HR Job Family Study
New Structure and Implementation

Supervisor Information Session
October 23, 2013
Agenda

- Job Family Project Overview
- New HR Classification and Salary Structure
- Implementation Timelines
- Movement Between Employee Groups
- Benefit Impact
- Change Management
- Q&A
Job Family Study Overview

• University-wide initiative
  • Aligned with University’s vision and Operational Excellence
• Redesigning the classification system to support clear, consistent, and meaningful career paths
• Working in partnership with Sibson Consulting
• Civil Service and P&A positions on all five campuses
• 18 total job families; four are complete
Job Family Study Overview cont’d

- Approximately 10,500 employees
- Approximately 16 months to complete
- Collaborative approach focused on communication and consensus-building
# HR Job Family Collaboration

<table>
<thead>
<tr>
<th><strong>Advisory Group</strong></th>
<th><strong>Focus Group</strong></th>
<th><strong>Interviews</strong></th>
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<tbody>
<tr>
<td>Kathy Brown, Proj Sponsor</td>
<td>Dorothy Cottrell</td>
<td>Lori Lamb</td>
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<tr>
<td>Linda Bjornberg</td>
<td>Kathy Pouliot</td>
<td>Patti Dion</td>
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<tr>
<td>Mani Vang</td>
<td>Lori Mein</td>
<td>Dorothy Cottrell</td>
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<tr>
<td>Michele Morrissey</td>
<td>Patti Dion</td>
<td>Lisa Bachman</td>
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<tr>
<td>Tim Caskey</td>
<td>Teri Spillers</td>
<td>Andrea Wilson</td>
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<tr>
<td>Dan Lu</td>
<td>Nan Moore</td>
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<tr>
<td>Sheila Reger</td>
<td>Carrie Vigen</td>
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<tr>
<td>Jennifer Reckner</td>
<td>Karen Wolterstorff</td>
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<tr>
<td>Nicole Matteson</td>
<td>Kris Lockhart</td>
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<td>Laura Negrini</td>
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*University of Minnesota*

*Driven to Discover™*
Colleges and Admin Units Represented

- University Services
- Academic Health Center
- Duluth Campus
- College of Education and Human Development
- College of Design
- College of Science and Engineering
- Office of Equity and Diversity
- Office of Human Resources
Collaborative Process

- Communicate with impacted employees, supervisors, and managers.
- Gather information
  - Position descriptions, org charts, annual reports, other data and information
- Consult and collaborate during the data collection process.
  - Advisory groups, focus groups, interviews
- Conduct analysis.
- Develop new classification structure.
- Conduct market salary analysis.
- Map employees to structure
- Communicate new structure to employees and implement.
How Jobs are Mapped to the Structure

<table>
<thead>
<tr>
<th>Role</th>
<th>Requirements</th>
<th>Accountability</th>
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<tbody>
<tr>
<td>Operational Activity</td>
<td>Education and Experience</td>
<td>Planning Horizon</td>
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<tr>
<td>Decision-making Authority</td>
<td>Management Experience</td>
<td>Influence on Institution</td>
</tr>
<tr>
<td>Operational Knowledge</td>
<td>Technical Capabilities</td>
<td>Scope of Measurable Effect</td>
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<td></td>
<td>Industry Knowledge</td>
<td>Problems Solved</td>
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Details on Leveling and Market Range Development

Leveling, Job Structure and Market Ranges

• Utilized project team input and Sibson expertise

• Developed leveling model taking into account role, requirements, accountability

• Revised leveling and job structure based on position descriptions, organizational charts, interviews, focus groups, and Advisory Team feedback

• Identified comparison markets through interviews, focus groups, Advisory Team feedback

• Obtained market data from reputable, credible market sources

• Modified ranges to allow for sufficient progression and mobility
# University-Wide Structure

<table>
<thead>
<tr>
<th>Broad Level</th>
<th>University-Wide Level</th>
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<tbody>
<tr>
<td>Executive Leader</td>
<td>SVP / VP - Outside Structure</td>
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<tr>
<td></td>
<td>AVP</td>
</tr>
<tr>
<td>Director</td>
<td>Senior Director</td>
</tr>
<tr>
<td>Supervisor/ Manager OR Senior Level Individual Contributor</td>
<td>Director</td>
</tr>
<tr>
<td></td>
<td>Senior Manager/ IC 3</td>
</tr>
<tr>
<td></td>
<td>Manager/ IC 2</td>
</tr>
<tr>
<td></td>
<td>Manager/ IC 1</td>
</tr>
<tr>
<td>Individual Contributor</td>
<td>Professional 4</td>
</tr>
<tr>
<td></td>
<td>Professional 3</td>
</tr>
<tr>
<td></td>
<td>Professional 2</td>
</tr>
<tr>
<td></td>
<td>Professional 1</td>
</tr>
</tbody>
</table>
### HR Job Family Individual Contributor Structure

<table>
<thead>
<tr>
<th>Levels</th>
<th>HR Consultant 3</th>
<th>HR Consultant 2</th>
<th>HR Consultant 1</th>
<th>HR Generalist 3</th>
<th>HR Generalist 2</th>
<th>HR Generalist 1</th>
<th>HR Specialist 3</th>
<th>HR Specialist 2</th>
<th>HR Specialist 1</th>
<th>P&amp;A Exempt</th>
<th>P&amp;A Exempt</th>
<th>CS Exempt Non V</th>
<th>CS Non Exempt</th>
<th>CS Non Exempt</th>
</tr>
</thead>
</table>

#### Career Ladder

**HR Pro: Generalist**

**HR Pro: Specialist**
Note: Titles in the HR Management structure were updated November 11, 2013.
Steps to Develop a Structure

1. Job Descriptions
2. Market Pricing
3. Salary Structure
4. Pay Policies
Note: Titles in the HR Management structure were updated November 11, 2013.
Salary Structure Design

• Reviewed salary survey reports from industry leaders (CUPA, EduComp, Kenexa, Mercer, QualComp, Towers Watson)

• Factors Considered
  – Institutions in CIC group (higher education)
  – Minneapolis metro area (for-profit and not-for-profit companies & government)
  – If specific cuts not available, looked at broader regional or national data

Modeled different structures for comparison

• Reviewed with Advisory Group
Implementation Process
For Employees Changing Employee Groups

• Employees will have the option to stay in their current employee groups
  
  • Exceptions:
    - Non-exempt positions will move to Civil Service
    - Labor Represented positions will move accordingly

• P&A positions require incumbents to have a degree. If employees newly mapped to P&A do not, an exception may be granted by VP of Office of Human Resources. Those affected should see their unit HR Lead for assistance.
Implementation Key Dates and Events

- **Oct 22**
  - Employees receive individual mapping
  - Start of appeal process

- **Oct 23, 24**
  - Information sessions for employees

- **Nov 14**
  - Employee deadline for appeals
  - Employee deadline to determine employee class preference, if applicable

- **Nov 26**
  - Notification of appeal results

- **Dec 2**
  - Effective date of new job family structure
Appeal Process

• Employee discusses classification result with Supervisor and if there is agreement to appeal, completes the Appeal Form with required supporting documentation

• Consultation with the Unit HR Office who will submit the appeal information

• Last day to submit an appeal: Nov 14

• Appeal process information on website
Impact on Employee Salary

• Most employees will see no impact on salary
• A small number are below the minimum or above the maximum salary range for their classification
  • For those below range minimum: Salary will be brought up to the range minimum effective December 2, 2013
  • For those above the range maximum: Salary will be frozen for three years or until the range catches up to the salary. If still above the range after 3 years, salary will be adjusted to the top of the range.
Impacts on Employee Benefits

- Staff changing employee groups may have employee benefits changes.
- OHR staff are available to assist these employees in reviewing changes and options. *
- At most, 28 people may experience a change but most will have the choice to change or remain with current benefits.
- Information is available today and is also available on the web site.
Supervisor Responsibilities

• Understand the structure and the employee placement
• Discuss individual results and impacts with employees
  *Manage non-exempt employee time
• Understand appropriate use of appeal process
• Answer questions and direct employees to resources for additional information
• Remind employees of key dates and events
• Support the process
~Change Management~

Identifying Common Pressure Points

- **SCARF**: a brain-based model for collaboration and influence
  - Status
  - Certainty
  - Autonomy
  - Relatedness
  - Fairness
Building Resilience

• Make connections
• Avoid seeing crises as insurmountable problems
• Accept that change is part of living
• Move toward your goals
• Take decisive actions

• Look for opportunities for self-discovery
• Nurture a positive view of yourself
• Keep things in perspective
• Maintain a hopeful outlook
• Take care of you

Adapted from the “Road to Resilience,” American Psychological Association
HR Job Family Study Results

- Total number of positions mapped: 191 (204 reviewed)
- Distribution by employee group
  - Civil Service: 110
  - P&A: 78
  - Labor Represented: 3
- Distribution by type of moves
  - Civil Service to Civil Service: 91
  - Civil Service to P&A: 4
  - P&A to Civil Service: 21
  - P&A to P&A: 72
  - Civil Service to Labor Represented: 3
HR Job Family Study Results (cont’d)

- Impact on Salary
  - No impact: 171
  - Below the range minimum: 8
  - Above the range maximum: 11
Additional Information

- Project Website with Q&A
  [http://z.umn.edu/hrjobfamily](http://z.umn.edu/hrjobfamily)

- Civil Service Employee Rules

- Administrative Policy for Appointments of Academic Professional and Administrative Employees
  [http://www.policy.umn.edu/Policies/hr/Hiring/APPOINTPA.html](http://www.policy.umn.edu/Policies/hr/Hiring/APPOINTPA.html)

- Employee Benefits website

- Contact **Unit Human Resources** or call **4-UOHR (612-624-8647)**
Employee Benefits Resources

- Employee Benefits: [www.umn.edu/ohr/benefits](http://www.umn.edu/ohr/benefits)
- Minnesota State Retirement Plan: [www.msrs.state.mn.us](http://www.msrs.state.mn.us) or [www.umn.edu/ohr/benefits/events/index.html#msrs](http://www.umn.edu/ohr/benefits/events/index.html#msrs)

Questions? Contact Employee Benefits at 4-UOHR (612-624-8647) or [benefits@umn.edu](mailto:benefits@umn.edu)
Thank you!

Questions?