

Project Title: Career Tracks

Executive Summary

Career Tracks is the new UC system-wide classification structure for non-represented staff positions which replaces the current, outdated classification structure with one that aligns jobs with similar positions in the same occupation and specific area of specialty, both on campus and externally.

At UC Riverside, work began on the new Career Tracks structure for non-represented staff in the fall of 2014. UCR Human Resources reviewed all job descriptions for approximately 1,600 non-represented staff, collaborated extensively with campus leadership, organizational unit management and HR staff, and in many cases consulted with other UC experts to ensure that every position was properly classified in the new Career Tracks structure.

During this process, UCR Computing & Communications worked in collaboration with Human Resources to build and deploy an online web application for Career Tracks. This system supports the new Career Tracks job descriptions and provides a Job Builder tool, allowing departments to create and manage job descriptions. Career Tracks is UCR's campus repository of job descriptions and replaces UCR's Job Description System (JDS).

Project Highlights

- **Early Adopter.** UC Riverside is early in deploying an online system supporting Career Tracks.
- **Rapid Development.** Deployment of this online system was completed in 6 months.
- Career Tracks uses **Single Sign-on** (CAS) for authorization and the campus Enterprise Access Control System (EACS) for authorization.
- The UCR Career Tracks implementation is completely integrated with both iReview, UCR's reclassification and equity system, and iRecruit, UCR's online recruitment management system.

iRecruit: Career Tracks is Integrated with the Campus Staff Recruitment System

The job description is central to the recruitment process, and is made available as part of the job posting. iRecruit users access a view of Career Tracks from iRecruit, and populate the job description as part of the requisition creation and approval process. The job description is classified by Human Resources prior to the posting of a position.

iReview: Career Tracks is Integrated with the Campus Staff Equity and Reclassification System

The job description is at the heart of the reclassification & equity review process. Candidates for a reclassification or equity review must have a job description within Career Tracks before the iReview process is initiated. Users access Career Tracks through iReview and make edits to the job description to reflect changes to the incumbent's position (this is optional for equity reviews). The new job description is reviewed by Human Resources, and is classified (while the old job description is retired) when the reclassification or equity review is approved.

- **Career Tracks is built with GRAILS.** The GRAILS (Groovy on Rails) programming language and technology stack. This high-productivity development framework enables UCR to build web applications like Career Tracks in a very short timeframe.
- **Built for Mobile.** The UCR Career Tracks implementation is “responsive” and built to work on mobile devices (e.g. tablets, smart phones).
- **Common Infrastructure.** Career Tracks leverages existing infrastructure (e.g. virtual machines, storage, and database) thereby allowing developers to focus on development and not on backend configuration details.

Technology and Implementation

Career Tracks takes advantage of a suite of application development tools that allows for rapid development.

- The **GRAILS** (Groovy on Rails) programming language and technology stack
- Development **IDE** supporting Java, and Model View Controller (MVC)
- Common infrastructure (e.g. virtual machines, storage, and database)
- **Puppet** to automatically provision Virtual Machines
- **Jenkins** to create new builds
- **Rundeck** for deployment
- **Apache Fuse** Enterprise Service Bus (ESB) to provide web service integration for:
 - User authorization
 - Person information
 - Accountability structure (orgs and depts.)
 - Title and Pay Plan (new and old title codes, grades)
 - HR Data Warehouse

“With the implementation of Career Tracks at UCR the days of inconsistent and or incomplete job descriptions are going away. Career Tracks is proving to be a great tool in standardizing job descriptions for a job family/function yet it is flexible in allowing some customization as needed. Career Tracks is an online system that makes creating job descriptions convenient, effective and efficient. I am excited about how technology is advancing and to be a part of the Career Tracks project.”

-- Esperanza Steward, Senior Human Resources Analyst, Office of the Chancellor and Provost/EVC

Career Tracks is a fantastic new system that makes creating a job description so easy and so fast. I started using the Job Builder system without any type of formal training; the application is set-up so well that it easily guides you through the creation of a job description. I have created approximately 5-10 new job descriptions using the new system and have finished all in under 30 minutes/description, which is a vast improvement time wise.

-- Shelley Gupta, CFAO, Computing & Communications

Build and Development Process

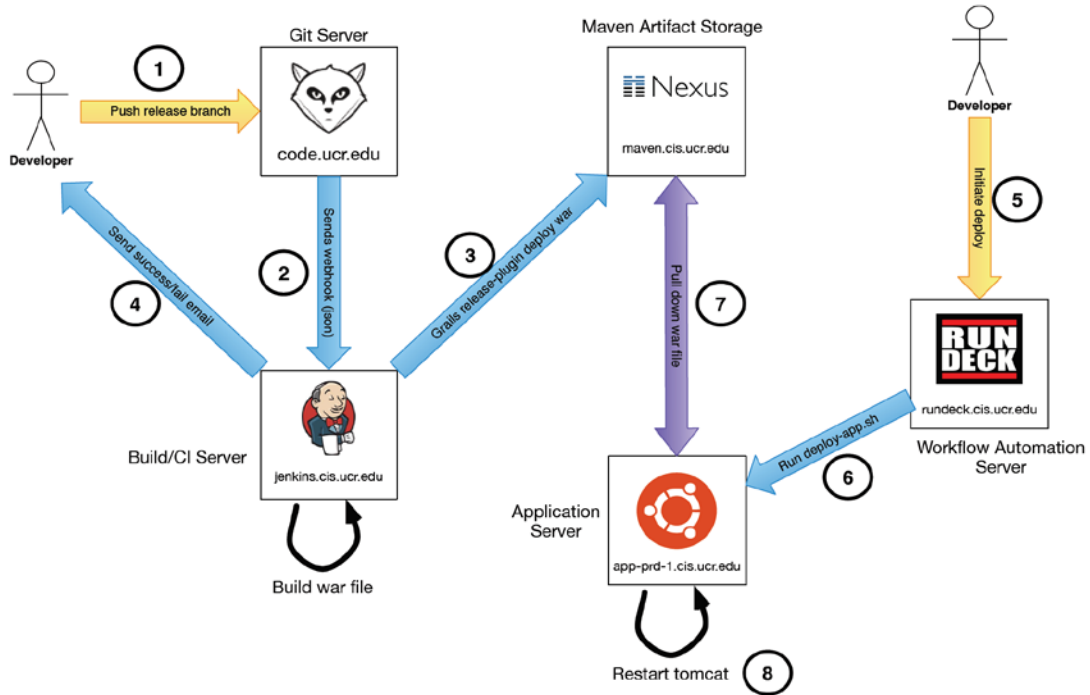


Figure 1 – Grails Build and Deployment Process

Infrastructure

Career Tracks leverages existing infrastructure (e.g. virtual machines, storage, and database) thereby allowing developers to focus on development and not on backend configuration details.

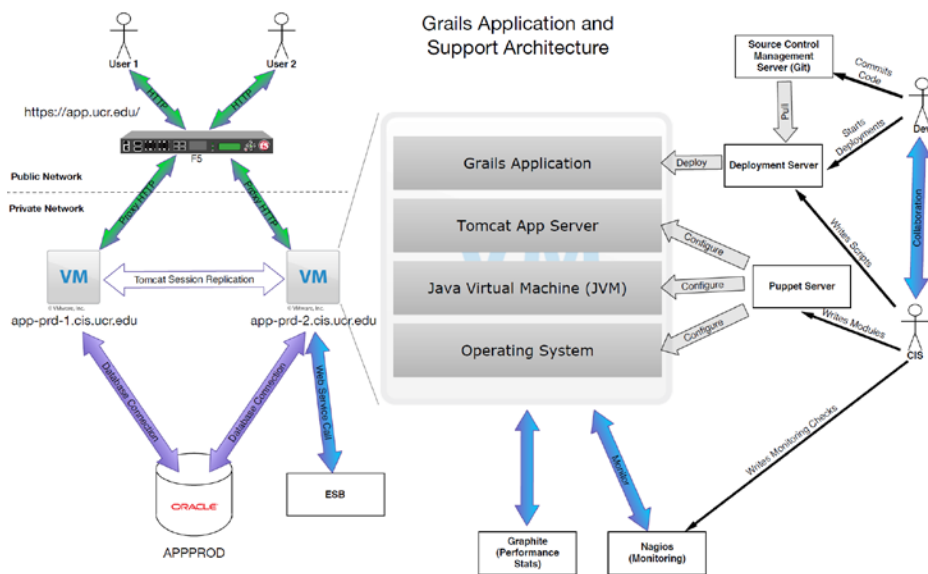


Figure 2 – Grails Application and Support Architecture

***“The Job Builder has turned out to be more than a job description writing application. It continually exceeds our expectations with the proven flexibility seen in deployed enhancements such as reporting capabilities, customization options and functionality, while allowing us to maintain the integrity of the classification of positions. The C&C team has been dedicated in creating a quality product for not only us as a client, but really has focused on creating a friendly and intuitive user experience. Users can access the application from their PC or any smart device and expect the same look, feel and user experience. This is an added benefit to many of our clients who are working on the go and/or remotely. We are exceptionally proud to have this in our HR suite of applications.*”**

-- Jennifer Poliakon, Principal Compensation/Classification Analyst, UCR Human Resources

Career Tracks Functionality

The Career Tracks web application supports the new Career Tracks job descriptions and provides a Job Builder tool, allowing departments to manage job descriptions for new positions. Career Tracks is UCR's campus repository of job descriptions and replaces UCR's Job Description System (JDS).

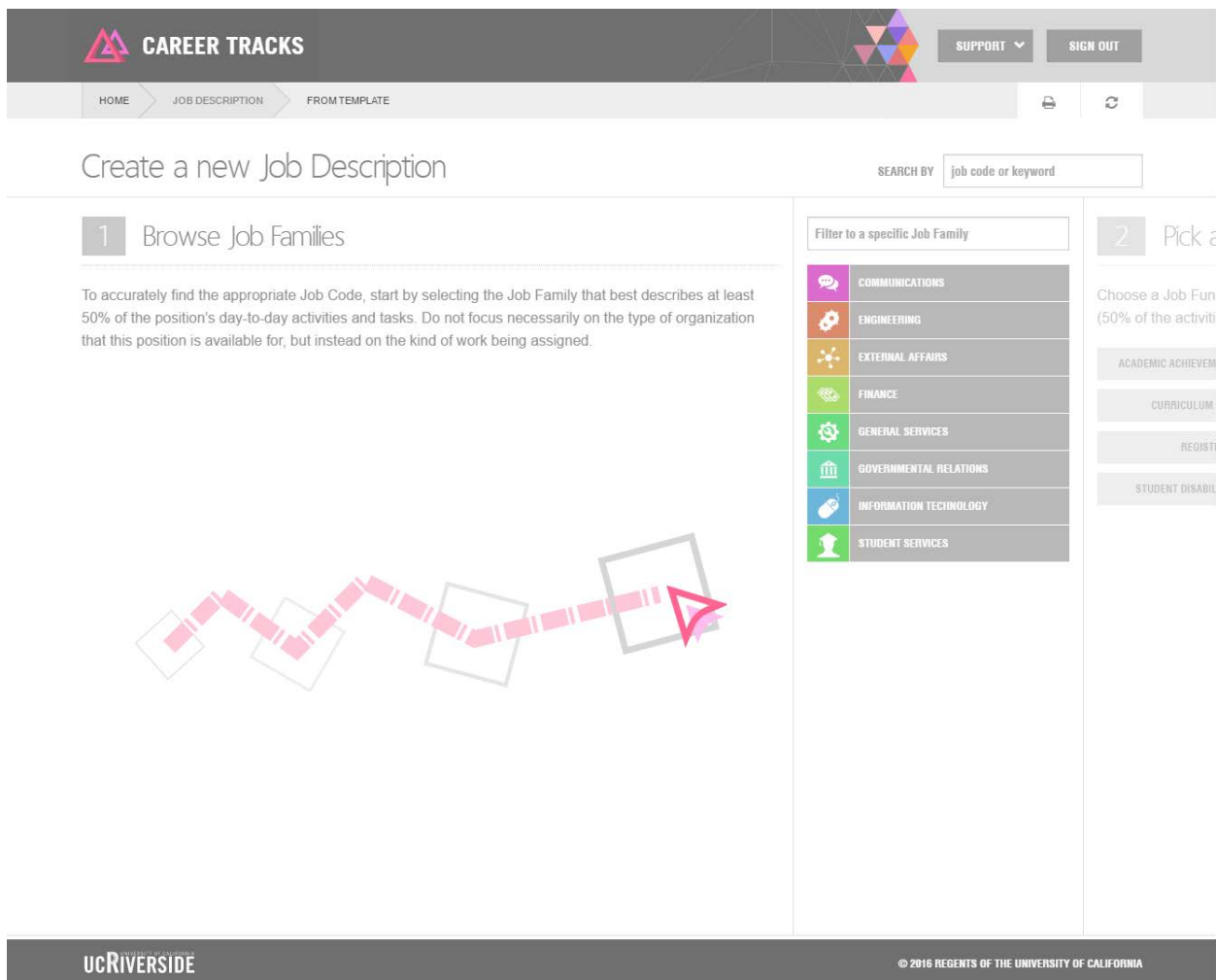


Figure 3 – Create a New Job Description

Career Tracks organizes jobs into families, functions, categories and levels which correspond to specific job codes and salary grades.

Job Family	A group of jobs in the same general occupation		
Job Function	A more specific area within a family		
Job Category	Individual Contributor Series		Leadership Series
	Operational & Technical	Professional	Supervisors & Managers (2+ FTE)
Career Level	Level 1	Entry (Level 1)	Supervisor 1
	Level 2	Intermediate (Level 2)	Supervisor 2
	Level 3	Experienced (Level 3)	Manager 1
		Advanced (Level 4)	Manager 2
		Expert (Level 5)	Manager 3
		Manager 4	

Figure 4 – Career Tracks Job Families, Functions, Categories, and Levels

The Career Tracks web application supports the Job Families, Job Functions, Job Categories, and Career Levels by providing a “wizard-type” functionality that walks the user through a series of steps.

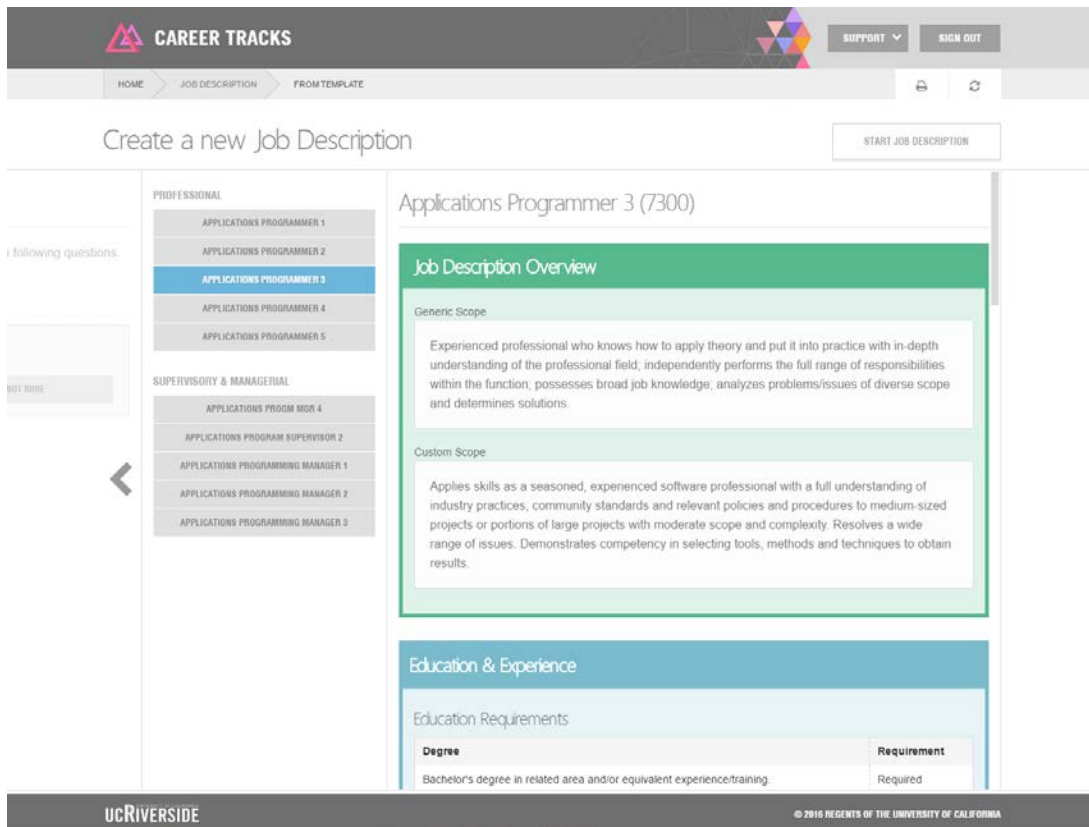


Figure 5 – Choosing a Job Category Using the Job Builder Tool

Career Tracks Roles

The Career Tracks system supports the following roles. Each role is assigned through the Enterprise Access & Control System (EACS).

- Departmental HR Coordinator - Responsible for initiating and maintaining the job description. The departmental coordinator prepares the job description and ensures proper procedures for review and approval at the departmental level are met.
- Organizational HR Coordinator - Responsible for ensuring the job description is appropriate based on organizational standards. The organizational coordinator may update or edit any aspect of the job description.
- HR Classification Analyst - Responsible for ensuring the job description is classified correctly. The classification analyst ensures that job specific details align with the series concepts and classification specifications.

Career Tracks Routing

Routing within Career Tracks follows a specific department - organization - human resources chain. The job description may be checked out to various users along the way. Departmental HR Coordinators have the ability to maintain the job description after it has been classified. Updates to job descriptions are also required to be routed through the department - organization - human resources chain.

Project Timeline

August 2014	Project Initiation
February 2015	Deployment of Career Tracks system for HR internal use
September 2015	Instantiation of Job Standards (Job code templates)
October 2015	Employee Reconsideration requests
April 2016	All New Non-represented Staff Job Descriptions available

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