FAQs from the Town Hall on December 7, 2015

Career Tracks
Answers provided by Human Resources

What, if any, factors about an employee’s education, experience and UC work history are considered when identifying the appropriate class for migration within Career Tracks?
Migration of payroll titles within Career Tracks is based solely on the essential responsibilities of like positions, separate from the unique qualifications of each incumbent.

How does Career Tracks support career planning and development?
By aligning University jobs to their respective labor market by occupation, Career Tracks supports the development of possible career paths within and across all UC locations.

How does Career Tracks support pay for performance?
Career Tracks is creating consistency and transparency by identifying the required knowledge, skills and abilities necessary to meet expectations at each job level.

Can Career Tracks migration result in a demotion?
No. Actual job duties and expectations will not change. Employees will be assigned a job title in the new Career Tracks structure that best fits the current job/role performed.

Can Career Tracks migration result in an increase or decrease in salary?
No. There will be no immediate impact to pay (either upward or downward), although the new classification system will provide a better foundation for determining appropriate market-based salaries in the future.

For staff that undergo a change in Career Tracks from a non-exempt employee eligible for overtime to an exempt title, what is the plan to compensate for this change?
Migration within Career Tracks should not negatively impact an employee’s compensation. Departments can review employee’s wage history to determine if an employee is adversely impacted through migration from a non-exempt to exempt title. If this rare occurrence does occur, the Department can work with HR Compensation during the annual equity program to do what’s best for the employee.

Where are the salary ranges posted with the new job titles?
The salary ranges post as soon as they become available from University of California Office of the President. The ranges currently available can be found at the UC Davis salary webpage.

What are the plans for converting represented titles to Career Tracks?
Current Career Tracks effort is focused on non-represented titles system-wide. If the decision is made at a later date to consider represented titles, that will involve labor negotiations between UCOP and representatives from multiple bargaining units.

What is the process for initiating payroll title changes as a result of migration?
Departments that utilize the Shared Services Center can initiate a ticket to have the change made. Departments not utilizing the Shared Services Center will need to make the change within PPS.
FAQs from the Town Hall on December 7, 2015

Compensation & Reclassification

Answers provided by Human Resources

What are the factors and the process for determining the starting salary for a new employee (near the bottom of the range versus closer to midpoint)?
Departments have delegation of authority for negotiating starting salaries. HR Compensation provides support when requested and maintains published salary guidelines for recruitment.

How can departments address inequities between established employees making below midpoint and new employees hired closer to midpoint?
UC Davis participates in the fiscal equity program every October to seek and address equity concerns. Year round, HR Compensation maintains published equity adjustment procedures.

Within a reclassification, how is the new salary determined?
Salary is determined at the department level and subject to UC Davis Personnel Policies for Staff Members (UC PPSM 30).

What is the role and responsibility of the employee, supervisor, and HR team within a reclassification process?
Employee’s role: Employees should know and understand their current job description and responsibilities. If they identify permanent work not outlined in their current job description, they should initiate a conversation about their responsibilities with their supervisor.

Supervisor’s role: Supervisor has the authority to assign work appropriate for their workforce. They should establish clear roles, responsibilities and expectations for their staff. They should proactively review each staff person’s job description at least every two years. If changes are required to the job description, supervisors should ensure changes are updated timely and submit to PeopleAdmin for review.

HR Team’s role: Compensation has delegated responsibility for reviewing position description changes and ensuring all positions are adequately classified.
FAQs from the Town Hall on December 7, 2015

Pay for Performance
Answers provided by Human Resources

How does the salary program for represented employee compare and/or contrast with the salary program for non-represented employees?
Salary programs for represented employees are established by contract with labor unions. Salary programs for non-represented employees are initiated with guidance from the University of California Office of the President.

What are the obstacles for incorporating merit based pay to represented employees?
Represented employees are subject to contracts negotiated between labor unions and the University of California Office of the President. Any changes to wages or working conditions must be negotiated and agreed to by contract.

How can supervisors support pay for performance?
Supervisors can support pay for performance by actively participating in the University’s broader performance management program. Supervisors should have ongoing conversations with staff to include consistent feedback, goal setting and quarterly performance review discussions.

How can employees support pay for performance?
Employees can support pay for performance by actively participating in the University's broader performance management program. Employees should have ongoing conversations with their supervisors about goals and expectations, and they should actively participate in their annual performance review by completing a Summary of Accomplishments (SOA).

What is the current philosophy regarding cost of living adjustments (COLAs) for non-represented employees?
The University’s salary program for non-represented employees is merit based and does not consider cost of living when determining wage increases.

What interaction and considerations occur between the cost of living adjustments (COLAs), merit increases, and equity adjustments?
These are separate activities and are not dependent on each other.

How much did the university spend last fiscal year on cost of living adjustments (COLAs), annual merit increases, and equity adjustments for all employees?
The total budget for salary increases for represented and non-represented staff in 2015-16 is about $59 million.

What are the current salary agreements between the various labor groups on campus?
Collective bargaining contracts are available from the UC Davis Employee & Labor Relations webpages.

On average, what were the salary increases for represented employees last fiscal year?
Salary increases for represented employees are bargained and part of contracts. Collective bargaining contracts are available from the UC Davis Employee & Labor Relations webpages.
FAQs from the Town Hall on December 7, 2015

Performance Management & Employee Appraisals
Answers provided by Human Resources

How can employees provide feedback on their supervisor’s annual appraisal?
Currently, we do not have widespread use of a 360-degree evaluation tool that collects supervisory feedback from direct reports and others.

How can customer feedback (colleagues, patients, students) incorporate within the annual appraisal process?
Currently, we do not have widespread use of a 360-degree evaluation tool that collects feedback from customers. However, if an employee receives recognition from a customer, the employee should share that information with their supervisor and note it in their Summary of Accomplishments (SOA) during the annual review.

How does the annual appraisal process recognize the full year’s accomplishments for an employee who transfers laterally within the year?
The employee should capture the full year’s accomplishments in their Summary of Accomplishments (SOA) during the annual review. The employee’s current (new) supervisor should contact the previous supervisor and seek confirmation of employee’s SOA and solicit additional feedback to contribute to the full year’s review.

Calibration
Answers provided by Human Resources

What is calibration?
Calibration is setting, or resetting, a measurement device to a base level. In the context of calibration during annual performance reviews: calibration is achieved through management team discussion of appraisal ratings, and level setting or developing a common understanding of the expectations of each level of performance within that specific unit.

What is the goal distribution for our university?
Our Pay for Performance philosophy seeks to truly differentiate our best employees so we can implement a merit program designed to retain and motivate all employees. We believe this question is asking if there is an expectation for a “forced distribution” where there is a requirement for X percent of employees distributed across the various rating levels. There is no expectation for a “forced distribution.” However, given an institution of our size we could logically expect to have a larger population in the middle of the ratings scale with smaller populations at each end of the scale.

How did we determine the goal distribution for our university?
FAQs from the Town Hall on December 7, 2015

The distribution guidelines are just that, guidelines. As stated in the previous question, an institution of our size could logically expect to have a larger population in the middle of the ratings scale with smaller populations at each end of the scale or something more representative of a curve.

What were the ratings distributions from the 2014-2015 appraisal process?

Davis Campus Completed Appraisals for Non-Represented Employees

<table>
<thead>
<tr>
<th>Rating</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exceptional</td>
<td>1422</td>
<td>442</td>
<td>442</td>
</tr>
<tr>
<td>Exceed Expectations</td>
<td>1285</td>
<td>1339</td>
<td>1422</td>
</tr>
<tr>
<td>Meets Expectations</td>
<td>1285</td>
<td>1285</td>
<td>1285</td>
</tr>
<tr>
<td>Improvement Needed</td>
<td>26</td>
<td>12</td>
<td>26</td>
</tr>
<tr>
<td>Unsatisfactory</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>3176</td>
<td>3176</td>
<td>3176</td>
</tr>
</tbody>
</table>

UCDHS Completed and Approved Appraisals for Non-Represented Employees

<table>
<thead>
<tr>
<th>Rating</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exceptional</td>
<td>519</td>
<td>466</td>
<td>519</td>
</tr>
<tr>
<td>Exceed Expectations</td>
<td>861</td>
<td>805</td>
<td>861</td>
</tr>
<tr>
<td>Meets Expectations</td>
<td>473</td>
<td>478</td>
<td>473</td>
</tr>
<tr>
<td>Improvement Needed</td>
<td>16</td>
<td>22</td>
<td>16</td>
</tr>
<tr>
<td>Unsatisfactory</td>
<td>3</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>1872</td>
<td>1771</td>
<td>1872</td>
</tr>
</tbody>
</table>

How did the ratings distributions from the 2014-2015 appraisal process compare to previous years?

Davis Campus Completed Appraisals for Non-Represented Employees

<table>
<thead>
<tr>
<th>Rating</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exceptional</td>
<td>461</td>
<td>451</td>
<td>442</td>
</tr>
<tr>
<td>Exceed Expectations</td>
<td>1297</td>
<td>1339</td>
<td>1422</td>
</tr>
<tr>
<td>Meets Expectations</td>
<td>1056</td>
<td>1074</td>
<td>1285</td>
</tr>
<tr>
<td>Improvement Needed</td>
<td>26</td>
<td>12</td>
<td>26</td>
</tr>
<tr>
<td>Unsatisfactory</td>
<td>4</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>2844</td>
<td>2877</td>
<td>3176</td>
</tr>
</tbody>
</table>

UCDHS Completed Appraisals for Non-Represented Employees

<table>
<thead>
<tr>
<th>Rating</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exceptional</td>
<td>437</td>
<td>466</td>
<td>519</td>
</tr>
<tr>
<td>Exceed Expectations</td>
<td>792</td>
<td>805</td>
<td>861</td>
</tr>
<tr>
<td>Meets Expectations</td>
<td>468</td>
<td>478</td>
<td>473</td>
</tr>
<tr>
<td>Improvement Needed</td>
<td>10</td>
<td>22</td>
<td>16</td>
</tr>
<tr>
<td>Unsatisfactory</td>
<td>2</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>1709</td>
<td>1771</td>
<td>1872</td>
</tr>
</tbody>
</table>
FAQs from the Town Hall on December 7, 2015

Staff Assembly
Answers provided by Jessica Potts, Chair, Staff Assembly

What is Staff Assembly doing to support campus climate?
Staff Assembly is dedicated to partnering with Human Resources and Administration to improve campus climate for staff. Staff Assembly currently has representation on the Campus Climate Task Force as well as the newly developed Supervisory Training Committee. Staff Assembly has created an Event Chair position as part of our executive committee that focuses on planning inclusive events to support staff engagement.

How is Staff Assembly partnering with other campus organizations to lead change?
Staff Assembly partners with the following groups on campus. We would love to have more volunteers to help lead change and look forward to your participation with Staff Assembly

- Staff Diversity Administrative Advisory Committee
- Administrative Management Group
- Human Resources including Staff Development and Professional Serviced
- Campus Community Relations

How is campus leadership supporting Staff Assembly?
Chancellor Katehi is a tremendous supporter of Staff Assembly in several ways. I thought it may be helpful to highlight a few examples of support over the past year.

- Increased financial support for the Thank Goodness for Staff picnic.
- Financial support for the Citation for Excellence Awards.
- Monthly one-on-one meetings with the Chair and Chair elect.
- Quarterly meetings with the general board.
- Monthly breakfast with the Chancellor, which was recently expanded to the Sacramento campus.

Career Development
Answers provided by Human Resources

What is the employee’s role in managing their career development?
An employee’s career reflects personal and professional goals and the individual decisions made in pursuit of those goals. The employee is responsible for managing their career development.

What resources are available for an employee to track and manage their career development?
HR Talent Management’s Staff Development and Professional Services (SDPS) offers a variety of career development resources including an online career management toolkit, an individual development plan, a career catalyst brown bag series, a career management academy, and career counseling and coaching services.

What is the supervisor’s role in managing an employee’s career development?
The supervisor can help facilitate an employee’s career development by encouraging professional development goals in the annual review process. The supervisor can help the employee identify
resources and opportunities for development that align with the responsibilities of the unit and the career development goals of the employee. Staff Development and Professional Services (SDPS) offers a variety of career development resources.

Are supervisor’s trained to support the career development of their employees?
HR Talent Management’s Staff Development and Professional Services (SDPS) and Training Development units offers three certificate series for managers and supervisors that include instruction on career coaching, performance management and employee development from the manager’s perspective.