Legal Job Family Study
New Structure and Implementation

Employee Information Session
October 2013
Agenda

• Job Family Project Overview
• New Classification and Salary Structure
• Implementation Timelines
• Movement Between Employee Groups
• 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
  - management
  - professional
  - administrative
- Approximately 16 months to complete the project
- Collaborative approach focused on communication and consensus-building
## Legal Job Family Collaborations

<table>
<thead>
<tr>
<th>Advisory Group</th>
<th>Focus Group</th>
<th>Interviews</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bill Donohue, Proj Sponsor</td>
<td>Mark Bohnhorst</td>
<td>Tracey Smith</td>
</tr>
<tr>
<td>Karen Wagner</td>
<td>JT Bruett</td>
<td>Bill Donohue</td>
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<tr>
<td>Mike Overline</td>
<td>Bill Dane</td>
<td>Beverly Moe</td>
</tr>
<tr>
<td>Leslee Mason</td>
<td>Chelsea Flaherty</td>
<td>Carol Jacobsen</td>
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<tr>
<td>Mark Karon</td>
<td>Mark Karon</td>
<td>Susan McKinney</td>
</tr>
<tr>
<td>Mark Goldberg</td>
<td>Tracy Smith</td>
<td>Lynn Zentner</td>
</tr>
<tr>
<td>Sheila Reger</td>
<td>Karen Wagner</td>
<td>JT Bruett</td>
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<tr>
<td>Jennifer Reckner</td>
<td></td>
<td>Barb Becker</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Mark Karon</td>
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</tbody>
</table>
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>
</tr>
</thead>
<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>
</tr>
<tr>
<td>Operational Knowledge</td>
<td>Technical Capabilities</td>
<td>Scope of Measurable Effect</td>
</tr>
<tr>
<td></td>
<td>Industry Knowledge</td>
<td>Problems Solved</td>
</tr>
</tbody>
</table>
Steps to Develop a Structure

1. Job Descriptions
2. Market Pricing
3. Salary Structure
4. Pay Policies

- Steps:
  - Survey
  - Survey
  - Survey
  - Survey
  - Survey
  - Survey

- Pricing:
  - $1
  - $2
  - $3
  - $4
  - $5
  - $6
  - $7
  - $8
  - $9
  - $10

- Policies:
  - $$$
Salary Structure Design

- Reviewed salary survey reports from industry leaders (CUPA, EduComp, Kenexa, Mercer, NACUA, QualComp, Towers Watson)
- Factors Considered
  - Big Ten institutions (higher education)
  - Minneapolis metro area (mix of law firms, in-house counsel, for-profit and not-for-profit companies and government)
  - If specific cuts not available, looked at broader regional or national data

Modeled different structures for comparison

- Reviewed with Advisory Group
# University-Wide Structure

<table>
<thead>
<tr>
<th>Broad Level</th>
<th>University-Wide Level</th>
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</thead>
<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>Supervisor/ Manager OR Senior Level</td>
<td>Senior Manager/ IC 3</td>
</tr>
<tr>
<td>Individual Contributor</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>
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</table>
## Legal Classification Structure

<table>
<thead>
<tr>
<th>Employee Group</th>
<th>Minimum</th>
<th>Midpoint</th>
<th>Maximum</th>
<th>Jobs in Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>P&amp;A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$161,900</td>
<td>$210,500</td>
<td>$259,000</td>
<td>Deputy General Counsel</td>
</tr>
<tr>
<td></td>
<td>$134,900</td>
<td>$175,400</td>
<td>$215,800</td>
<td>AHC Counsel</td>
</tr>
<tr>
<td></td>
<td>$112,500</td>
<td>$146,200</td>
<td>$180,000</td>
<td>Senior Associate General Counsel</td>
</tr>
<tr>
<td></td>
<td>$97,800</td>
<td>$127,100</td>
<td>$156,500</td>
<td>Associate General Counsel</td>
</tr>
<tr>
<td></td>
<td>$85,000</td>
<td>$110,500</td>
<td>$136,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$73,900</td>
<td>$96,100</td>
<td>$118,200</td>
<td>Assistant General Counsel</td>
</tr>
<tr>
<td>Civil Service</td>
<td>$65,700</td>
<td>$85,400</td>
<td>$105,100</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$58,400</td>
<td>$75,900</td>
<td>$93,400</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$51,900</td>
<td>$67,500</td>
<td>$83,000</td>
<td>Senior Paralegal</td>
</tr>
<tr>
<td></td>
<td>$46,200</td>
<td>$60,000</td>
<td>$73,900</td>
<td>Paralegal</td>
</tr>
</tbody>
</table>

Note: Athletic compliance and director positions have been removed from the Legal Job Family.
OGC Positions Reviewed

<table>
<thead>
<tr>
<th>Employee Group</th>
<th>Before</th>
<th>After</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civil Service</td>
<td>7</td>
<td>9</td>
</tr>
<tr>
<td>Labor Represented</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>P &amp; A</td>
<td>20</td>
<td>17</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>27</strong></td>
<td><strong>27</strong></td>
</tr>
</tbody>
</table>
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.
• Summary information handout is available for these staff today and is also available on the web site.
Additional Information

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

- **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
- Academic Disability Program: www.umn.edu/ohr/benefits/disability/academic/index.html
- Vacation and Leave: www.umn.edu/ohr/benefits/leaves/vacation/index.html
- Minnesota State Retirement Plan: www.msrs.state.mn.us or www.umn.edu/ohr/benefits/events/index.html#msrs
- Faculty Retirement Plan (P&A): www.umn.edu/ohr/benefits/retiresave/frp/index.html

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

Questions?