

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

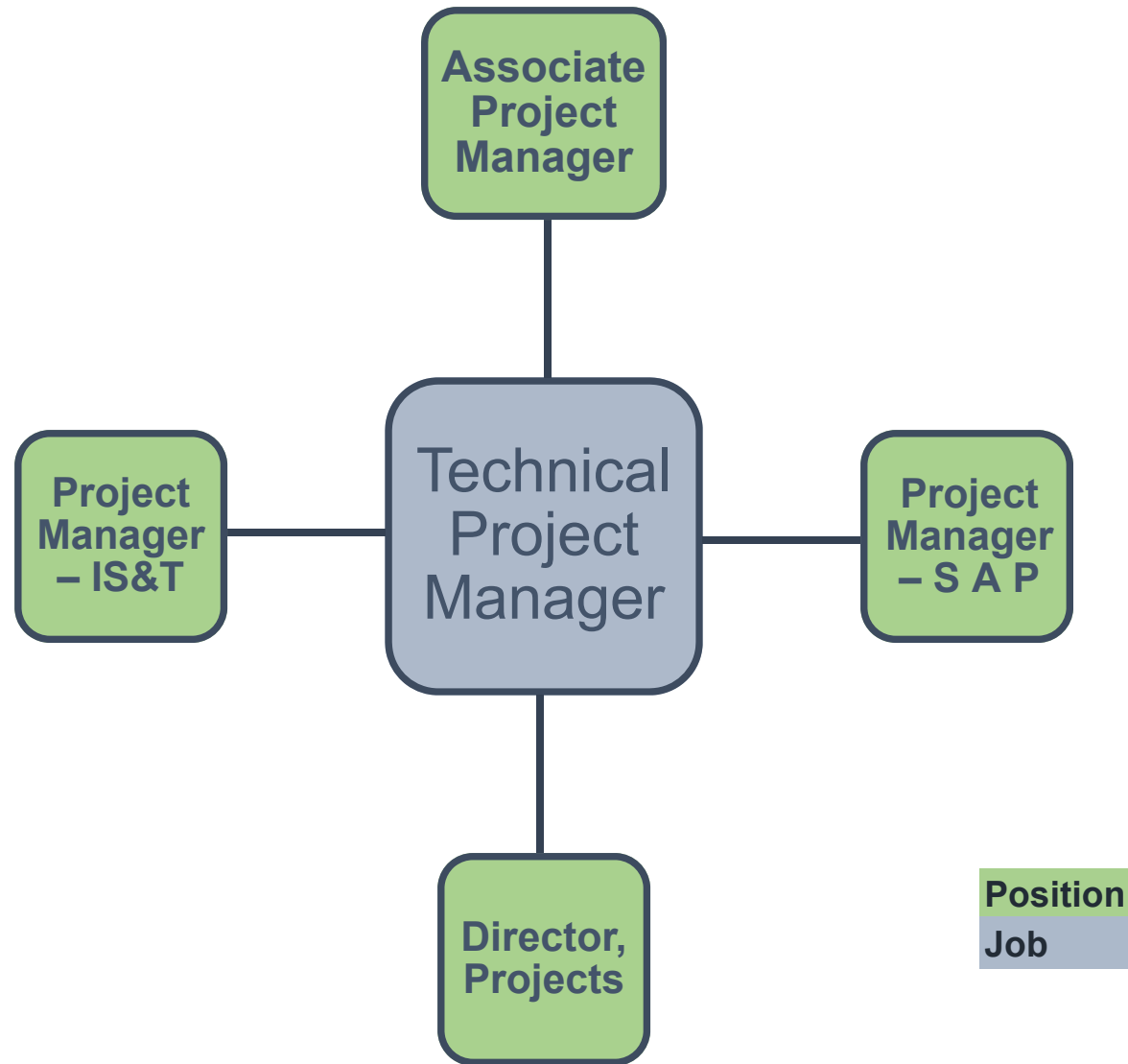
A position title is...

- 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...

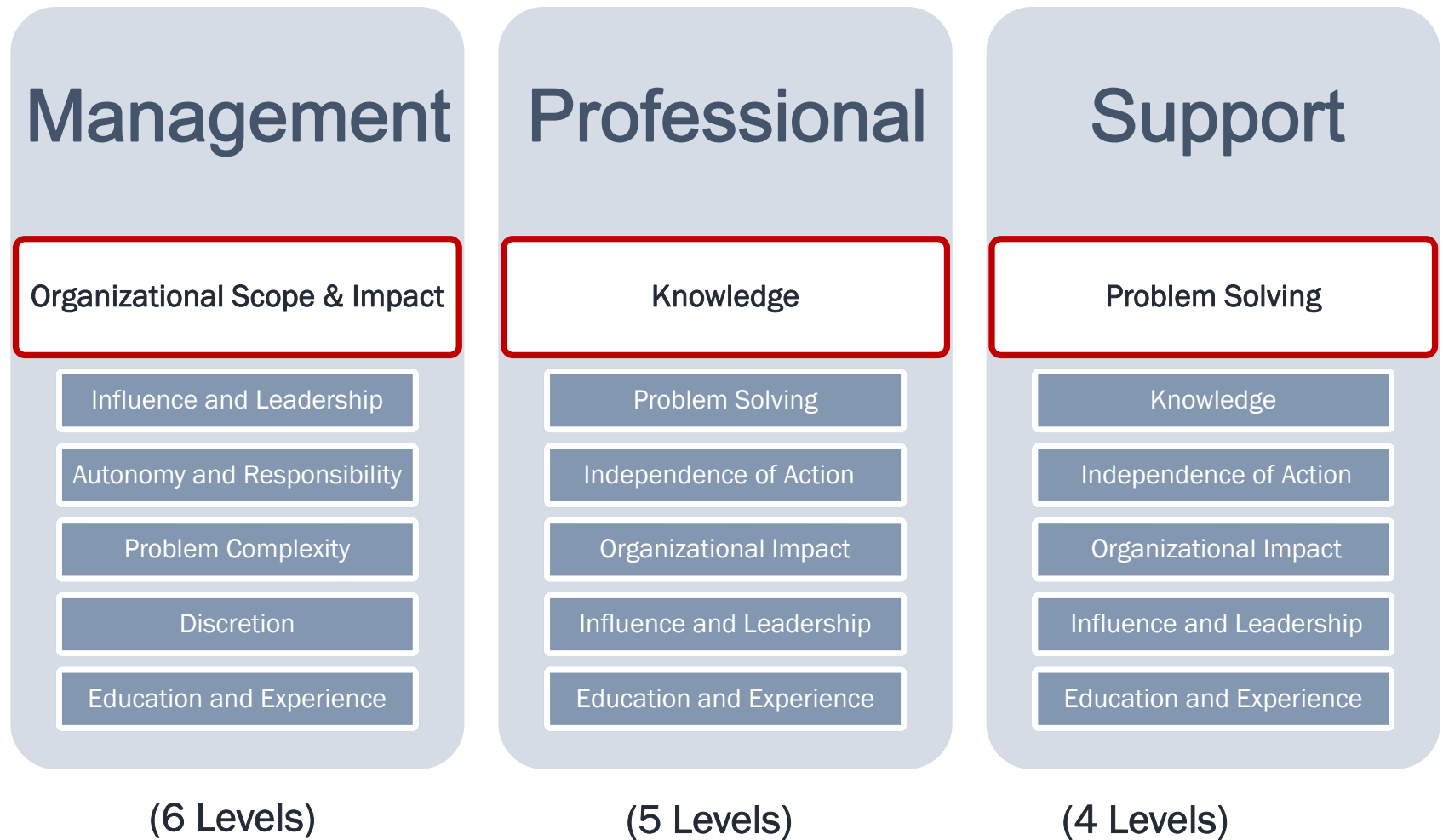
- A high-level summary of key responsibilities
 - *General nature of the work*
 - *Level/complexity of the work*
 - *Knowledge & skills required*
- A generic title recognized in the marketplace
- Consistent with other job titles if similar work is done elsewhere in the University

Position vs Job



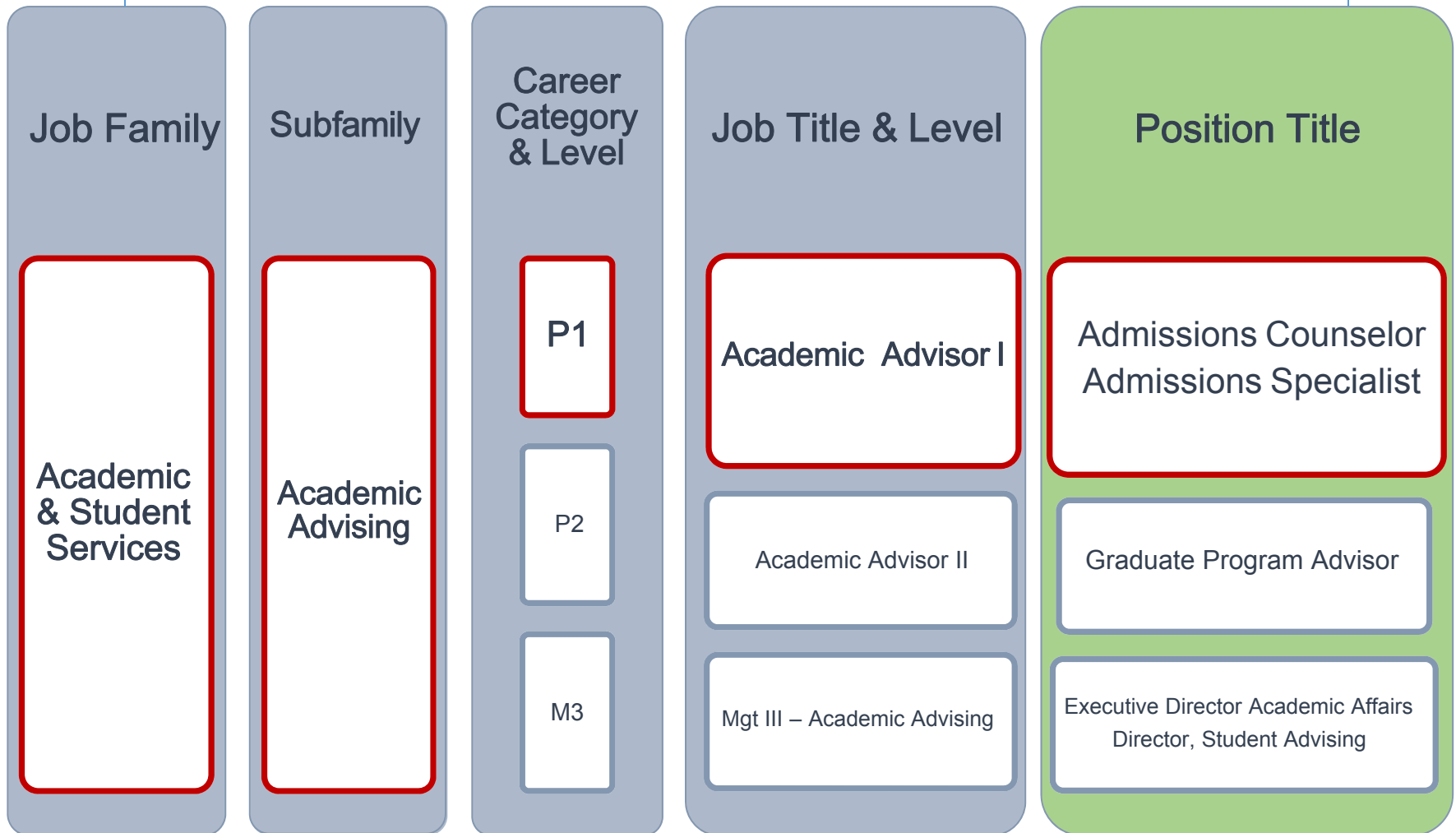
Career Categories

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



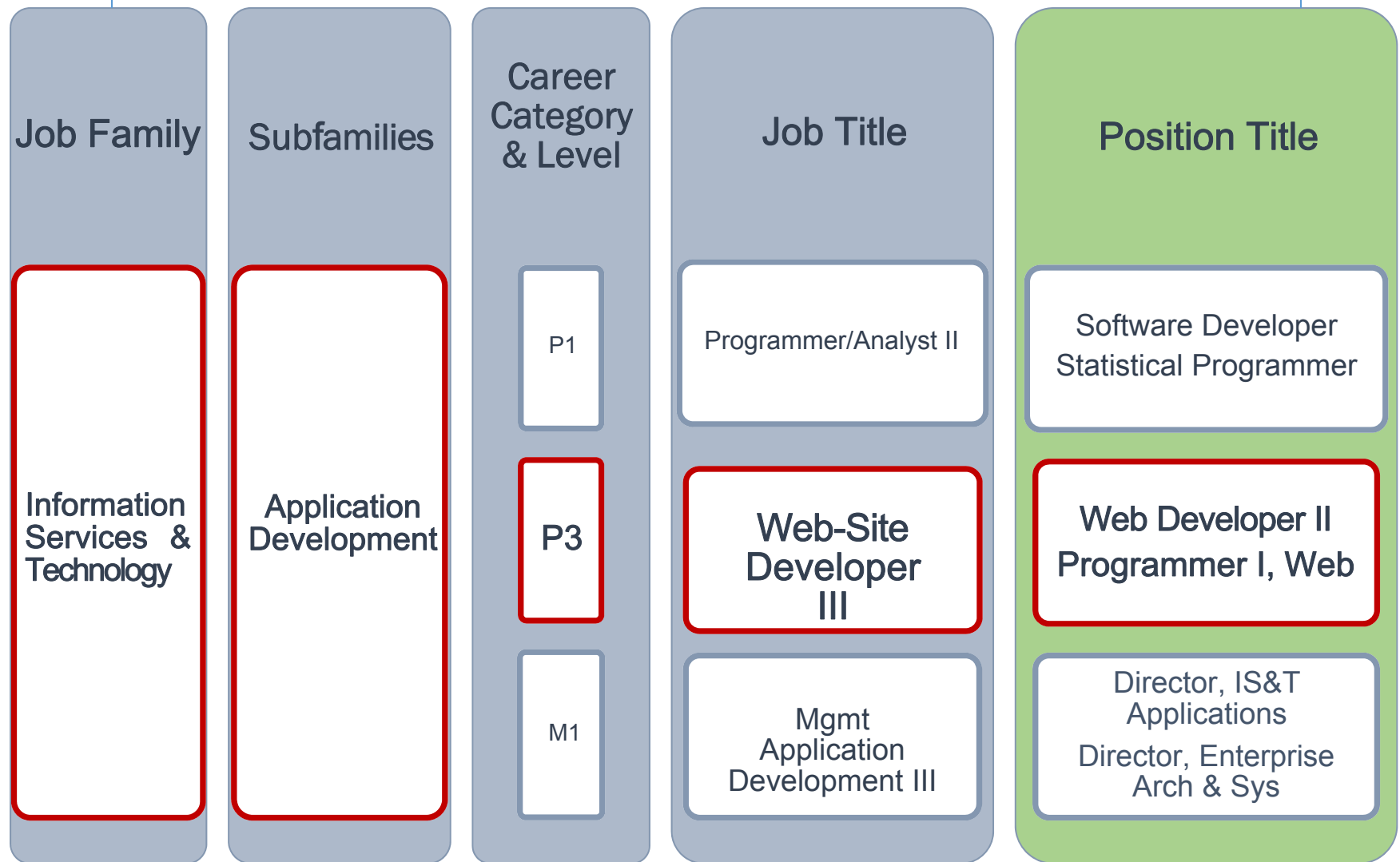
New Job Framework Example 1

New Structure



New Job Framework – Example 2

New Structure



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