role is within our department and the University overall. Before the study, it was difficult to understand how titles and responsibilities aligned across colleges and units. The new structure helps me to better navigate my career path within the U.” – Nora Hayes, Senior Consultant

Real Results, Positive Impacts

For managers:

- Consistent classification structure
- Clearly defined salary ranges
- Workforce planning information



“We can start looking at how many system administrators or database administrators, for example, we have in the colleges. Knowing that now, there’s been a huge shift in my ability to look at the IT landscape and provide better guidance on roles and responsibilities.” – VP and CIO Scott Studham

End Goal

A functional job classification system that describes what our employees do, provides market-based salary ranges, and offers transparent career paths.

eight weeks in • on track • full speed ahead!