Thank you, Wendy and thanks to all of you for participating today. Our primary objective is to provide you with UCAP updates and resources to support a successful implementation of the new career architecture and University Staff employment category. In today’s session, we will review the current status of the project, key dates and available resources in order to help you prepare to respond to questions or concerns that may be raised once the employee notification is distributed.
We are on target to implement UCAP with a January 27\textsuperscript{th} 2020 implementation date. To support that milestone, we have the following key dates:

Colleges & Divisions were provided with current position mapping data and the University Staff pay structure on August 29\textsuperscript{th} in order to begin the distribution of that data to supervisors in advance of employees being notified of their results. Employees will receive their UCAP Position Placement Results on October 29\textsuperscript{th}.

Classified staff will need to opt in our opt out by December 6\textsuperscript{th}. Later in the presentation, Emily Gillilan will share information about the opt in process, results letters that will be issued, as well as what the process will be for employees to request a reassessment of their position mapping.

UCAP Town Halls will be held in November, once the results letters have been issued.
From the beginning, UCAP was designed to be a collaborative, informed, thoughtful and transparent process.

As we transition to implementation, our goal is to ensure that supervisors and employees understand the career architecture, position mapping and calibration process. Calibration was the process where the UCAP project team, in collaboration with University leadership and managers, reviewed position mapping at the organizational and functional level to identify mapping trends and outliers. A goal of the calibration process, was to provide consistent leveling and placement across job functions and families, and college/divisions. This review also included an assessment of FLSA for some positions and review of positions that will be moving to Career-Track faculty.
As a supervisor, you can see the final mapping results of your direct reports in the Uaccess UCAP Mapping tool. Your college/division will need to provide you with the pay structure information for your direct reports. If you have questions regarding any position mapping changes that may have occurred during calibration, please discuss them with your college/division leadership. Any additional questions or concerns should be submitted to compensation. We anticipate calibration will continue to occur as we enter the position reassessment process. I am now going to turn it over to Emily to discuss the results letter and reassessment process.
Good Morning everyone, I’m Emily Gillilan from the Compensation team in HR.

Employee Career Architecture Placement Results will be sent through Uaccess. Employees will receive an e-mail that their results are ready to be viewed in Uaccess with instructions on how to access the results. This will look similar to the process for annual contracts that Appointed employees currently experience. The communication will go directly to employees and supervisors will not be copied with the results communication.

As you can see on the slide, we have included the expected format for what we anticipate the results to look like. The information will include their UCAP Job description title, Function, Family, Career Stream, level, pay grade and pay range. We will also include information on the University Staff employment group like Vacation Accrual rate, Retirement options and Conditions of Employment.

**Classified Staff, who are not in a probationary period or already at will (ancillary), will have the option to opt-in to transition to University Staff.** Our goal is to provide the information classified employees need to make the decision about whether they are choosing to transition to the University Staff Employment category or remain in their...
current classified position. Classified employees will make this decision in Uaccess by selecting a button to “Opt-in” or “Opt-out”. This decision will need to be made by December 6th 2019. If a classified employees makes no decision in Uaccess by default they will remain in their current classified job. Appointed employees will have to take no action and will transition to University Staff on January 27th with implementation, as well as Classified employees who do not currently have property rights. All employees will have the opportunity to request a reassessment if they would like their position mapping reviewed.
A Reassessment Request is the opportunity for an employee to complete updated position documentation and have their position mapping reevaluated. Reassessment request transactions must be submitted by November 15th. We will evaluate this timeline based on volume. We are recommending that employees first discuss their position mapping with their supervisor, who will be able to provide more insight on the mapping.

We would expect that the supervisor can walk an employee through the mapping process, the calibration process that occurred and how the career architecture and organizational structure were used to inform position mapping. If after the discussion an employee still would like their position reviewed, the employee will work with their supervisor to complete a position description and the Reassessment form, which includes a requested job code and justification. The supervisor will also include any comments and verify that the position description is an accurate reflection of the work that is being performed. It’s not necessarily that the supervisor has to agree with the requested job code, but that they are agreeing to work described in the position description. We expect supervisors to submit all reassessments through to their HR Department Approver, unless through discussions the employee agrees with their mapping as is. You can identify who your HR Department approvers are through
Once the form and position description are submitted to the HR Department approver, they will input a MSS Exception request transaction that will go through the approval channels. Again, HR Department and college/division Approvers do not have to agree with the requested mapping for it to be submitted to compensation, but rather are confirming the level of work that’s performed. Once it goes through the college/division approval channels, it will be routed to Compensation for review. We will be prioritizing Classified reassessment requests, as they have to make their decision by December 6th 2019.

Once Compensation reviews the reassessment request, we will be issuing results of the final position mapping. We anticipate this will occur by issuing an updated results letter to the department through Uaccess. At that time, Classified employees will be able to make the final decision about whether they are opting into University Staff or remaining in their current classified position. CLARIFY TIMING/OPT OUT
We are excited to announce that University Staff policies are published for the comment period at policy.arizon.edu. A UAnnounce is planned for later today to communicate the policy publication.

Key Policy Highlights include:

Vacation, Retirement and Separation from Employment for University Staff.

University Staff will accrue paid vacation hours at 22 days per year (prorated by FTE), starting from date of hire. For any classified staff members who currently accrue fewer than 22 days per year, their accrual rate will increase by transitioning to University Staff.

Retirement:
Newly hired University Staff in all career streams will have a one-time irrevocable choice between the Arizona State Retirement System (ASRS) or the Optional Retirement Plan (ORP). Anyone who does not elect a retirement plan within 30 days of new eligibility will default into the ASRS. Classified Staff members (other than UAPD officers) who move to University Staff will have a 30-day window beginning January 27th, to switch from ASRS to ORP or remain in ASRS. This is a one-time, irrevocable choice. Appointed Professionals are unaffected.
Separation from Employment:
The Separation from Employment policy states that the University Staff employment group is employed at will. This means that both UA and the employee may end the employment relationship at any time, with or without notice or cause. The Division of Human Resources will approve all discharges to ensure appropriate processes are followed.

For Appointed positions, you will no longer receive an annual contract continuing your employment for a defined period.

In conjunction with the separation from employment policy, there will be performance management guidelines and Reorganization or Reduction in Force Guidelines. The performance management guidelines set the expectation that supervisors will assist employees with job performance or conduct issues to improve to at least an acceptable level. Options for informal and formal corrective action are available. Performance management is not progressive discipline, and corrective action is not required prior to discharge for severe misconduct. However, the Division of Human Resources will support supervisors in using corrective action to address concerns.

The University Staff Reorganization or Reduction in Force Guidelines set specific guidelines to be followed when unit funding cuts or reorganizations require a reduction or change in staffing levels. This means that decisions regarding workforce reorganization will be made using a consistent and transparent process. University Staff will receive the post-separation privileges specified in the Classified Staff Layoff/Reduction in Force policy.

And although University Staff employment is at-will, employees who believe their separation violated UA or public policy may file a grievance with the Chief Human Resources Officer. The UA is committed to ensuring that our employees are treated fairly and respectfully in employment decisions.
In addition the policies just discussed,

University staff will have a standards of conduct policy, which means as a university staff employee you commit to demonstrating the core UA values, by being inclusive and respectful, demonstrating integrity, protecting UA assets, and providing a safe environment for our entire community.

The University Staff Compensation Policy outlines UA’s commitment to equitable compensation in compliance with all applicable laws and regulations. The new career architecture will facilitate comparing pay ranges for positions across the university and against outside employers. This will support fair and equitable pay practices.

The Management Authority and Employee Expectations policy outlines the authority to exercise customary management functions consistent with employee expectations of a safe and nondiscriminatory work environment. This policy is heavily derived from existing policies, and no substantial change is expected.
Your Role as a Supervisor

Understand
- Know where your employees are mapped in the Career Architecture
- Be comfortable with the information
- Be familiar with the messaging

Communicate
- Once results are issued, discuss mapping results with your employees
- Use and share the information provided
- Answer questions as they arise and direct employees to the UCAP website if needed

Advocate
- Be an ambassador supporting the new program
- Support your team members in their career growth
In order to support you in your role, we are providing tools and resources including the career architecture, work dimension guidelines, position mapping tools, FAQs and a leader toolkit and presentation.
Next, we will be discussing the University Staff pay structure, and you can utilize it to make market informed compensation decisions.
Through UCAP, the University has defined a compensation philosophy for the University Staff employment category in order to aligned our pay ranges with what other employers pay for positions similar to those at the University of Arizona. We utilized both higher education and general industry salary surveys and aligned the midpoint of our pay structure with the market median, or 50th percentile. Using a market informed pay structure allows us to develop compensation administration guidelines and informs the way that you, as supervisors, make compensation decisions.
We want to provide an overview of how the career architecture ties to our new pay structure.

You can see on that left that positions that perform similar duties and require similar skills are mapped to a job in the architecture. In this example, we show that 4 unique positions with unique titles and job descriptions may be mapped to one job (Multimedia Specialist). It is important to point out that UCAP is not changing individual position descriptions or duties. Also, positions can retain their current title as a working title and a working title can be used on business cards and also be a title that is provided during a reference check.

In this graphic, you see that a jobs in the architecture is connected to a job function, job family, career stream, and level.

Benchmark jobs in the career architecture will be mapped to external market data. External market data is obtained from salary surveys. Salary surveys report summary statistics on how employees are paid at organizations. We utilize the data provided to assign a particular pay range to a job. As I mentioned our compensation philosophy matches our benchmark jobs to the 50th percentile of the marketplace (50th percentile
is the point where 50% of employees are paid more and 50% are paid less) then we would take the data from the survey firm that shows the 50th percentile for the multimedia specialist and align it to a pay grade based on where there is the smallest amount of variance between the market and the midpoint of the pay grade.
Now that we assigned our jobs to pay grades, with corresponding ranges, how do we use the ranges to inform compensation?

Ideally, all employee’s would be compensated within their assigned pay range. For employees who are above pay grade maximum, we will not reduce their pay. These employees are typically referred to being “red circled”. In the future, employees above max will still be eligible for merit compensation, assuming they meet all other criteria, however the merit increase would be paid as a lump sum one time payment and does not increase their base pay. We will also evaluate the market and pay structure annually. Typically, a pay structure moves .5-2.5% per year. We are anticipating a 1% adjustment per year over the next 5 years.

For employees below minimum, they should be brought up to minimum by March 1st, changes would need to be effective by February 24th, the first day of the pay period. Units with grant-funded positions are also expected to be brought up to minimum by March 1st. Requests for hardship consideration should be submitted to your college/division leadership for review and then rolled up to the respective Senior Vice President.
Each pay range is market-informed with a minimum, midpoint and maximum. Where an employee’s pay falls within the range is determined by a few key factors.

One of the questions we frequently are asked, and one your employee may ask you, is why are all employees not paid at or above the midpoint? Compensation would not expect all employees to be at or above the midpoint, and this is because that full pay range is what you expect for a competitive market informed range. There are many factors that inform where an employee’s compensation should fall within a range including experience, knowledge, skills, performance and financial resources.

We can use our pay ranges and position mapping to assist with internal equity analysis.

We will be using this grid and methodology to inform compensation decisions and in line with our Compensation Administration Guidelines.
Through UCAP we will be creating a set of guidelines for compensation administration for University Staff. Some of the questions we received were in regards to possible inequities across the different colleges or divisions. These guidelines are a way to have consistent compensation practices across the institution and maintain the architecture in an equitable way.

These guidelines will define what a move within the career architecture looks like, for example a promotion, demotion, or lateral move. It will define the process for an incumbent review and how pay is managed. Compensation will review position mapping for new positions or positions that have changed.

As you can see in the decision matrix, there will be guidelines established for compensation decisions and anything outside guidelines will be routed to compensation for approval. Exception requests will require documented justification for approval.

And now I’ll be turning it over to Shari for FLSA.
Good morning, this is Shari Nelson, I’m with the compensation team in Human Resources.

As a part of the UCAP calibration process positions were reviewed to ensure University compliance with the Fair Labor Standards Act. During that process some currently exempt positions were identified as not meeting the exemption qualifications of one of the Department of Labors duties tests and must be reclassified as non-exempt. Non-exempt employees are typically paid on an hourly basis for hours worked and receive overtime for hours worked in excess of 40 in a work week. Exempt employees are paid an annual salary as compensation for all hours worked and are not eligible for overtime.

The DOL assumes all jobs are non-exempt unless the employer can document that there is a bona-fide reason why the position should be exempted from FLSA protections. To help make that determination the DOL has provided tests that are based on the duties of a position, how it is paid, and if the salary meets the minimum federally mandated threshold.

We received a few pre-submitted questions regarding FLSA resources and how to have
conversations with staff about moving from Exempt to Non-Exempt. We’re going to review the DOL’s qualifications for an exemption, management and supervisory responsibilities, some common concerns your employees might have as well as directing you to FLSA resources to help you prepare for these meetings.
What makes a position exempt? The department of labor mandates that a position can only be exempt if it meets all the following qualifications.

- First, The position has to be salaried. The position must be paid a predetermined and fixed salary that is not subject to reduction because of variations in the quality or quantity of work performed ("salary basis test") AND

- Second, The position must be paid equal to or more than a specified salary threshold (the "salary level test") AND

- And Third, The position must primarily perform executive, administrative, or professional duties as provided in the department of labor’s regulations (the "duties test")

A position must meet all three of these qualifications to be considered exempt.

For more detailed information on the FLSA and the duties tests we have a FLSA Toolkit that is available for review on the UCAP website. We will also be recording a webinar on the toolkit materials and will send out additional information when that is available. As many of you are aware the department of labor has proposed changes to the salary level test that would increase the weekly minimum salary, the proposed changes are currently under review and we do not have a timeline for approval or implementation from the DOL.
What are your responsibilities as a manager or supervisor to the employee.

- Have conversations with the affected employees.
- Assure them this is not a reflection of their performance.
- Listen to their questions and concerns
- Allow time for timekeeping training
- Remind them that all time worked must be recorded.

As a reminder, exemption status is not specific to UCAP or the University of Arizona, it is determined by the department of labor.
The current slide discusses some possible employee concerns about FLSA status changes that may come up in your meetings with employees. Let’s go over them to help you prepare.

- **Why is this change happening?** The university is dedicated to properly compensating employees in compliance with the DOL.
- **Is this a demotion?** Reiterate this change affects the way their pay is calculated and does not reflect a position’s value in the department or organization.
- **What if I forget?** Habits are hard to change. Employees who are used to working until a job is done may have trouble adjusting. Supervisors need to help employees comply with the rules of being non-exempt, this means allowing time for timekeeping training, reminding people about recording all hours worked and not working over 40 hours in a work week unless overtime is approved.
- **Will I still be able to advance my career?** Non-exempt employees can apply for promotions, exemption status does not impact career progression and is not a determining factor in meeting the qualifications for a new position.
- **Will I lose flexibility in my schedule?** Employees will still have flexibility within the university's and department’s policies for flexing time within a work week and use of leave accruals. Ensure that employees understand department and university policies and procedures for flexing their time and/or using vacation or sick leave.
Also talk to them about how compensatory time works and how to work with their supervisor to manage their time.

- Will I make less money overall? Employees may be worried that they will make less as they are no longer guaranteed a static salary. Explain to employees that they will be eligible for overtime for hours worked over 40 in a workweek and discuss management expectations when it comes to working overtime.
If you have a classified employee in a currently exempt position that is flagged to move to non-exempt that conversion will happen regardless of it they opt-in or opt-out of University Staff.

What if the employee asks why?

Here’s what we would explain to the employee: FLSA status is based on the duties and responsibilities of the position, the salary basis test, and the minimum salary test, not the title of the position or the current exemption status. During the creation of the University Career Architecture current positions were reviewed for FLSA compliance. The duties of your current position were identified as not meeting the requirements of one of the DOL duties test and therefore must be converted to non-exempt, regardless of if you opt in to University Staff. The change is to ensure an employee’s pay is calculated properly and that the University is in compliance with the DOL regulations.
Even though the exemption status will not change until January managers and supervisors should be aware of how they are treating currently exempt employees who are transitioning to non-exempt.
The above slide shows the current FLSA resources we have available to managers and supervisors to help them prepare for conversations with employees. As previously stated we will be recording a webinar on the FLSA overview and toolkit as an additional resource. If you have any questions about the FLSA and how it is interpreted please contact your local human resources or compensation.
To wrap up our webinar we want to summarize what steps each supervisor should take before October 29th when their employees are notified of their mapping results:

- Take the time to review the resources we are providing you, including the leadership toolkit.
- By reviewing these resources you will familiarize yourself with the career architecture and the position mapping process. This will help you answer any questions your employees may have about their position mapping.
- Take the time to understand your employees’ mapping and where they fall within the architecture and pay structure.
- Feel free to contact Compensation with any additional questions.

With that, we will take the time to answer some of the questions we’ve been receiving through chat.
Questions?