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
- Approximately 16 months to complete
- 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>
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</thead>
<tbody>
<tr>
<td>Bill Donohue, Proj Sponsor</td>
<td>Mark Bohnhorst</td>
<td>Tracy Smith</td>
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<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>
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<td>Leslee Mason</td>
<td>Chelsea Flaherty</td>
<td>Carol Jacobsen</td>
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<td>Mark Karon</td>
<td>Mark Karon</td>
<td>Susan McKinney</td>
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<td>Mark Goldberg</td>
<td>Tracy Smith</td>
<td>Lynne Zentner</td>
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<td>Sheila Reger</td>
<td>Karen Wagner</td>
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<td>Jennifer Reckner</td>
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<td>Barb Becker</td>
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<tr>
<td></td>
<td></td>
<td>Mark Karon</td>
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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

**Role**
- Operational Activity
- Decision-making Authority
- Operational Knowledge

**Requirements**
- Education and Experience
- Management Experience
- Technical Capabilities
- Industry Knowledge

**Accountability**
- Planning Horizon
- Influence on Institution
- Scope of Measurable Effect
- Problems Solved
Steps to Develop a Structure

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

Flow:
- Job Descriptions
- Market Pricing
- Salary Structure
- Pay Policies

In the salary structure, there are 10 levels.
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 Salary 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>Director</td>
<td>AVP</td>
</tr>
<tr>
<td>Senior Director</td>
<td>Director</td>
</tr>
<tr>
<td>Supervisor/ Manager OR Senior Level Individual Contributor</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></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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## Student Legal Service Classification Structure

<table>
<thead>
<tr>
<th>Employee Group</th>
<th>Minimum</th>
<th>Midpoint</th>
<th>Maximum</th>
<th>Jobs in Range</th>
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<tbody>
<tr>
<td>P&amp;A</td>
<td>$162,900</td>
<td>$211,800</td>
<td>$260,600</td>
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<tr>
<td></td>
<td>$135,800</td>
<td>$176,500</td>
<td>$217,300</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$113,200</td>
<td>$147,100</td>
<td>$181,100</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$94,300</td>
<td>$122,600</td>
<td>$150,900</td>
<td>Director, Attorneys</td>
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<tr>
<td></td>
<td>$82,000</td>
<td>$106,600</td>
<td>$131,200</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$71,300</td>
<td>$92,700</td>
<td>$114,100</td>
<td></td>
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<tr>
<td></td>
<td>$62,000</td>
<td>$80,600</td>
<td>$99,200</td>
<td>Senior Staff Attorney</td>
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<tr>
<td>Civil Service</td>
<td>$56,400</td>
<td>$73,300</td>
<td>$90,200</td>
<td></td>
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<tr>
<td></td>
<td>$51,200</td>
<td>$66,600</td>
<td>$81,900</td>
<td></td>
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<td></td>
<td>$46,500</td>
<td>$60,500</td>
<td>$74,400</td>
<td>Senior Paralegal Office Manager</td>
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<tr>
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<td>$42,300</td>
<td>$55,000</td>
<td>$67,700</td>
<td>Paralegal</td>
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## Student Legal Services Positions Reviewed

<table>
<thead>
<tr>
<th>Employee Group</th>
<th>Before</th>
<th>After</th>
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<tbody>
<tr>
<td>Civil Service</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Labor Represented</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>P &amp; A</td>
<td>7</td>
<td>6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>10</strong></td>
<td><strong>10</strong></td>
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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.
• 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

• 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?