HR Job Family Study
New Structure and Implementation

Employee Information Session
October 23 and 24, 2013
Agenda

• Job Family Project Overview
• New HR Classification and Salary Structure
• Implementation Timelines
• Movement Between Employee Groups
• Benefit Impact
• 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 the project
• Collaborative approach focused on communication and consensus-building
# HR Job Family Collaborations

<table>
<thead>
<tr>
<th>Advisory Group</th>
<th>Focus Group</th>
<th>Interviews</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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<td>Jennifer Reckner</td>
<td>Karen Wolterstorff</td>
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<td>Nicole Matteson</td>
<td>Kris Lockhart</td>
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<td>Laura Negrini</td>
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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>
</tr>
<tr>
<td>• Decision-making Authority</td>
<td>• Management Experience</td>
<td>• Influence on Institution</td>
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<tr>
<td>• Operational Knowledge</td>
<td>• Technical Capabilities</td>
<td>• Scope of Measurable Effect</td>
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<tr>
<td></td>
<td>• Industry Knowledge</td>
<td>• Problems Solved</td>
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# University-Wide Salary 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>
</tr>
<tr>
<td></td>
<td>AVP</td>
</tr>
<tr>
<td>Director</td>
<td>Senior Director</td>
</tr>
<tr>
<td></td>
<td>Director</td>
</tr>
<tr>
<td>Supervisor/ Manager OR Senior Level Individual Contributor</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>
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</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>
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</thead>
<tbody>
<tr>
<td>HR Generalist 3</td>
<td>HR Specialist 3</td>
<td>HR Generalist 2</td>
<td>HR Specialist 2</td>
</tr>
<tr>
<td>HR Generalist 1</td>
<td>HR Specialist 1</td>
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</tbody>
</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

- Survey
- Survey
- Survey
- Survey
- Survey
- Survey
- Survey
- Survey
- Survey
- Survey
- Survey

$ \rightarrow $$$
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
Note: Titles in the HR Management structure were updated November 11, 2013.
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 results by Nov 26
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 experience 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.
- Summary information handout is available for these staff today and is also available on the web site.
HR Positions Included in Study

- 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

• Civil Service Employee Rules
  http://www1.umn.edu/ohr/policies/governing/civilrules/.

• Administrative Policy for Appointments of Academic Professional and Administrative Employees
  http://www.policy.umn.edu/Policies/hr/Hiring/APPOINTPA.html

• Employee Benefits website
  http://www1.umn.edu/ohr/benefits/index.html

• 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?