The Future: Jobs vs Positions
Goal:

Develop an administrative staff job framework based on standard definitions that can be internally compared and externally benchmarked.
Who is included?

- All salaried and hourly administrative staff—approximately 4,000 employees

Who is excluded?:

- faculty
- positions covered under collective bargaining agreements
- academic research job family
- temporary positions
- associate vice president and above
Background

A cross-functional team designed a new framework:

• The Wilson Group—a human resources consulting firm that specializes in designing and implementing compensation systems

• A core internal consulting group
  • College of Arts & Sciences
  • Questrom School of Business
  • Goldman School of Dental Medicine
  • Information Services & Technology
  • Human Resources
Guiding Principles

• Market-based job titles with internal position titles as needed
• Externally competitive and internally fair pay
• Career growth and career development alignment
• Pay management tools that support consistent application
• Differentiate pay within ranges based on performance and expertise
Position vs Job

A position title is...
• Unique to an employee
• A budget slot
• Used for posting purpose
• Detailed list of duties
• More specific than a job
• A “business card” title

A job title is...
• A high-level summary of key responsibilities
  • General nature of the work
  • Level/complexity of the work
  • Knowledge & skills required
• A generic title recognized in the marketplace
• Consistent with other job titles if similar work is done elsewhere in the University
Position vs Job

- Associate Project Manager
- Project Manager – IS&T
- Project Manager – SAP
- Director, Projects
Career Categories

Major grouping of jobs with characteristics that determine the level of a role

Management

- Organizational Scope & Impact
  - Influence and Leadership
  - Autonomy and Responsibility
  - Problem Complexity
  - Discretion
  - Education and Experience

(6 Levels)

Professional

- Knowledge
  - Problem Solving
  - Independence of Action
  - Organizational Impact
  - Influence and Leadership
  - Education and Experience

(5 Levels)

Support

- Problem Solving
  - Knowledge
  - Independence of Action
  - Organizational Impact
  - Influence and Leadership
  - Education and Experience

(4 Levels)
New Job Framework Example 1

New Structure

<table>
<thead>
<tr>
<th>Job Family</th>
<th>Subfamily</th>
<th>Career Category &amp; Level</th>
<th>Job Title &amp; Level</th>
<th>Position Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic &amp; Student Services</td>
<td>Academic Advising</td>
<td>P1</td>
<td>Academic Advisor I</td>
<td>Admissions Counselor</td>
</tr>
<tr>
<td></td>
<td></td>
<td>P2</td>
<td>Academic Advisor II</td>
<td>Admissions Specialist</td>
</tr>
<tr>
<td></td>
<td></td>
<td>M3</td>
<td>Mgt III – Academic Advising</td>
<td>Graduate Program Advisor</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Executive Director Academic Affairs Director, Student Advising</td>
</tr>
</tbody>
</table>
New Job Framework – Example 2

New Structure

<table>
<thead>
<tr>
<th>Job Family</th>
<th>Subfamilies</th>
<th>Career Category &amp; Level</th>
<th>Job Title</th>
<th>Position Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information Services &amp; Technology</td>
<td>Application Development</td>
<td>P1</td>
<td>Programmer/Analyst II</td>
<td>Software Developer</td>
</tr>
<tr>
<td></td>
<td></td>
<td>P3</td>
<td></td>
<td>Statistical Programmer</td>
</tr>
<tr>
<td></td>
<td></td>
<td>M1</td>
<td>Web-Site Developer III</td>
<td>Web Developer II</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Programmer I, Web</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Mgmt Application Development III</td>
<td>Director, IS&amp;T Applications</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Director, Enterprise Arch &amp; Sys</td>
</tr>
</tbody>
</table>

Current Status and Beyond

- Initial mapping submitted by department administrators
- The Wilson Group is calibrating the initial submission
  - Return results: End of October
- Provide information sessions to managers on new framework
  - November–December
- Review calibrated mapping and make changes: November–December
- An advisory board of senior leaders will be reviewing outliers and cross-calibrating: December
- Communication/Implementation – Spring 2019
Your Role

• Be open to and supportive of change
• Understand that the framework will be refined
• Be patient as we await calibration results
• Work with department administrators to understand initial mapping and results from the Wilson Group