



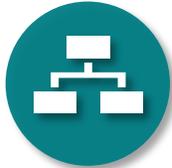
Leader & HR UCAP  
Implementation Toolkit

## OVERVIEW

Effective January 27, 2020, we are implementing our new University Career Architecture for all Appointed Professionals and Classified Staff. During our process we reviewed external market data and worked with colleagues and employees from across the University to review and provide input into the structure design.

### Our goals were to:

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#### **CREATE A CLEAR JOB STRUCTURE**

Organize jobs in a way that allows us to benchmark salaries against peer organizations.

**WHY:** Be competitive for top talent, create transparency, establish regular market assessments.



#### **DEFINE CAREER PROGRESSION AND OPPORTUNITIES**

Identify and establish pathways for career progression by organizing work in a different and clearer way.

**WHY:** Help employees see potential pathways for growth and development.



#### **ESTABLISH A SHARED LANGUAGE**

Create a standard approach to jobs and compensation across the University.

**WHY:** Operate as one university, identify comparable work at comparable levels regardless of existing titles.

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This Leader Toolkit provides you with detailed information about the Career Architecture and how the new program will work. We have also included answers to the questions we anticipate you will receive from employees.

Thank you in advance for your support and leadership in guiding your employees through the changes and enhancements.

## OUR PROCESS, OUR OUTCOMES

<p><b>Our Work</b></p>	<ul style="list-style-type: none"> <li>• We began our work in 2017, collaborating with employees and managers through focus groups and interviews to gather feedback and input</li> <li>• The University gathered extensive internal organizational, job and employee data to fully understand our starting point. We also partnered with 250 subject-matter experts and leveraged external data about our peer universities and other similar organizations to establish a benchmark. Each element of the project was designed with internal and external information in mind</li> <li>• We closely analyzed the employee impact of our new compensation structure and shared information with the community so we could receive feedback at each stage of the process</li> <li>• At each stage, the University shared information about the project, approaches, methodologies, key decisions and critical outcomes. We are committed to continuous communication</li> </ul>								
<p><b>What We Found</b></p>	 <table border="1"> <tr> <td>11,150 positions in scope</td> <td>2,940 unique primary job titles</td> <td>3,265 of those titles described a singular position</td> </tr> </table>	11,150 positions in scope	2,940 unique primary job titles	3,265 of those titles described a singular position					
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	<p><b>PAY GRADES AND RANGES</b>      Established transparent pay grades and ranges that are informed by market data and evaluated regularly.</p> <p><b>JOB FUNCTIONS AND FAMILIES</b>      All jobs across the University (within scope of this project) have been organized into 26 functions and corresponding job families.</p> <p><b>WORK DIMENSIONS</b>      Clear and standardized descriptors to distinguish one level of a job from the next (i.e., knowledge, work complexity, experience, etc.).</p> <p><b>JOB DESCRIPTORS</b>      Created generalized job code descriptors that apply across job functions and families. This allows more flexibility in titles, while establishing a way to more accurately map jobs across the University. This means employees can keep their current title as a working title (what they are publically known as) and they will also have a general job code that refers to their specific job.</p>
<p><b>What's not Changing?</b></p>	<ul style="list-style-type: none"> <li>• No employee's pay will be reduced</li> <li>• Employees will maintain their UA title, specific to their position, while also having a defined job code and job code description in the Career Architecture</li> <li>• Retirement plan elections can remain the same</li> <li>• Vacation balances will not be reduced</li> </ul>
<p><b>What Might Change for University Staff</b></p>	<ul style="list-style-type: none"> <li>• Vacation accruals will increase for current classified employees with less than 5 years of service to 22 days annually</li> <li>• Employees who have not previously had the choice between ASRS and ORP will now have the option to stay with ASRS or switch to ORP</li> </ul>
<p><b>Why Change?</b></p>	<ul style="list-style-type: none"> <li>• To allow us to better organize the positions within the scope of the project into logical job groupings to more easily compare and ensure pay equity among positions with similar responsibilities</li> <li>• To provide a transparent Career Architecture and new compensation structure thereby increasing employee engagement, understanding and growth</li> </ul>

	<ul style="list-style-type: none"> <li>• To provide job codes, pay grades and pay ranges that are consistent across the University for positions within the scope of the project (i.e., Appointed Professionals and Classified Staff)</li> <li>• To ensure a structure that is market-informed, internally equitable and offers clear career pathways, by removing complexity, redundancy and inconsistency</li> <li>• To offer a unified, single employment category (University Staff) from two employment categories (Appointed Professionals and Classified Staff) with different conditions and benefits</li> </ul>
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## A CLOSER LOOK AT THE CHANGES

<p><b>Career Architecture</b></p> <p>The grouping of jobs into job functions, job families, career streams, and levels that allows for informed decisions, career possibilities, and shared language throughout the University.</p>	 <pre> graph TD     A[Job Function] --- B[Job Family]     B --- C[Career Stream]     C --- D[Pay Grade and Related Pay Range]             </pre>
<p><b>Job Functions</b></p> <p>Broad categories of work that can be logically grouped together based on similar characteristics and required skills.</p>	<ul style="list-style-type: none"> <li>• Reviewed 11,150 jobs within the scope of the project (Appointed Professionals and Classified Staff) to find logical groupings of positions</li> <li>• Established 26 job functions             <ul style="list-style-type: none"> <li>○ Example functions include: Academic Administration, Communication and Marketing, Finance and Student Services</li> </ul> </li> <li>• Provided full list of all 26 job functions on <a href="https://ucap.arizona.edu">https://ucap.arizona.edu</a></li> </ul>
<p><b>Job Families</b></p> <p>The unique occupations within a job function that can be performed at various levels based on scoping factors.</p>	<ul style="list-style-type: none"> <li>• Established 146 job families across the 26 job functions</li> <li>• Defined job families – which represent jobs with similar characteristics, disciplines and functional areas – within each job function</li> <li>• Provided information about specific job families on <a href="https://ucap.arizona.edu">https://ucap.arizona.edu</a></li> </ul>

### Career Streams and Job Levels

Clear and transparent pathways for career progression for positions within the Career Architecture across the University.

Manager & Leader						
M1	M2	M3	M4	M5	M6	M7

Professional Contributor					
PC1	PC2	PC3	PC4	PC5	PC6

Organizational Contributor			
OC1	OC2	OC3	OC4

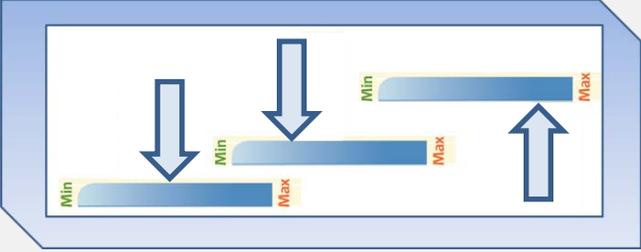
- Established three career streams, each of which is similar to a ladder – each rung describes a job level
- Assigned a job level to every position within scope, which describes the nature and level of work being performed
- Mapped each position within the Career Architecture to a career stream and a level within that stream

Career Stream	Definition
<b>Manager &amp; Leader</b>	Oversees area of responsibility, plans, prioritizes and/or directs responsibilities of employees and/or manages strategy and policy development for a major university function. Typically have 3 or more direct reports.
<b>Professional Contributor</b>	Oversees the design, implementation or delivery of processes, programs and policies using specialized knowledge or skills typically acquired through advanced education or equivalent advanced learning attained through experience. Typically salaried positions, though entry levels may include hourly jobs.
<b>Organizational Contributor</b>	Provides organizational related support or service (administrative or clerical) or operates in a “hands-on” environment in support of daily activities (e.g., technical, craft, etc.). Typically hourly positions.

### Work Dimensions

Descriptors used to distinguish one level of a job from the next.

- Established five key dimensions measured across each job:
  - Experience, education and knowledge
  - Communication
  - Complexity of work
  - Operational latitude and impact
  - Leadership and influence (management only)
- Mapped dimensions across each job level

<p><b>Job Codes</b></p> <p>Created new job codes and job code descriptors that are consistent across the University. Comparable positions of the same level and with similar responsibilities will have similar job codes.</p>	<ul style="list-style-type: none"> <li>• Reviewed all positions across the University to verify responsibilities, market matches and internal relationships to design a consistent job code structure that reflects position responsibilities appropriately across all career frameworks</li> <li>• Consolidated our titles from 3,265 to 1,413 job codes</li> <li>• Created new and consistent job codes for positions across the University</li> </ul>
<p><b>Working Titles vs. Job Codes</b></p>	<ul style="list-style-type: none"> <li>• Mapped each employee in scope to a job within the Career Architecture and assigned the associated job code descriptor as a title</li> <li>• Established new guidelines to enable employees to continue to use their current titles as working titles at the unique position/employee level</li> <li>• Maintained working titles in the system so they can be used in the UA phone directory, business cards and signature lines</li> </ul>
<p><b>Pay Grades and Ranges</b></p> <p>Developed new pay grades and ranges with a minimum, midpoint and maximum.</p>	<ul style="list-style-type: none"> <li>• Leveraged external market compensation surveys and where available and applicable, we looked at data for similar industries and peer institutions to support our recommendations</li> <li>• Compared our jobs to external benchmarks to ensure that our grade and range assignments are competitive</li> <li>• Implemented a new pay structure with market informed ranges, which can be maintained, evaluated and adjusted on an annual basis, if needed</li> </ul> 
<p><b>Position Mapping</b></p> <p>Grouped positions into market-referenced functions and families to make it easier to align jobs to a Career Architecture.</p>	<ul style="list-style-type: none"> <li>• Collaborated with employees and supervisors to review and prepare position documentation</li> <li>• Aligned positions to the new Career Architecture – supervisors determined appropriate job function and family, career stream, and level</li> <li>• Conducted over 40 functional calibration sessions and approximately 75 organizational calibration sessions where the University partnered with 250 subject matter</li> </ul>

	<p>experts to ensure consistent leveling and placement across job functions and across colleges and divisions</p> <ul style="list-style-type: none"> <li>• Considered the following factors when mapping positions:             <ul style="list-style-type: none"> <li>○ Position itself, not the person filling the positions</li> <li>○ Core responsibilities of the position</li> <li>○ Cross job family roles or project based work and the most logical career path for those positions</li> <li>○ Job level that best matched the majority of work performed</li> <li>○ Responsibilities of the position rather than the title</li> </ul> </li> </ul>
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## THE LEADER’S/MANAGER’S ROLE

You play an important role in ensuring our new Career Architecture is communicated well and administered consistently and effectively. The most important things leaders can do are:

UNDERSTAND	COMMUNICATE	ADVOCATE
<ul style="list-style-type: none"> <li>• Know all the features of the Career Architecture</li> <li>• Be comfortable with the information</li> <li>• Be familiar with the messaging</li> <li>• Understand what is changing and what is not</li> <li>• Ask questions yourself if you don't know or understand</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct department meetings (recommended)</li> <li>• Use and share the information provided</li> <li>• Answer questions as they arise and direct employees to the UCAP website</li> <li>• Dedicate additional time to explain personalized Career Architecture Placement Results letters</li> </ul>	<ul style="list-style-type: none"> <li>• Be an ambassador supporting the new program</li> <li>• Support your team members in their career growth</li> </ul>

### Support materials for leaders

In addition to this Leader Toolkit and the resources on the [UCAP site](#), [Human Resources](#) is available to answer any questions you may have. This includes how to explain the personalized program results letters to employees.

### Next Steps

As a leader, it is your responsibility to communicate the Career Architecture to the employees in your area. It is recommended that you conduct meetings, but it is your decision how you want to convey the key points of the new program, how we developed the program and explain the program's advantages to your employees.

Follow-up, one-to-one sessions with your employees are also recommended; but again, this is your decision whether to hold one-to-one meetings. Employees will receive their results letters on October 29, 2019.

### Sample Meeting Agenda

If you choose to conduct department meetings, we have provided a draft agenda to help guide the conversations.

*Sample agenda:*

- Welcome
- Overview of new Career Architecture
  - What is Career Architecture?
  - Why did we undergo this process?
  - How was this process completed?
- What's changing and what's not
- Advantages of new Career Architecture
- Review sample personalized Career Architecture Placement Results letter
- Answer questions

### Draft Presentation

We have also provided a presentation for you to use, if you so choose. The presentation covers the details of the new program and walks through some of the biggest elements of the Career Architecture. Feel free to pull out any pages you do not wish to use. Be sure to stress the advantages and answer questions.

## KEY MESSAGES

The following key messages can be used in discussions with employees about the University's new Career Architecture.

### Overview

- The University of Arizona is pleased to introduce a new Career Architecture, which becomes effective January 27, 2020.
- The new program applies to Appointed Professionals and Classified Staff. It does not apply to faculty, graduate assistants, post docs, student employees, tenure/tenure eligible, continuing status/eligible and career track employees.
- The program represents an effort that began in 2017 and involved employees and supervisors across the University, along with 250 subject matter experts. Through our joint efforts we designed a market-informed Career Architecture and mapped all positions within scope to the new framework.
- Our process was collaborative, informed, thoughtful, and transparent. The University used external benchmarking data to shape our framework. We also provided detailed information to employees about the project at every stage and created many opportunities for employees to share their thoughts and opinions.
- When we reviewed our starting state, we found that we had many, inconsistent titles and our pay grades and ranges needed to be adjusted to be consistent with the market. We also did not have established work dimensions and career pathways, making it difficult for employees to know not only

what it takes to exceed in their performance, but also what they needed to do to progress in their careers.

- As a result of our work, we created a Career Architecture that:
  - Creates a shared language by establishing consistent job codes, common career models, level descriptors, job code guidelines and compensation ranges.
  - Establishes defined career paths so it will be more evident what skills and abilities are needed to seek advancement opportunities.
  - Leverages market data to enable data-informed pay decisions by establishing market-based pay grades and ranges.
- We are committed to maintaining our Career Architecture with periodic market reviews of positions to ensure we remain competitive, to ensure our pay remains market-driven and our program recognizes and rewards performance.

### **What's Staying the Same**

While there are changes, there are four key things that are staying the same:

- You may retain your current title as a working title
- Your pay will not be reduced
- Your retirement plan elections can remain the same
- Your vacation accrual rates and balances will not be reduced, and in some instances may increase

### **What's Changing**

- We are establishing one employment category called University Staff, which will replace the current Classified Staff and Appointed Professionals employment categories.
  - Classified Staff have the option to opt-in to transition to University Staff. If they opt-out, their job will remain unchanged but they will have to transition to University Staff for future promotions or job changes.
  - All University Staff will be employed at will, eliminating need for year-to-year appointments for staff positions.
  - University Staff policies and procedures will be available once approved.
- We have established job functions, job families, career streams, job levels, pay grades and pay ranges. Every position in scope has been mapped to these new elements of the Career Architecture.
- We will introduce new pay grades and pay ranges that are consistent with the market and consistent within the University.
- We created new pay ranges across the University and aligned the minimum, midpoint and maximum of each pay range to the market.
  - Any changes to a pay grade or range will be communicated directly to the impacted employee.
  - No one's pay will be decreased as a result of this change.
- We have established work dimensions for our positions within the scope of the Career Architecture. Work dimensions are the specific descriptors we use to distinguish one job level from the next.

- We have established clear career pathways. You will now be able to clearly see the path to growth and progress in your career. This change gives you greater control over your career goals, whether in your own department, or in another area of the University.

## WHAT EMPLOYEES WILL WANT TO KNOW

### ***Is my pay going to be reduced?***

No. No one's pay will be reduced as a result of the new Career Architecture.

### ***When will the new University Career Architecture be effective?***

The new Career Architecture will be implemented January 27, 2020.

### ***How will the new Career Architecture impact me?***

The Career Architecture will replace current Classified Staff and Appointed Professional employment categories with the University Staff employment category. Every in-scope position has been mapped to a job within the Career Architecture. Employees who are currently classified will have the option to opt-in to transition to University Staff. If a classified employee chooses to opt-out, he/she will remain in his/her current classified job. However, pay structures for existing classified jobs will remain unchanged and classified staff would be required to transition to University Staff and the new functions and families for promotions or job changes.

### ***Why the new structure?***

The new Career Architecture was driven by a few key things:

- Difficulty identifying and comparing jobs with similar responsibilities, which led to inconsistent internal equity
- Pay was not linked to market data, limiting our external competitiveness
- Unclear paths for career advancement were causing confusion and frustration
- Two employment categories with different conditions and benefits led to confusion

### ***What's changing?***

- Moving to one employment category called University Staff, which will replace the current Classified Staff and Appointed Professionals employment categories.
- Implementing consistent job functions, job families, career streams, job levels, pay grades and pay ranges across the University. Every position in scope has been mapped to these new elements of the Career Architecture.
- Introducing new pay grades and pay ranges that are consistent with the market and consistent within the University.
- Implementing refined work dimensions for our positions within the scope of the Career Architecture. Work dimensions are the specific descriptors we use to distinguish one job level from the next.
- Introducing clear career pathways. You will now be able to clearly see the path to growth and progress in your career. This change gives you greater control over your career goals, whether in your own department, or in another area of the University.

### ***What's not changing?***

While we are making several changes and enhancements, there are some things that won't change, including:

- **Current title:** You may retain your current title as a working title.
- **Pay:** Your pay will not be reduced.
- **Retirement Benefits:** Your retirement plan elections can remain the same. Benefits eligible classified staff who opt in to becoming University Staff will have the option to elect the Optional Retirement Plan or stay in the Arizona State Retirement System.
- **Vacation:** Your vacation accrual rates and balances will not be reduced. Benefits eligible University Staff will accrue 22 days of vacation per year, prorated based on FTE.

***What if I am currently above my range maximum?***

Compensation will not be reduced. Employees who are above the maximum of their pay grade will be considered “Red-Circled”. Employees who are eligible for merit increases will still be eligible to receive merit increases as a onetime lump sum payment.

***What will I have visibility into regarding the new Career Architecture?***

You will receive a personalized Career Architecture Placement Results letter outlining your:

- Current title as a working title (your current responsibilities will remain the same as they are today)
- Job code
- Job function and family
- Pay range and grade
- Career stream

You will receive an email regarding the letter along with a link to access it through UAccess Employee.

***When designing the Career Architecture, did the University look at what our competitors pay for similar jobs? If so, with whom did we compare ourselves?***

Yes. When designing the new Career Architecture and compensation program, we compared our structure and pay to markets and competitors by benchmarking.

To establish our benchmarks, we used national surveys published by experts in compensation and career architecture design. We benchmarked based on job type and current recruiting markets across multiple industries. Compensation survey data spanned three key areas:

- Higher Education:
  - Gathered data from nearly 300 universities of similar size and complexity using multiple industry surveys. This group of higher education institutions spanned the United States to reflect the various markets from which we draw talent.
- General Industry:
  - Analyzed data from Mercer Benchmark Database, Willis Towers Watson Surveys and Arizona Compensation Survey, which include compensation data across all industries.
- Specialized Industries:
  - Analyzed compensation data from a segment of specialized industries that have positions similar to some with the University. Industries included: healthcare, broadcasting, engineering, agriculture and athletics.

It is important to note, during this entire process, we evaluated **positions, not people**.

**Why is it important for our compensation practices to be competitive?**

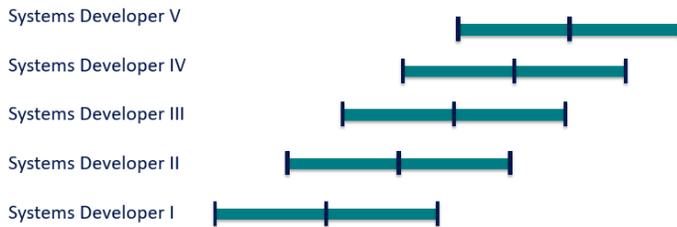
A market-based compensation program allows the University to be competitive with employers locally, regionally and nationally, allowing us to attract and retain the highest caliber of employees who are able to fulfill our mission and support our continued growth.

**What do we mean by “market”?**

The “market” is made up of organizations similar to the University with whom we compete for talent. It’s important to benchmark our positions against the market to ensure we are competitive, and that you’re being paid equitably.

**What are pay grades?**

Pay grades are clusters of similarly-paid positions that have an associated pay range. For example:



**What is a pay range?**

Each pay range has a set minimum, midpoint and maximum which helps us determine the appropriate pay for an employee. Pay ranges are informed by market data to ensure we are externally competitive and internally equitable.

Each pay range is based on the job level.



**How does the pay range influence decisions about my pay?**

The pay range is determined based upon the external market and internal hierarchy for the job. Where an employee falls within the pay range depends on experience, education, performance, geographic location (cost of living) and supply and demand of talent.

**Were job titles changed as part of the Career Architecture?**

No, however, we established generalized job code descriptors that apply across job functions and families. Employees will maintain their UA title, specific to their position, while also having a defined job code and job code description in the career architecture.

***How will we keep our Career Architecture current/relevant?***

The University will review the structure on an ongoing basis to ensure that it is always closely aligned with the market. Based on our review, we will make adjustments, as necessary and in accordance with approved budgets. We will always communicate in advance with you and future changes and enhancements.

***Will there be changes to the Career Architecture in the future?***

The new Career Architecture was designed to be flexible and allow for growth. We regularly evaluate all aspects of the University to ensure our continued growth and to support our mission and strategic goals.

***Additional Questions?***

For additional FAQs, visit <https://ucap.arizona.edu/resources/faqs>. If you are unsure of how to answer an employee's question, contact Human Resources at HR-UCAP@email.arizona.edu.

## WHAT YOU NEED TO KNOW ABOUT THE NEW STRUCTURE

### **Fair Labor Standards Act (FLSA)**

During the Career Architecture calibration process, the University also reviewed our current positions' exempt and non-exempt status under the Fair Labor Standards Act (FLSA).

Exempt vs. Non-Exempt Employees:

- Non-exempt employees: typically paid on an hourly basis for hours worked, and receive overtime for hours worked in excess of 40 in the work week
- Exempt employees: paid an annual salary as compensation for all hours worked and are not eligible for overtime pay.

FLSA establishes pay, overtime and employment status requirements that help employers like us determine whether a particular job should be classified as exempt or non-exempt. Several factors are considered, including the type of work and whether supervisory or management responsibilities are part of the job.

No matter a role's status, we carefully considered the position during our calibration process and mapped it to align with the new Career Architecture.

### **Market Competitive**

Our Career Architecture, which includes revised pay grades and ranges, is grounded in research and market-driven data. Our pay grades and ranges are **market competitive** meaning we set our pay ranges in line with what other universities and employers pay for positions similar to those at University of Arizona.

We do that by monitoring what the market pays for our various positions. For example, if a specific academic job is being paid top dollar in the market, we need to know so we can be sure what we're paying for this position is competitive – or we risk losing talent to other companies.

It also means knowing when unique skills and experience are in demand at other companies – or when the market is flooded with talent. Both are important when we consider the value of a position and what we pay for it.

To support this effort, University of Arizona gets its market information from a number of different external sources that compile employer-reported data into general, industry-specific and geographically-based survey cuts. These sources help to determine the pay ranges we need to remain competitive in the market.

It's important to know that we work to keep our pay **internally** equitable.

Following this approach ensures that we have similar pay for similar positions across the organization. We take a look at every position we have at the University – including its role, skills and experience needed, and the specific job requirements. Then we develop our pay ranges and placement of positions into the right grade and pay range to reflect their market value **and** relative impact to the University.

### **Placement in a Pay Grade and Range**

As a result of the Career Architecture, every position was mapped to a specific pay grade and range. Regardless of the pay range in which a position was placed, no employee will have a pay reduction. In fact, some employees may see a slight pay increase over time to ensure that they are properly placed within the pay range.

### **Making Pay Decisions**

As a manager, you will be asked for input regarding your employees' placement within their respective pay range. Making good pay decisions – whether what to pay a new hire or what kind of adjustment you determine for a current employee – requires knowing our Career Architecture and compensation structure and also knowing your team and the contributions they make and the potential they have. While there's no single rule or formula for getting it right, there are some general guidelines for making thoughtful and appropriate pay decisions.

Be prepared to talk about where the employee is within his or her salary range – low, midpoint or high. When you communicate the pay decision, explaining where the employee is within the salary range provides context for the outcome. Plus, it sets up the discussion of career growth opportunities for the employee to increase his or her salary, whether through promotion or getting more skilled at the job they do today.

### **Communicating with Your Team**

Before you speak with employees about the Career Architecture and any corresponding pay decisions, take the time to do some research. Review the employee's job, performance and salary history. Be prepared to talk about where the employee is within his or her salary range – low, midpoint or high – and why they are placed where they are.

You may be in that meeting to communicate the new Career Architecture, but your employee may be thinking about a much longer job and pay timeline. Take time to discuss the new career pathways and how the employee can advance their career, whether through promotion or getting more skilled at the job they do today. You can always ask HR for additional guidance.

Finally, be prepared to start the conversation with a big picture message. As a manager, by the time you get to the point of communicating a pay decision to your employee, you've been through a lot of steps in the pay review process. It's easy to forget that it's all new to your employee. So, share some context. For example, how does their performance compare to last year and why? What factors did you consider in making this pay decision? That background can go a long way in helping shape a positive pay conversation. It's also valuable to point out that the University has a very rigorous pay structure and calibration process that helps ensure that pay decisions are consistent, fair and equitable.