Job Classification System Redesign

Job Family Studies

Managers and HR Professionals Toolkit

University of Minnesota

Driven to Discover™
Contents

About Job Family Studies ........................................................................................................... 2
Timeline ........................................................................................................................................ 3
Individual Job Family Study Timeframe .................................................................................. 4
Key Messages ............................................................................................................................. 5
Questions and Answers ............................................................................................................. 6
Tips for Managing Expectations ............................................................................................... 9
Sample HR Lead Email to Managers ...................................................................................... 10
Sample Newsletter Article ......................................................................................................... 11
Manager’s Meeting Guide ......................................................................................................... 12
Sample Manager’s Email to Employees ...................................................................................... 13
Online Resources ..................................................................................................................... 14
Background on Sibson Consulting ............................................................................................. 15
Job Family Contacts .................................................................................................................. 15
For More Information ............................................................................................................... 15
**About Job Family Studies**

As part of President Kaler’s emphasis on Operational Excellence, the University is looking for opportunities to improve operational efficiency, re-allocate resources to strategic priorities, and improve the University’s reputation as a results-oriented institution that warrants continued public investment and public trust. The Job Classification System Redesign, and specifically the job family studies project, is one initiative that supports that effort.

The objectives of these studies are several, and they align well with Operational Excellence and OHR’s strategic imperatives (define, simplify, empower, and deliver):

- When completed, the University will have classifications that accurately reflect the work being performed and improved management and reporting capabilities.
- Managers and supervisors will have job classifications and pay parameters that are easier to understand and administer.
- Wherever possible, current and prospective employees will have more transparent career paths and clearer salary ranges, assisting the University in employee recruitment, retention, and engagement.
- Job family studies provide a foundation for planning the strategic organization and development of the workforce to meet institutional needs.

The University is made up of 18 job families. The University is committed to expediting the remaining studies, with the help of Sibson Consulting, to ensure completion by late 2014.

These job family studies are not designed to increase or decrease the number of employees in a job family or employee group. Instead, the goal is to ensure that the classification system accurately reflects the work and skills required for each position, for the benefit of employees, managers, and the institution. Job family studies also are not intended to increase or decrease compensation. Instead, they provide managers with the competitive compensation data needed to make informed decisions about the pay of their staff.
## Timeline

<table>
<thead>
<tr>
<th>Group</th>
<th>Job Family</th>
<th>Estimated Start Date</th>
</tr>
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<tbody>
<tr>
<td>A</td>
<td>Human Resources</td>
<td>August 2013</td>
</tr>
<tr>
<td></td>
<td>Legal</td>
<td></td>
</tr>
<tr>
<td>B</td>
<td>Campus Operations &amp; Protection</td>
<td>October 2013</td>
</tr>
<tr>
<td></td>
<td>Libraries &amp; Museums</td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>Community Relations</td>
<td>December 2013</td>
</tr>
<tr>
<td></td>
<td>Business Development</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PreK-12 Education</td>
<td></td>
</tr>
<tr>
<td>D</td>
<td>Purchasing &amp; Audit</td>
<td>February 2014</td>
</tr>
<tr>
<td></td>
<td>Grant Administration</td>
<td></td>
</tr>
<tr>
<td>E</td>
<td>Education, Instructional Services, &amp; Teaching Development</td>
<td>April 2014</td>
</tr>
<tr>
<td>F</td>
<td>Athletics &amp; Recreation</td>
<td>June 2014</td>
</tr>
<tr>
<td></td>
<td>Student Services</td>
<td></td>
</tr>
<tr>
<td>G</td>
<td>Research</td>
<td>July 2014</td>
</tr>
<tr>
<td></td>
<td>Health Care &amp; Animal Care</td>
<td></td>
</tr>
<tr>
<td>H</td>
<td>Administrative</td>
<td>October 2014</td>
</tr>
<tr>
<td>N/A</td>
<td>IT</td>
<td>Completed Sibson to review from August to November 2014</td>
</tr>
<tr>
<td></td>
<td>Finance (excluding Purchasing &amp; Audit)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Alumni Relations</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Communications</td>
<td></td>
</tr>
</tbody>
</table>
**Individual Job Family Study Timeframe**

*Note: While the schedule for each job family study varies, in general they follow a typical pattern and timeframe, shown below.*

<table>
<thead>
<tr>
<th>Activity</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Job Family Kickoff</strong></td>
<td>Approximately 3 weeks to submit position descriptions</td>
</tr>
<tr>
<td>• Initial emails sent to job family employees, supervisors, and HR Leads</td>
<td></td>
</tr>
<tr>
<td>• Position descriptions submission</td>
<td></td>
</tr>
<tr>
<td><strong>Job Family Study</strong></td>
<td>Approximately 2-4 months</td>
</tr>
<tr>
<td>• Review and analysis of position descriptions and support data</td>
<td></td>
</tr>
<tr>
<td>• Competitive compensation study</td>
<td></td>
</tr>
<tr>
<td>• Development of new classification and compensation structure</td>
<td></td>
</tr>
<tr>
<td>• Focus groups and further revision</td>
<td></td>
</tr>
<tr>
<td>• Mapping of employees to the new structure</td>
<td></td>
</tr>
<tr>
<td><strong>Job Family Results Rollout</strong></td>
<td>Approximately 1 week</td>
</tr>
<tr>
<td>• Heads-up email announcing upcoming results and info sessions</td>
<td></td>
</tr>
<tr>
<td>• Results email/memo</td>
<td></td>
</tr>
<tr>
<td>• Supervisor and employee info sessions</td>
<td></td>
</tr>
<tr>
<td><strong>Job Family Decision Period</strong></td>
<td>Approximately 3 weeks from date of results letter.</td>
</tr>
<tr>
<td>• Deadline to change employee groups and benefits</td>
<td></td>
</tr>
<tr>
<td>• Deadline to appeal reclassification</td>
<td></td>
</tr>
<tr>
<td><strong>Job Family Implementation</strong></td>
<td>Approximately 2-4 weeks</td>
</tr>
<tr>
<td>• Appeals evaluated</td>
<td></td>
</tr>
<tr>
<td>• HRMS updated</td>
<td></td>
</tr>
<tr>
<td>• New classifications and compensation rates take effect</td>
<td></td>
</tr>
</tbody>
</table>
Key Messages

• The University of Minnesota and the Office of Human Resources is committed to providing clearly defined career ladders and market-based pay ranges.
  o Job family studies examine similar positions within the University to ensure that the ways in which positions are classified and compensated matches the work being performed.
  o Once completed, these studies will provide more clearly defined career paths and ensure that pay is commensurate with the marketplace.
  o The new classification structure will also provide managers greater guidance regarding developing and rewarding employees.
  o Finally, this effort should aid recruitment, retention, and engagement of the University’s workforce.

• Your thoughtful participation in this process is essential to development of a new classification and salary structure.
  o The University is committed to transparency and fairness and is engaging both employees and supervisors in this process.
  o The submittal of an accurate, current position description from each employee will help to ensure that the new structure accurately reflects your role at the University.
  o If you are asked to participate in focus groups, interviews, or other activities in support of a job family study, please strongly consider playing this bigger role.

• It is important to understand that job family studies are not designed to increase or decrease the number of employees in any job family, job classification, or employee group.
  o Instead, the goal is to ensure that the classification system accurately reflects the work and skills required for each position.
  o Employees whose new classification affects their employee group, pay, or benefits will have access to support resources to help them navigate the change.
Questions and Answers

Note: A more complete Job Family Study General Q&A with specific situational questions can be found on the Job Classification System Redesign website at z.umn.edu/jobfamilies.

1. **What is the scope of the job family studies project?** The job family studies will examine all Civil Service and P&A positions on all five University of Minnesota campuses—approximately 10,500 employees total. Eighteen total job families have been identified; six studies have been completed to-date. We have contracted with a third-party consultant to help complete the remaining job family studies by late 2014.

2. **What is the process for conducting the job family studies?** We have developed a collaborative process focused on communication and consensus-building:
   - Communicate with affected employees, supervisors, and managers.
   - Gather information: Position descriptions, org charts, annual reports, other data and information.
   - Consult during data collection: Advisory groups, focus groups, interviews.
   - Conduct analysis and develop new classification structure.
   - Conduct market salary analysis and develop salary ranges.
   - Map employees to structure.
   - Communicate new structure to employees and implement.

3. **What methods and information are used to create the job family structures and levels?** A number of factors are used to determine the structure and individual mappings, including position descriptions, size and scope of work, advisory team and focus groups input, and individual interviews.

4. **How are salary ranges determined?** Salary ranges are determined by Sibson Consulting in collaboration with the Office of Human Resources (OHR) compensation department using reputable salary survey data from multiple sources, including local market data and data specific to the education industry.

5. **How are individual placements in the new structure determined?** Individual positions are reviewed based on position descriptions provided by the employee and the supervisor through the position description tool. The placements of positions into the structure are determined by factors such as size and complexity of the unit, scope of work, problem-solving, and independent judgment.
6. What about geographic differences between the Twin Cities, Crookston, Morris, Duluth, and Rochester? Are they considered when developing the ranges? We have researched the differences in salaries for each of our system campuses. At this time, we have chosen to utilize one salary range for all of our campuses, with a broad range to accommodate geographic pay differences.

7. Is V-class going away? The new classification structures do not include civil service classifications with the V-class provision. Positions will be mapped to P&A, Civil Service Exempt (non V-class), and Civil Service Non-Exempt. Employees mapped to Civil Service positions (exempt or non-exempt) will be eligible for overtime when required to work over 40 hours in a week. Civil Service rules apply, and all overtime must be approved in advance.

8. How will positions/employees be moved into the new classification structure? The central Human Resources Management System (HRMS) group will change position management data to reflect the changes. Units will be asked to review the changes for accuracy.

9. Will employees be required to reapply for their jobs? No. The purpose of this project is to map positions to appropriate levels, career paths, and salary ranges.

10. Will employees need to serve a new probation if given a new job classification? No. There will be no additional probationary period required.

11. Will employee pay be affected as a result of moving to the new classification structure? It is anticipated that most employees will transition to their new positions without a change in their pay. The job family project is intended to identify classification structure and pay ranges only, and is not intended to be a pay study or performance management project. However, there may be a few employees that fall outside of the salary ranges, and in those cases, compensation may be affected.

12. What if my current pay falls below the salary range for the new classification? If your salary falls below the new classification range, your salary will be moved to the bottom of the range.

13. What if my current pay is above the salary range for the new classification? If your salary is above the new range, you may remain above the range for a maximum period of three years beyond the implementation date of your job class. During the three-year period, your salary will be frozen and no increases will be permitted. The three-year period is to allow for retraining and possibly the assignment of additional responsibilities, and also to allow for market ranges to catch up to salaries. If your salary falls within the range prior to that time, increases may resume. If at the end of three years, your classification is still the
same and the salary is still above the top of the range, your salary will be adjusted to the
top of the range.

14. What if I am a supervisor who currently has a posting in the existing classifications? Will
I hire the person into the old or new classifications? If your chosen candidate starts
employment prior to implementation of the new classification structure, you will hire
them into the existing classification structure. OHR will assist you in determining the
applicable classification. If you are still recruiting for the position when the new structure
is implemented, OHR will work with you and your local HR office to update the posting to
reflect the new classification.
Tips for Managing Expectations

As with any initiative addressing jobs and efficiency, concerns about pay, benefits, perceived status, and job security may be raised by employees. Below are a few tips to help manage employee expectations:

- **Focus on the goals of the study.** Job family studies are about clear and consistent job classifications and salary ranges for employees and managers—they are not designed to increase or decrease the number of employees in a job family or employee group.

- **Share that the process has been expedited.** With the help of outside consultants, each job family study is being completed in approximately 2-4 months.

- **Convey that job family studies aren’t meant to change classification or compensation.** The purpose of these studies is to develop a compensation and classification structure that is clear, consistent, and accurately reflects the work of our employees. The studies are not meant to increase or decrease compensation or the number of positions in a particular employee group.

- **Share past job family results.** In the job family studies completed to-date, most employees remained in their current employee group and relatively few employees experienced any effect on salary. For employees whose salary is above the range for their new classification, steps have been taken to mitigate the impact of their new classification. (See question 13 on page 6 of this document for details.)

- **Encourage thoughtful completion of the position description.** The primary way most employees will participate in the job family study is the completion and submission of a current position description. Employees should take the time to do this thoughtfully, as this position description informs not only the creation of the classification and salary structure, but also where the employee is placed in that structure. Supervisors will also review position descriptions for their employees to help ensure they reflect the responsibilities and expectations of the position.

- **Let employees know that their supervisors and HR staff are available.** Job family studies are meant to be a collaborative process. The more people work together at the unit level to ensure that positions are accurately reflected in the new classification structure, the better the results for everyone!
Sample HR Lead Email to Managers

Note: Ideally, this email would be sent from HR Leads to key leaders well in advance of the kickoff for a new job family study.

SUBJECT LINE: Preparing for the [Family Name] Job Family Study

Dear [Supervisor Name],

As you know, the Office of Human Resources will be examining the [Family Name] job family beginning in [Month]. This is a collaborative process that requires participation from all employees in the job family as well as the support of the managers, supervisors, and HR professionals who work with those employees. I would like to meet with you to discuss how we can work together to support this important initiative. Is there a time in the next week that works well for you?

The purpose of the job family studies initiative is to:

- Establish more clearly defined career paths and more transparent pay structures across the University system,
- Align our classification specifications with external market trends and ensure that our job classifications match the work being done,
- Create efficiencies for OHR and unit HR staff, managers, and supervisors and simply the administration of job classification and compensation throughout the University,
- Provide a foundation for strategic workforce planning and development to match institutional needs and priorities, and
- Develop a structural platform that enables leadership to analyze the work of the University using a common frame of reference

The Job Family Studies Project team has created a toolkit that includes an overview presentation and meeting guide, key messages and frequently asked questions, and sample communications to use with our colleagues in this job family. This toolkit and additional information about the job family studies project can be found at z.umn.edu/jobfamilies.

Thank you for your support of this important effort.

Best regards,

[Signature]
Sample Newsletter Article

Note: Ideally, this article would appear in unit communications before kickoff emails are sent from the Job Family Studies Project team to employees.

HEADLINE: [Family Name] Job Family Study Kicks Off Next Month

As you may know, the University of Minnesota has undertaken a comprehensive redesign of its job classification system, encompassing Civil Service and Academic Professional and Administrative (P&A) positions on all five campuses. The Job Family Studies Project team will be examining the [Family Name] job family beginning in [Month].

Results from this effort include:

- More clearly defined career paths and pay structures across the University system,
- Alignment with external market trends,
- Greater efficiency for managers, supervisors, and HR staff in administering job classification and compensation, and
- A more clearly defined foundation for strategic workforce planning and development to match institutional needs and priorities.

Employees in this job family will receive an email in the coming weeks asking them to submit a current position description using a position description tool and process created specifically for this study. This position description will inform the new classification and compensation structure for the job family and help determine the employee’s placement in that structure. Unit HR contacts are available to assist in this process.

Once all position descriptions are submitted, the [Family Name] advisory team will establish a new classification and compensation structure and classify positions into that structure. Personalized reclassification results will be communicated directly to employees when the study is completed in approximately 2-4 months.

For more information and resources, please refer to the Job Classification System Redesign web page at z.umn.edu/jobfamilies.
Manager’s Meeting Guide

Note: Ideally, this meeting would occur before kickoff emails are sent from the Job Family Studies Project team to employees.

The job family studies will be more successful if managers and supervisors are engaged in the process and encourage employees to make participation a priority. You are encouraged to work with your unit HR professional to schedule a brief employee meeting on the upcoming job family study or to add it to the agenda of a standing staff meeting.

Sample Agenda

• Meeting Purpose
  • Provide a brief overview of the upcoming job family study.
  • Answer any initial questions about the process and expected results.
• Overview Presentation
  • Use the slide set that accompanies this toolkit to provide an overview of the project and process.
  • Ask your HR Lead to present with you and leverage his or her knowledge and expertise.
  • Reduce the number of slides based on the time you have on the agenda.
• Discussion
  • Allow time for questions and discussion.
  • Use the Key Messages, Frequently Asked Questions, and Tips included in this toolkit.
  • Refer employees to z.umn.edu/jobfamilies for the latest information.
• Adjourn
  • Remind employees to watch for a job family study kickoff email and complete their position descriptions in a thoughtful and timely manner.
  • Let them know that you and unit HR are available if they have questions or concerns.
Sample Manager’s Email to Employees

Note: Ideally, supervisors would send this email to affected employees after a new job family study has been announced and current position descriptions have been solicited.

SUBJECT LINE: Your Participation in the Job Family Study

Dear Colleagues,

Recently, you received an email from the Office of Human Resources (OHR) regarding your participation in the University’s latest job family study. This is an important University-wide priority, and you should take the time to thoughtfully complete and submit a current position description using the tools and instructions supplied by OHR.

Remember, your current position description will provide information to create the new classification and salary structure, as well as your own placement within that structure. A new classification structure that accurately reflects the work being done by you and others in similar positions benefits current and prospective employees, managers and supervisors, and the University as a whole.

For more information, please review the online Q&A and additional resources available at z.umn.edu/jobfamilies. If you have questions or concerns, please feel free to contact [Name] at [Email] or [Phone#].

Thank you for supporting this important initiative.

Best regards,

[Signature]
# Online Resources

<table>
<thead>
<tr>
<th>Resource</th>
<th>Web Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Classification Studies Redesign Website (including links to individual job family web pages and all the resources below)</td>
<td>z.umn.edu/jobfamilies</td>
</tr>
<tr>
<td>Job Family Studies General Q&amp;A</td>
<td>docs.google.com/a/umn.edu/document/d/1hGlcxDLreNgbXKh19LXIYHqT4gZ--N1Kz7u5bmG8tTk/edit</td>
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<tr>
<td>Job Family Studies Managers and HR Professionals Toolkit</td>
<td>umcontent.umn.edu/ohr/toolkit/compensation/jobfamily/OHR_ASSET_466306</td>
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<td>Job Family Studies Overview Presentation</td>
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<td>Position Description Template</td>
<td>www1.umn.edu/ohr/prod/groups/ohr/@pub/@ohr/documents/asset/ohr_asset_451019.pdf</td>
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<tr>
<td>Position Description User Video</td>
<td>z.umn.edu/cpdf</td>
</tr>
<tr>
<td>Sample Position Description: Individual Contributor 1</td>
<td>umcontent.umn.edu/ohr/toolkit/compensation/jobfamily/OHR_ASSET_466290</td>
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<td>Sample Position Description: Professional 2</td>
<td>umcontent.umn.edu/ohr/toolkit/compensation/jobfamily/OHR_ASSET_466291</td>
</tr>
<tr>
<td>Sample Position Description: Professional 4</td>
<td>umcontent.umn.edu/ohr/toolkit/compensation/jobfamily/OHR_ASSET_466292</td>
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Background on Sibson Consulting

Sibson Consulting, a division of the Segal Company, is a leading independent benefits, compensation, and human resources consulting company. Sibson’s work within the higher education sector has been extensive: the firm’s client list includes more than 150 colleges and universities, public and private, and its higher education partnerships include the College and University Professional Association for Human Resources (CUPA-HR), the National Association of College and University Business Officers (NACUBO), and the Association of Governing Boards (AGB). More information is available online at www.sibson.com.

Job Family Contacts

The best way to get your questions answered quickly is to email the project email address, jobfam@umn.edu, which is monitored on a daily basis and redirected as appropriate.

The Job Family Studies Project is led by HR Consulting Team Manager Sheila Reger (reger026@umn.edu or 612-626-9897) and supported by Jennifer Reckner (reckn001@umn.edu or 612-626-0862).

For More Information

- Visit the Job Classification System Redesign website at z.umn.edu/jobfamilies.
- Email general questions or concerns to jobfam@umn.edu.
- Contact your unit Human Resources professional or call 4-UOHR (612-624-8647).