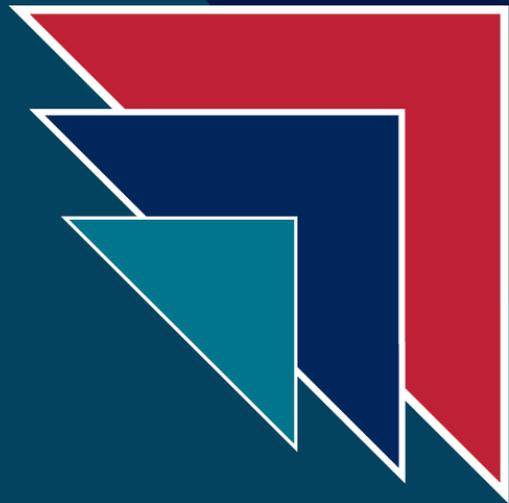




THE UNIVERSITY  
OF ARIZONA



UNIVERSITY  
**CAREER**  
**ARCHITECTURE**  
PROJECT

# PROJECT OVERVIEW

[www.ucap.arizona.edu](http://www.ucap.arizona.edu)

- ▶ **KEY OBJECTIVES:** Informed decisions, shared language and career possibilities
- ▶ **IN SCOPE:** The population of employees that are in scope for UCAP include our appointed professionals and classified staff
- ▶ **OUT OF SCOPE:** Employees who are out of scope include: faculty, graduate assistants, post docs, student employees, continuing status/eligible and career track employees

# COMMUNICATION PLAN & TIMELINE

COMMUNICATION COMPONENT	TIMELINE
<ul style="list-style-type: none"><li>• UCAP Position Mapping Webinar</li><li>• UCAP Website Update regarding Position Mapping</li><li>• "Mapping Tips" on UCAP website</li><li>• Position Description tool</li></ul>	Available Now
<ul style="list-style-type: none"><li>• All employee e-mail with generic position mapping details</li><li>• Detailed e-mail about position mapping sent to employees and supervisors in scope of UCAP</li></ul>	06.07.2018 06.12.2018
<ul style="list-style-type: none"><li>• Supervisors map their employees to the career architecture</li><li>• Q&amp;A Webcasts</li><li>• HR Department Approver Mapping Review</li><li>• College/Division Approver Mapping Review</li></ul>	07.09.2018 – 07.27.2018 7.11.2018 / 7.18.2018 / 7.25.2018 07.30.2018 – 08.17.2018 08.20.2018 – 09.07.2018

# PROCESS TO MAP POSITIONS

- 1 Review position documentation with your supervisor
- 2 Supervisors will review [career architecture](#) and determine appropriate job function and family for each position
- 3 Utilize the [crosswalk mapping worksheet](#) as a point of reference
- 4 Determine appropriate career stream (Organizational Contributor, Professional Contributor, Manager & Leader)
- 5 Determine job level by reviewing work dimensions
- 6 Supervisors will enter position mapping results into the UCAP Mapping Tool in [UAccess](#)
- 7 If you are unable to map your positions into the career architecture, email [HR-UCAP@email.arizona.edu](mailto:HR-UCAP@email.arizona.edu)

# POSITION DOCUMENTATION

- ▶ **WHO:** Employees may complete the position description and review with their supervisor.
- ▶ **WHY:** Position descriptions help document the essential functions and requirements of a position and facilitate the position mapping to UA's job framework.
- ▶ **WHERE:** Employees will receive a communication with instructions for how to access the position description.
- ▶ **HOW:** Written instructions will be made available with the e-mail communication and on the UCAP website.
- ▶ **AFTER:** Once the mapping process and salary structure development have been completed, employees will be notified of the results and subsequent review process.

# MAPPING GUIDELINES AND TIPS

- ▶ **POSITION NOT PERSON:** The mapping process should focus on the position (responsibilities and qualifications required to perform those duties).
- ▶ **CORE RESPONSIBILITIES:** When reviewing how a position fits into the framework, focus on core or primary responsibilities or where the majority of time is spent.
- ▶ **CROSS JOB FAMILY ROLES OR PROJECT BASED WORK:** Many positions span multiple job functions and job families. Some positions have responsibilities that change depending on the current project. In addition to core responsibilities, consider logical career paths for these positions.

# MAPPING GUIDELINES AND TIPS (Continued)

- ▶ **JOB VS POSITION:** Map to a job level that matches the majority of the work performed. Consider all of the work dimensions when mapping. Do not focus only on minimum qualifications. Remember minimum qualifications can be refined at the position level when posting for a position.
- ▶ **RESPONSIBILITIES VS TITLE:** A position should be mapped to the career architecture based on the principal responsibilities and work dimensions of the position, rather than title.

# CAREER ARCHITECTURE COMPONENTS

FUNCTION	FAMILY	CAREER STREAM	LEVEL
Finance	Communications	Management and Leadership (M)	(M7)
University Advancement	Content Development		(M6)
Legal & Compliance	Interpretation	Professional Contributor (PC)	(M5)
Human Resources	Marketing	Organizational Contributor (OC)	(M4)
Communications & Marketing	Media Relations		(M3)
Athletics	Multimedia		(M2)
Ag & Extension	University Press		(M1)
Healthcare & Wellness			
Research			

## Communications and Marketing Job Description

Directs and manages all external communications for the Center. Manages marketing, media relations, and communications for the Center.

### Responsibilities:

#### Marketing (40%)

- Creates and manages the brand and collateral marketing for the center.
- Develops and directs a comprehensive marketing program for the center.

#### Communications and Public Relations(30%)

- Designs, implements and monitors an effective communications plan to ensure consistent messaging. Conceptualizes, develops and oversees production of various publications, speeches, video communications and presentations.
- Determines and counsels on appropriate vehicles (media, web, publications) to reach target audiences.
- Prepares information (news releases, statements, calendar releases, etc.) for distribution to local, regional, and national media sources
- Acts as the communication liaison between center and the public

#### Administration and Management (30%)

- Manages three full-time staff and one part-time graduate student, makes hiring decisions, provides coaching, training and mentoring, manages performance and determines staffing needs.
- Supports and oversees center public relations events. Arranges and oversees all logistics for the event.

### Minimum Qualifications:

Bachelor's degree with minimum of 7 years of marketing experience; OR master's degree with minimum of 5 years of directly comparable experience

# FUNCTIONS AND FAMILIES

## ACADEMIC ADMINISTRATION

Provides vision, direction, and organization of academic activities to support, build, and enhance the institution's teaching mission and ensure excellent student outcomes and experiences.

## AGRICULTURE AND EXTENSION

Assist the residents of Arizona by bringing University research and support to Arizona's families to improve their lives, communities and the economy.

## ARTS AND CREATIVE SERVICES

Involves the performance, coaching, and directing in any of the fine arts including art, acting, dance, music and other forms of artistic expression for the benefit of University students, faculty, staff or the greater communities. Includes composition, arranging, and choreography, acting and modeling.

## ATHLETICS

Instills Wildcat pride through world-class athletic programs and innovative recreation offerings. Provides activities and programs related to coaching, recreational sports, and strength and conditioning.

## BROADCASTING AND JOURNALISM

Creates and distributes news and programming that keeps the public engaged, informed, and entertained through audio, video, and written channels.

## COMMUNICATIONS AND MARKETING

Fosters effective communication between the University and its students, employees, alumni, and the public in order to advance the University's strategic vision. Establishes a compelling brand for the University to ensure its competitive advantage. Oversees in-bound and outbound digital communications, and the development, production, and dissemination of marketing and communications collateral to internal and external constituents. Manages communication efforts and interactions with various media outlets.

## CULTURAL INSTITUTIONS

Collects, conserves, and exhibits assets of scientific, historical, cultural and/or artistic value. Plans, develops, and implements museum services,



## Communications

Develops, researches, writes, edits, and/or publishes written materials and strategic communications including publications, articles, proposals, communications plans, speeches, promotional materials and news releases. Also includes individuals that perform multiple communication functions to promote a college, division or department.

## Content Development

Writes, evaluates, reviews, and edits internal and external communications. Develops and executes editorial projects for a wide range of institution publications.

## Marketing

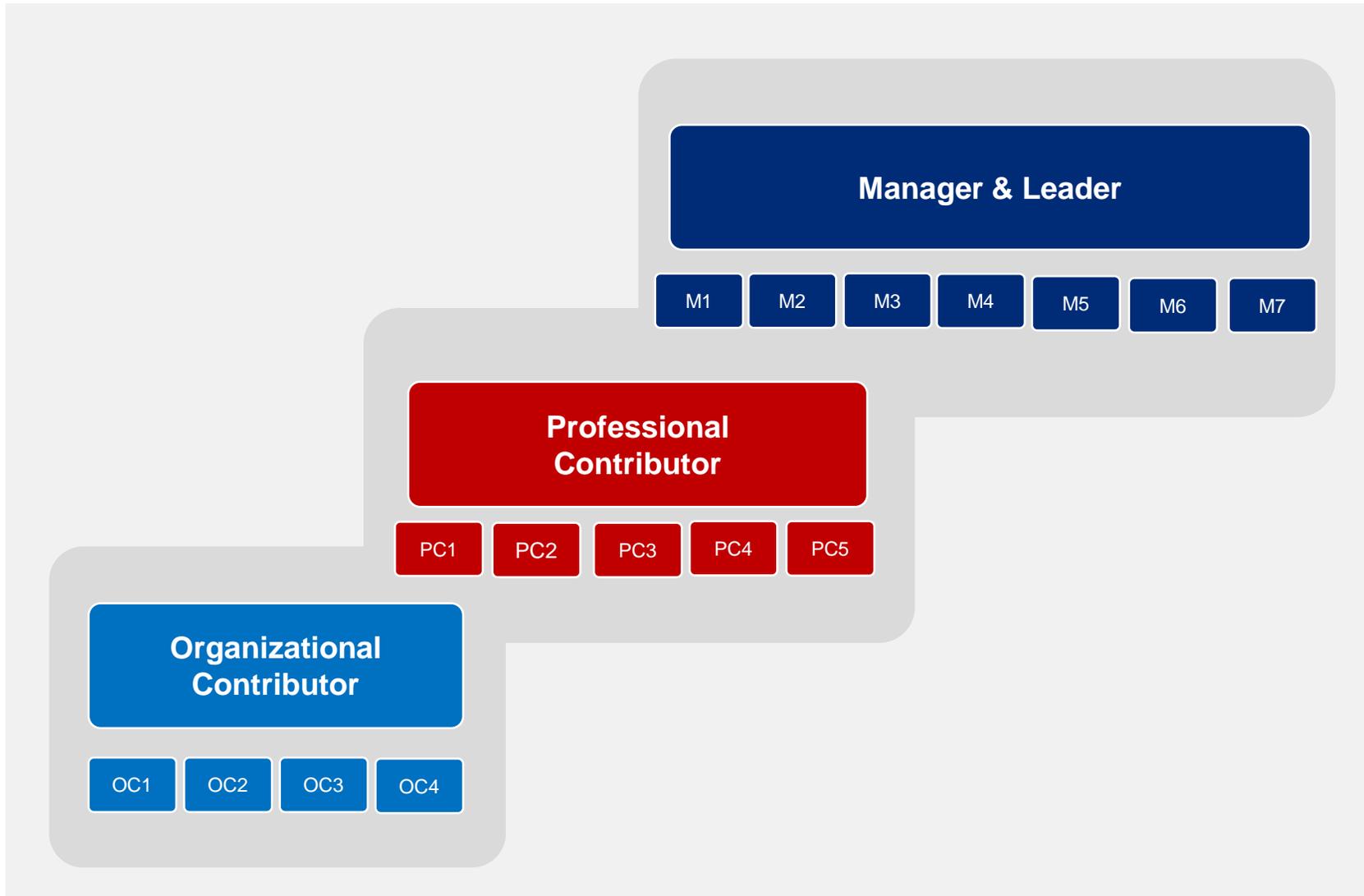
Markets campus activities, services, or products to external constituents. Plans, directs, develops, and/or implements marketing campaigns. Campaigns may include but are not limited to digital, print, television, and radio advertising, social media, and direct mailing. Provides marketing expertise regarding advertising media or activity/service/program to be advertised.

## Media Relations

Secures media placements that enhance the university's stature. Represents the University to the media, general public, UA campus, potential students, alumni, donors and governmental agencies to create, enhance, and sustain relationships between the institution and external constituencies. Plans and conducts continuous news coverage effort.

[ucap.arizona.edu/career-architecture](https://ucap.arizona.edu/career-architecture)

# CAREER STREAMS AND LEVELS



## CAREER STREAM DEFINITIONS

### **Manager & Leader (M1 – M7):**

oversee area of responsibility, plan, prioritize and/or direct responsibilities of employees and/or manages strategy and policy development for a major UA function. Typically have 3+ direct reports.

### **Professional Contributor (PC1 – PC5):**

oversee 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.

### **Organizational Contributor (OC1 – OC4):**

provide organizational related support or service (administrative or clerical OR operate in a “hands-on” environment in support of daily activities (e.g., technical, craft, etc.). Typically hourly positions.

Job Level:	Leadership and Influence	Complexity of Work	Communication	Operational Latitude and Impact	Knowledge	Education	Experience
M3	Plans and leads work of multiple staff members in a college, department, or major functional area. <b>May manage supervisors and managers.</b> Provides guidance and training on work standards and expected outcomes. <b>Accountable for planning and evaluating performance, staff training and development, recruitment and may contribute to pay recommendations recommending pay actions, subject to policy.</b> Level Criteria (Job Family-Specific):	Problems faced are varied and complex, but generally have some precedent. Solutions may require investigation and analysis of multiple alternatives, requiring significant innovation and creativity. <b>Contributes to the planning and development of programs, projects, or systems impacting the department, college or division.</b> Level Criteria (Job Family-Specific):	Communicates direction from leadership and articulates impact on staff work <b>objectives. Requires ability to influence others outside of own job area on policies, practices and procedures.</b> Uses information exchange, influence, and active persuasion to gain cooperation of others to support college, division or department objectives. Level Criteria (Job Family-Specific):	<b>Accountable for planning and directing all aspects of the operations of a program or functional area.</b> Decisions have direct impact on operations of a program or functional area, and often have indirect impact on related areas. May contribute to budget process for own area. Level Criteria (Job Family-Specific):	Requires advanced knowledge and expertise of theories, concepts, principles, and practices in professional discipline and team leadership. Level Criteria (Job Family-Specific):	Generally requires a Bachelor's degree. Level Criteria (Job Family-Specific):	Minimum of 7 years of related work experience, including 3 years of managerial experience, or equivalent combination of education and work experience. Level Criteria (Job Family-Specific):
M2	Plans and leads work of multiple staff members in a college, department, or major functional area. Provides training, direction and instruction to staff and conducts performance evaluations. May provide recommendations on pay decisions, as well as recruitment and development opportunities. Level Criteria (Job Family-Specific):	Problems encountered are varied, but generally with precedent. Resolution may require some analysis and interpretation, requiring innovation and creativity. <b>Responsible for reviewing the effectiveness of programs, projects, or systems within own group / function, and making necessary adjustments.</b> Level Criteria (Job Family-Specific):	Communicates direction from leadership and articulates impact on staff work objectives. Sometimes requires ability to influence others outside of own job area on policies, practices and procedures. May work to justify and gain cooperation of other parties on policies, standards and processes. Level Criteria (Job Family-Specific):	Accountable for <b>developing and implementing operational plans and policies for a program,</b> functional area, or work unit. Decisions have a direct impact on the operational area and may have indirect impact on related areas. Level Criteria (Job Family-Specific):	Requires practical knowledge and expertise of concepts, principles, and practices of a single professional discipline or a broad understanding of multiple related disciplines and general management. Level Criteria (Job Family-Specific):	Generally requires a Bachelor's degree. Level Criteria (Job Family-Specific):	Minimum of 5 years of related work experience, including 2 years of managerial experience, or equivalent combination of education and work experience. Level Criteria (Job Family-Specific):

Job Level:	Leadership and Influence	Complexity of Work	Communication	Operational Latitude and Impact	Knowledge	Experience
M3	May manage supervisors and managers.	Contributes to the planning and development of programs, projects, or systems impacting the department, college or division.	Requires ability to influence others outside of own job area on policies, practices and procedures.	Accountable for planning and directing all aspects of the operations of a program or functional area.	Requires advanced knowledge and expertise of theories, concepts, principles, and practices in professional discipline and team leadership.	Minimum of 7 years of related work experience, including 3 years of managerial experience.
M2	Plans and leads work of multiple staff members.	Responsible for reviewing the effectiveness of programs, projects, or systems within own group / function, and making necessary adjustments.	Sometimes requires ability to influence others outside of own job area on policies, practices and procedures.	Accountable for developing and implementing operational plans and policies for a program, functional area, or work unit.	Requires practical knowledge and expertise of concepts, principles, and practices of a single professional discipline.	Minimum of 5 years of related work experience, including 2 years of managerial experience.

# SOME THINGS WON'T CHANGE FOR CURRENT EMPLOYEES

- ▶ **RETIREMENT PLAN ELECTIONS:** Retirement plan elections can remain the same
- ▶ **VACATION ACCRUAL RATES:** Vacation accrual rates and balances will not be reduced
- ▶ **EXISTING TITLES:** Individuals may retain current titles as working titles
- ▶ **PAY:** Pay will not be reduced

# YOU ASKED, WE'RE ANSWERING!

What if we do not find an appropriate job match to map our positions?

Why are not all levels available within all job families/job series?

What is the best way to learn about UCAP and prepare for implementation?

How much is the employee vs. the supervisor or manager expected to drive the decisions around the position mapping? Should this be very collaborative?

Will staff have duties removed/added to them due to these changes?

When will the salary ranges be published?

What if a position falls across more than one job family?

How can the position description web form be used to map positions to the architecture?

How does this project account for positions where multiple roles/job titles are assumed?

Is the position description form required?

# UCAP TIMELINE

Progress



## PROJECT TIMELINE



GO LIVE

JULY 1, 2019

### WHAT'S NEXT?

- Complete position mapping process and revise architecture, as needed
- Facilitate calibration sessions to review overall position mapping and outliers
- Assessment of market information and the design of a new pay structure
- Mapping jobs to the new pay structure
- Evaluate impact
- Pay Equity Analysis
- Employee notification process

# SUPERVISOR CHECKLIST

## POSITION MAPPING CHECKLIST

- Watch the webinar
- Have a conversation with your employees
- Review the position documents
- Review jobs in JDxpert
- Utilize the Crosswalk Mapping Worksheet, if necessary
- Submit mapping results in the UAccess Mapping Tool



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**ARCHITECTURE**  
PROJECT



**WHAT QUESTIONS OR INPUT DO YOU HAVE?**

# FREQUENTLY ASKED QUESTIONS

## **Q. Will the implementation of UCAP change my retirement plan?**

A. Retirement plan elections for existing employees will not change as a result of the UCAP project. Employees will be able to keep their existing retirement plan election (either Arizona State Retirement System or Optional Retirement System).

## **Q. Will the implementation of UCAP change my sick or vacation leave?**

A. No, upon implementation, existing vacation and sick accrual rates and balances will not be reduced.

## **Q. Will my rate of pay change?**

A. Pay will not be reduced as a result of UCAP. This includes employees who end up having a base salary above the new pay grade maximum.

# FREQUENTLY ASKED QUESTIONS

## **Q. Will my existing job title change because of UCAP?**

A. No, you may keep your current title. UCAP will involve creating a defined architecture of jobs that will have a unique job codes and job code descriptions. Each employee in scope will be mapped to one of those jobs and carry the associated job code descriptor as a title. However, working titles will still be able to be utilized at the unique position/employee level within new guidelines established. Working titles will also be maintained in the system and can be used in the UA phone directory, business cards and signature lines.

## **Q. How will UCAP affect Classified Staff?**

A. Classified employees will go through the process of having their position mapped to a job within the new architecture. Once we have completed the mapping phase and developed the new pay structure, all employees in scope of the project will receive notification of how their position was mapped to the architecture, as well as what that means from the perspective of becoming University Staff and the new pay range. At that time, employees who are currently classified will have the option to switch over to University Staff category and career architecture or opt out of moving to University Staff.

# FREQUENTLY ASKED QUESTIONS

## **Q. How will UCAP affect Appointed Professionals?**

A. Upon implementation of UCAP, Appointed Professionals would transition to the University Staff ABOR category. This category is considered “employment at will”. Annual contracts would no longer be issued after the project is implemented and an employee would receive notification of their new job under the University Staff category. The employee would maintain that job on an ongoing basis, and would not require a new contract to be generated each year. Through the UCAP project, policies are being developed for University Staff to address if a layoff should occur, including a notification period, or if there are employee job performance concerns addressed through a corrective action policy.

# YOU ASKED, WE'RE ANSWERING!

## **Q. What if we do not find an appropriate job match to map our positions?**

A. The first step would be to reference the crosswalk mapping worksheet. If after review, an appropriate job is not identified within the architecture, supervisors can select “unable to find job match” in the UAccess UCAP Mapping tool. Supervisors may also elect to submit a position description to [HR-UCAP@email.arizona.edu](mailto:HR-UCAP@email.arizona.edu) for Compensation to review and advise.

## **Q. What if a position falls across more than one job family?**

A. A position should be mapped to a job where the majority of time is spent. Supervisors should consider which job family more closely aligns with the minimum qualifications required to be successful in the position, as well as the career path for the position.

# YOU ASKED, WE'RE ANSWERING!

## **Q. When will the salary ranges be published?**

A. Prior to beginning the job benchmarking and marketing pricing phase of the project, we need to complete position mapping. Once position mapping has been completed and the architecture has been updated to reflect any missing jobs identified through position mapping, the project team will begin to collect market data and model potential pay structures. We also want to ensure that positions are mapped to the career architecture based on the integrity of work dimensions and not driven by salary ranges.

## **Q. Will staff have duties removed/added to them due to these changes?**

A. Not as result of UCAP. The architecture allows for more flexibility in how we define jobs versus positions. UCAP would not change any existing position responsibilities.

# YOU ASKED, WE'RE ANSWERING!

## **Q. Why are not all levels available within all job families/job series?**

A. The anchor points for the architecture are based on reviewing external market data/salary surveys to identify benchmarks jobs. The starting point for creating the architecture is based on the number of levels identified in the market data. We evaluate the need and risk of adding levels that are not market referenced, as we want to ensure a market referenced architecture. If you are unable to map based on a missing level, please email [HR-UCAP@email.rizona.edu](mailto:HR-UCAP@email.rizona.edu)

## **Q. How can the position description web form be used to map positions to the architecture?**

A. The position description web form is a tool to help supervisors identify principal responsibilities, minimum requirements, and work dimensions to compare to the career architecture developed in JDXpert. This tool will help facilitate conversations between supervisors and employees in determining the correct mapping.

# YOU ASKED, WE'RE ANSWERING!

**Q. How much is the employee vs. the supervisor or manager expected to drive the decisions around the position mapping? Should this be very collaborative?**

A. Supervisors and employees should review and discuss the position documentation and the mapping results. It is intended to be collaborative, and employees should not be surprised by the mapping decision. Ultimately, the mapping decision lies with the College/Division approver and Leadership decisions during University wide mapping calibration sessions. Once mapping has been completed and the pay structure has been developed, employees will receive notification of the mapping results. At this time, there will be a review process for employees who are concerned with the mapping results.

**Q. What is the best way to learn about UCAP and prepare for implementation?**

A. Updates will be posted to [ucap.arizona.edu](http://ucap.arizona.edu) through the duration of the project.

# YOU ASKED, WE'RE ANSWERING!

## **Q. Is the position description resource form mandatory?**

A. No, the form is meant to be a resource for employees and supervisors to document the position description. In many situations, there may already be a position description on file. Reviewing the position description is a component of the mapping process, but the format of the information can vary.