

# UC DAVIS

## CAREER TRACKS

### Supervisor Guide for Conversations

This guide will prepare you to have a conversation with your employee(s) regarding their newly assigned Career Tracks job title.

Transitioning into a Career Tracks job title will NOT significantly impact most non-represented staff, but some employees will see changes to their exemption status or their personnel plan.

Please use this guide to have an open conversation with your impacted staff and then relay their questions and concerns to your HR representatives. If you would like to discuss an upcoming employee meeting with HR, please email the project team at [careertracks@ucdavis.edu](mailto:careertracks@ucdavis.edu).

*Everyone has a role in the Career Tracks project!*



Office of the President launched the initiative.



HR worked with Mapping Partners across UC Davis to review position descriptions and assign new job classifications.



Managers reviewed position descriptions and employee classifications and worked with supervisors to implement Career Tracks.



Supervisors use resources provided by HR when meeting with staff to discuss Career Tracks and new position classifications.

# Before the conversation

## Six simple steps to help prepare for employee conversations

While the steps below are simple, the conversations may not be. As a supervisor or manager, you have a critical role in implementing Career Tracks, including explaining directly to your staff the benefits and associated impacts of transitioning to a new classification system. Implementing this change is not unlike other changes (e.g., space, personnel, operations, processes) you implement every day. However, the subject matter might be new and for that we have provided this guide to help you along the way.

1. **Read up on Career Tracks or attend training:** From past presentations and FAQs, to infographics and upcoming trainings, the Career Tracks site can help you get up to speed.
2. **Await your letters:** You will receive printed letters, personalized for each of your employees beginning **Monday, Nov. 6** for the Davis campus and no later than **Tuesday, Nov. 14** (revised 11/9) for UC Davis Health. The letters explain important changes that will become effective beginning December 1, 2017.
3. **Review letters for accuracy:** Familiarize yourself with the different letters employees will be receiving. The table below outlines all categories of letters. **Talking points** are also provided in this guide for your consideration.

Subject Heading in Letter	Description of Letter Content (each employee receives only one of the following versions)
<b>TITLE CHANGE ONLY</b>	Letter going to most employees informing them of new job title, grade, salary range, personnel program and exemption status.
<b>From PSS to MSP or From MSP to PSS</b>	Includes explanation that personnel program associated with job has changed. Pay frequency may change.
<b>From EXEMPT to NON-EXEMPT or From NON-EXEMPT to EXEMPT</b>	Includes explanation about overtime exemption and describes pay frequency changes.
<b>UNDER REVIEW</b>	Notifies employee that their Career Tracks classification is under review. Until review is concluded, employee will remain in current job title.
<b>M4 CLASSIFICATION</b>	Notifies employee that position is “at-will” in accordance with PPSM 64 and PPSM 70.
<b>OVER MAXIMUM</b>	Notifies employee that their salary falls above the maximum of the range for their new Career Tracks title. Their salary will be grandfathered until it falls within range.

4. **Browse job standards:** Employees will be assigned a new job standard, which represents the basic definition of their new job title. The Career Tracks site features all [job standards](#). We suggest you refer your employee(s) to the site for additional information AFTER the conversation.
5. **Familiarize yourself with the Reconsideration process:** This is the way to pursue a revision to the Career Tracks job title assigned to a given employee. Reconsideration requests must be submitted no later than Feb. 15, 2018.
6. **Planning and sequencing the conversation(s):** Meeting with your employee(s) to distribute and discuss the Career Tracks letter will take time, and should be planned for. Determine the place and timing of your employee conversations, including whether you will need a conference room, or a projector, as well as the availability of your staff. The charts below provide guidelines to meeting with your employees, and also to prioritizing your time.

Types of Conversations		
	Benefits	Challenges
<b>Optimal</b> One-on-One	<ul style="list-style-type: none"> <li>- Highly personalized</li> <li>- Trust building</li> <li>- Best for challenging conversations</li> </ul>	<ul style="list-style-type: none"> <li>- Time consuming</li> <li>- Not transparent</li> </ul>
<b>Highly Regarded</b> Small Groups (<5)	<ul style="list-style-type: none"> <li>- Can target to similar positions</li> <li>- More efficient use of time</li> <li>- Can generate good discussion</li> </ul>	<ul style="list-style-type: none"> <li>- Can be difficult to have meaningful dialogue</li> <li>- Potential for interpersonal conflict</li> </ul>
<b>Adequate</b> Large Group (staff meeting)	<ul style="list-style-type: none"> <li>- Very efficient use of time</li> <li>- Highly transparent</li> </ul>	<ul style="list-style-type: none"> <li>- Not personal</li> <li>- Potential for disruptions</li> <li>- Unable to dive into details</li> </ul>
<b>Bare Minimum</b> Hand the employee letter	<ul style="list-style-type: none"> <li>- Most efficient use of time</li> </ul>	<ul style="list-style-type: none"> <li>- Impersonal</li> <li>- Leaves questions unanswered</li> </ul>

## Sequencing the Employee Conversations

On Dec. 1, all employees will transition into their new Career Tracks job title, and some employees will also experience a pay-frequency change in February 2018. We are asking supervisors to have employee conversations within 5 - 10 business days of receiving the letters so employees experiencing a pay frequency change will have almost 90 days to plan. However, if that's not possible, we suggest the following.

	Davis	UC Davis Health	Why?
<b>Priority 1 Conversations</b>	Non-Exempt to Exempt	PSS to MSP	Employees move from bi-weekly to monthly pay cycle.
<b>Priority 2 Conversations</b>	Exempt to Non-Exempt	MSP to PSS	Employees move from monthly to bi-weekly pay cycle.
<b>Priority 3 Conversations</b>	Title Change Only		Employee pay frequency does not change.

# During the Conversation

## Tips for explaining Career Tracks and changes

This section helps explain Career Tracks and any changes to an employee’s position and pay cycle. Changes are effective according to the table below, so please plan to have a conversation with your employee(s) before **Friday, Nov. 17**. Please take the time to review each letter with the impacted employee, understanding that some employees will have questions right away, while others may need time to process the information.

### Effective Dates

On Dec. 1, 2017, all legacy titles transfer into new Career Tracks titles. These are the titles that will appear on employee earnings statements - working titles don’t change (e.g., director, assistant). Pay frequency will change for some staff (e.g., bi-weekly to monthly / monthly to bi-weekly). These individuals are provided approximately 90 days to plan for this change.

Davis Campus Effective Dates						
Type of Change			Effective Date		Pay Frequency Change	
TITLE CHANGE ONLY			Dec. 1, 2017 (Exempt) Dec. 3, 2017 (Non-Exempt)		None	
MSP to PSS			Dec. 1, 2017		None	
PSS to MSP			Dec. 1, 2017		None	
EXEMPT to NON-EXEMPT			Feb. 1, 2018		Monthly to bi-weekly	
NON-EXEMPT to EXEMPT			Feb. 11, 2018		Bi-weekly to monthly	

  

UC Davis Health Effective Dates						
Current			Career Tracks			Effective Date
Personnel Program	Exemption Status	Pay Frequency	Personnel Program	Exemption Status	Pay Frequency	
MSP	EXEMPT	Monthly	MSP	EXEMPT	Monthly	Dec. 1
PSS	NON-EXEMPT	Bi-weekly	PSS	NON-EXEMPT	Bi-weekly	Dec. 3
PSS	NON-EXEMPT	Bi-weekly	MSP	NON-EXEMPT	Bi-weekly	Dec. 3
PSS	EXEMPT	Bi-weekly	PSS	EXEMPT	Bi-weekly	Dec. 3
PSS	EXEMPT	Bi-weekly	PSS	NON-EXEMPT	Bi-weekly	Dec. 3

UC Davis Health Effective Dates (continued)						
Current			Career Tracks			Effective Date
Personnel Program	Exemption Status	Pay Frequency	Personnel Program	Exemption Status	Pay Frequency	
PSS	EXEMPT	Bi-weekly	MSP	NON-EXEMPT	Bi-weekly	Dec. 3
MSP	EXEMPT	Monthly	PSS	EXEMPT	Bi-weekly	Feb. 1, 2018
PSS	EXEMPT	Bi-weekly	MSP	EXEMPT	Monthly	Feb. 11, 2018
PSS	NON-EXEMPT	Bi-weekly	PSS	EXEMPT	Bi-weekly	Feb. 11, 2018
PSS	NON-EXEMPT	Bi-weekly	MSP	EXEMPT	Monthly	Feb. 11, 2018
MSP	EXEMPT	Monthly	PSS	NON-EXEMPT	Bi-weekly	Feb. 11, 2018

### Sample Messaging to Staff

To help you get started, following is a sample message you could open the conversation with when meeting with impacted staff:

*“I’d like to talk to you about some important changes being made to UC’s job classification system. UC Davis, along with all other campuses, is moving to the Career Tracks structure, to address some significant challenges caused by our previous job classification system.*

*The most important thing to know about Career Tracks is that it will not affect your job duties, your working “business card” title, or your base pay.*

*This change allows UC Davis to use job functions as a starting point for career planning. That’s because jobs in the Career Tracks structure have been assigned industry-standard job titles, which salary-survey professionals use to establish our cost of labor. The cost of labor is what determines the salary ranges at UC Davis. Going forward, employees with the same level of expertise and who perform similar work, will be in comparable Career Tracks titles.*

*Your letter summarizes how you will be affected by this change. Let’s review your letter together.”*

### The Employee Letter

A customized letter is being prepared for each employee. You can review a [sample letter for an employee who will experience a payroll title change](#) when their position converts to a Career Tracks title on Dec. 1. The first page notifies the employee of their transition to the Career Tracks classification system, while the second page provides detailed information about how the employee will be impacted by the change.

## After the conversation

If either you or your employee feels their position was assigned the incorrect Career Tracks job title, the [Reconsideration Process](#) outlines how to request a review.

**Please encourage your employee(s) to:**

1. Attend one of the upcoming information sessions.
2. Visit the [Career Tracks site](#) and view the job standards associated with their Career Tracks title.
3. Review the online guides that explain the process for recording time entries

**Davis campus:** [Time Reporting System \(TRS\)](#)

**UC Davis Health:** [Ecotime Time and Attendance](#)

## FAQs

We've created a series of topic-based FAQs that offer more background on payroll changes, exemption changes, and much more. These FAQ documents are also referenced in the **Implementation**

**Presentation** should employees have additional questions while reviewing their individual letters.

- **Manager FAQ** – mapping, personnel programs, comparing employees, professional and manager titles
- **Exemption Status FAQ** – exempt versus nonexempt, pay cycle, time reporting
- **Personnel Program FAQ** – MSP versus PSS, policies
- **Reconsideration FAQ** – decision matrix, reconsideration versus reclassification
- **General Questions & Salary FAQ** – Career Tracks 101, job levels, salary grades