FAQs: Salary and Job Changes at UCOP

UCOP supports career growth and market-based compensation. Following are answers to frequently asked questions about salary and job changes at UCOP. This is meant to serve as a quick reference; the information applies to policy covered, non-SMG employees. Salary and job changes are governed by personnel policies, union contracts and OP administrative procedures.

Q. How does Career Tracks support career development?

A. The Career Tracks job classification framework defines each job title in terms of level (entry, intermediate, experienced, advanced and expert) and category (operational & technical, professional, supervisory, and management). Jobs are aligned with similar positions internally and in the external marketplace – most jobs performed at UC also exist at other employers, and we can benchmark our jobs within our labor market, and within UC. Managers and employees can see the next steps in a career progression within a job function, and can focus development activities on the required skills and abilities defined for each job in the Career Tracks structure.

Q. What types of job changes could justify a salary change?

A. Salary changes may be required to address market equity concerns, a promotion or a temporary assignment of higher level job duties (stipend).

Q. How much of an increase is a Department Head authorized to approve to address a job change?

A. Department Heads have the authority to approve increases up to 10% of an employee’s salary within the applicable Career Tracks salary range. An increase above 10%, and up to 25%, must be reviewed by HR Compensation and must be approved by the Executive Director of OP Local HR.

Q. “Reclassification” is not referenced above as a basis for a salary change – why not?

A. Traditionally at UC, “reclassification” was the term used when an employee moved to a higher-level position. Under Career Tracks, UCOP is making a distinction between the classification of a position (which is done by the UCOP Compensation group), and the movement of an employee to a higher level job (which is a decision made by a department in consultation with Local HR). If an employee is placed into a new or significantly changed position, their pay will be impacted based on one of the procedures outlined below.
Q. When is a market equity increase appropriate?

A. An increase may be appropriate to recognize expanded responsibility, rather than moving an employee to a higher-level position. An increase may also be used to address salary inequities or to retain an employee in response to a bona fide job offer. The manager should consider where the employee’s current salary falls within the Career Tracks salary range and how it compares to other employees. It’s appropriate for salary levels within a range to distinguish between employees with different experience and scope of work.

Q. When is a stipend appropriate?

A. A stipend is appropriate when an employee temporarily takes on higher-level job duties, for example due to a vacancy; another employee’s leave of absence; or as part of a special project. Department Heads have the authority to approve stipends up to 15% for up to twelve months.

Q. Should I plan to increase my employees’ salaries if they are below the mid-point of the Career Tracks salary range?

A. Managers should consider the full salary range when making pay decisions. The lower and the upper parts of the range are all considered within market. It’s appropriate for salary levels within a range to distinguish between employees with different experience and scope of work. The mid-point of the Career Tracks salary range is a reference point for the market and should not be considered the only destination within the salary range for current or newly hired employees when making pay decisions.

Q. Is it possible to promote an employee to a higher-level position without conducting a competitive recruitment?

Yes, a promotion may be appropriate if the manager determines the employee has demonstrated the **Level, Experience, Ability and Performance (LEAP)** to move to a higher-level position in the Career Tracks job family. LEAP focuses on the individual’s readiness to move to a different position. Does the employee...

- exceed the **level** of work in the current position? Is the employee ready to be successful doing the work of the higher-level position?
- have the required **experience** and the qualifications to work in a higher level or different position?
- demonstrate the **abilities** that would be a successful match for a higher level position?
• perform above the expectations for the current position?

There are a variety of other factors that should also be taken consideration, and managers should consult with UCOP HR prior to making a promotion decision.

Q. What are the affirmative action implications of a promotion?

Managers should consult with Local HR to be aware of affirmative action placement goals that may be in place for the applicable job category.

Q. Who has the authority to approve a promotion?

A promotion that does not involve a competitive recruitment must be approved by the Department Head and the HR Business Partner. For a promotion, the Department Head has the authority to approve a salary increase up to 15%. Promotional increases between 15% - 25% require review by HR Compensation and approval by the Executive Director OP Local HR.

Q. What documentation is required?

The Promotion Request Form [hyperlink] is intended to be used by departments and OP Local HR to document the justification to promote an employee. The documentation should include the employee’s resume, the new position description, and a discussion of the employee’s qualifications in terms of Level, Experience, Ability, and Performance. The documentation should also include an analysis of other employees who may be qualified for the promotional opportunity.

Resources and References

L.E.A.P.

A Guide To Compensation Planning at UCOP

PPSM 30: Salary Policy

PPSM 30: OP Administrative Procedure

Career Tracks information on the OP Local HR website