CAREER TRACKS
Supervisor Toolkit

FAQ: For Managers

Job Mapping Questions

1. **What does it mean to be "mapped" to the new job structure?**
   The process of moving a <u>job</u> from the current classification/job title into a new job title that is part of a designated job family and function is referred to as "mapping."

2. **How did managers and supervisors participate in the mapping process?**
   Human Resources and Compensation have made preliminary job mapping recommendations based on a review of each employee's existing job description, where available. This preliminary work was done to assist unit leaders and managers with the task of reviewing and refining the recommended new job title for each employee.

   Designated departmental Mapping Coordinators, along with direct managers and supervisors, reviewed current job responsibilities and expectations for each employee in preparation for   confirming his or her new job title in the Career Tracks structure. Managers may also have collaborated with peer managers within the unit to ensure that all managers applied a consistent approach to reviewing and finalizing these recommendations.

3. **How will employees in hybrid jobs who have responsibility for multiple specialty areas be mapped?**
   The major duties of a given job will determine how to map it to a new job function. The chart below recommends a solution for mapping each hybrid job to a new job family:

Hybrid Jobs	
Situation	**Solution**
One set of duties constitutes over 50% of the job.	Use the job family that constitutes over 50% of the job.

No set of duties constitutes over 50% of the job, but one set of duties is greater than any other.	Use the job family that has a greater % of duties than any other job family.
No set of duties clearly predominates.	Use the job family that you would emphasize when recruiting for the position.
No set of duties clearly predominates, and the combination of duties is captured in a "multi-functional" job family.	If the combination of duties is captured by a defined "multi-functional" job family, and such job family **is a better match than other, more specific, job families**, use the "multi-functional" job family (examples include Administrative Operations within General Administration; HR Generalist within Human Resources; Information Systems within Information Technology).

4. **Will supervisors and managers still have flexibility to design jobs based on what is needed in the organization?**
   Yes. As a manager or supervisor, you will still have the flexibility to design jobs that make sense for your department, and we expect that the new tools at your disposal will make this process easier. Job standard templates can be edited to reflect the responsibilities performed by the employee.

5. **Two employees are currently in the same job title. Their new Career Tracks job titles are different. Why might this be the case?**
   The Compensation Unit found when comparing job descriptions for employees in the same job titles that in some cases the responsibilities, scope, required knowledge and skills, staff size, or other key variables were different. Or, over time job duties changed for a given employee but the job description on record was never updated to reflect assumption of additional responsibilities.

   The implementation of Career Tracks job titles provides the organization with a fresh review of the current role and responsibilities for each employee. New titles were assigned in consultation with managers to ensure that the most current information for each job was taken into account for assigning a job title in the new structure.

6. **Two employees are currently in different job titles and/or personnel programs. Their new Career Tracks job title is the same. Why might this be the case?**
   The new Career Tracks job architecture has been built to align with the labor market for comparable jobs at other organizations. In a few cases we found that we had more levels of a given function here at OP than existed elsewhere. It is possible that employees previously in different job levels were mapped to a new, consolidated job title that now has external comparators in the labor market. Given that each job title has been assigned a broad salary range, previous differences in experience, performance or responsibilities should still fit within the new salary grade and range for affected employees.

7. **What happens if someone's new job level is "lower" than the old one?**
Some of the new job series have fewer levels than the current job series. Therefore, having a different number in the title does not indicate that the new classification is "lower." For example, a current Programmer Analyst III might be comparable to an Information Systems Analyst 2. In any case, when the new classifications are implemented, an employee's salary will not be affected.

8. **What happens if an employee was mapped to a job level that does not correspond with their own personal level of experience or educational background?**
Employees have been mapped to job titles by their managers to reflect the demands of the unit and the work required to support the organization for that function. Even though an employee may possess skills, experience or educational degrees beyond those required for their new job title, he/she has been mapped to the new structure based on the responsibilities, scope, knowledge and skills, etc required by the position. For example, an employee may have a law degree, but the salary range and job title of their new Career Tracks position are reflective of their current responsibilities, not their law degree.

Job Mapping Questions – Manager and Professional Job Titles

9. **What's the difference between a supervisor and a manager?**
Specific differences are described by the generic scope of each supervisory and managerial   level. Another way to look at it is that a manager is responsible for making significant decisions on what the unit does: its purpose, functions and role, and for making commitments and decisions that require the expenditure of significant unit resources. Managers have a significant, external focus (to the world outside the unit), whereas a supervisor has a more   internal focused responsibility for implementing the manager's decisions through the work of subordinate employees. Once a decision is made on what to do, supervisors have a significant role in deciding how to do it; how to achieve the objective established by the manager.
Supervisors often perform the same kind of work that the subordinates do; managers do not do the daily work of the unit as a regular part of their work, they may do it more on an exception basis or in resolving the most difficult problems facing the unit.

10. **Why did an employee's job title, which was submitted as a manager, come back as a professional?**
The Supervisory and managerial category describes a position that exercises independent   judgment in determining the distribution of work of at least 2 FTEs, and makes decisions or recommendations about 3 or more of the following: hiring decisions; performance ratings; merit increases, promotional opportunities, reclassification requests; written warnings,   suspensions, disciplinary actions;

and/or resolution of grievances or complaints. Each individual job mapping submission was reviewed against this definition, and if the customized job content provided by the manager for custom scope, key responsibilities, problem solving and supervision (including organizational chart) did not support the definition of a supervisor or manager job standard, the employee was subsequently approved for a professional job title.   Professionals may achieve and be responsible for many of the same functional responsibilities   as a manager or supervisor, but achieve results through their own, personally performed duties, rather than through the efforts of direct reports.

Professional Job Titles

11. **What's the difference between a Supervisory Level 2 (S2) and Supervisory Level 1 (S1)?**
The key differences between S2 and S1 are defined by the generic scope. A S1 provides immediate supervision to a unit or group of operational or technical employees, whereas a S2 provides supervision and guidance to a group of professionals or **skilled** operational and technical employees.

12. **I think an employee should be a Professional Level 3 Experienced (P3) but the job title assigned in the new structure is a Professional Level 2 Intermediate (P2). What is the difference?**
The generic scope for a P3 describes a position requiring full understanding of the professional field, the ability to apply theory and put it into practice resolving problems of diverse scope and   complexity, and broad job knowledge. A P2 position typically applies acquired professional knowledge and skills to complete tasks of moderate scope and complexity; exercises judgment within defined guidelines or practices to determine appropriate action. If the job description used to assign the new job title did not reflect the scope and requirements of the P3 then the incumbent is appropriately mapped to the P2.

13. **Why did a long-service, key employee who was recommended for a Professional Level 4 Advanced (P4) job get mapped to a Professional Level 3 Experienced (P3)?**
The generic scope for a P4 describes a position that regularly serves as a technical leader to their department or broader community, performs duties requiring specialized expertise, and frequently analyzes or resolves issues that are unique and without precedent. If the job description provided no or very limited content that aligned with professional level 4 key responsibilities or scope, we couldn't in good faith assume the employee was performing a P4 position. Length of service, while providing employees and the organization with a wealth of institutional knowledge, does not by itself determine the level of responsibility required for the position. Length of service, as well as experience on committees or special projects outside of the scope of the primary job responsibilities, are helpful for preparing the individual for future career opportunities but also do not define the scope or level of the current position.

14. **Why did a position that was submitted as a Professional Level 5 Expert (P5) get**

moved to a Professional Level 4 Advanced (P4)?
The generic scope for a P5 describes a position that is a recognized expert with significant impact and influence on system-wide policy and program development. Professional positions at this level regularly lead projects of critical importance to the overall organization. Limited positions were mapped to a P5. In contrast, P4 positions regularly serves as a technical leader, perform duties requiring specialized expertise, and frequently analyze or resolve issues that are   unique and without precedent. If an employee's job duties as currently described provide no or very limited content that aligns with the P5, the employee was mapped to a P4 position.

Additional review and calibration was conducted across all units for P5 positions to ensure fairness and consistency in applying the definition of this level.

Manager Job Titles

15. **A position was mapped to a Manager Level 1 (M1) instead of a Manager Level 2 (M2). Why?**
    The Compensation Unit, HR and executives reviewed all levels of manager job mapping across all departments at OP to ensure that individual positions were aligned consistently across departments and job families by starting with the generic scope for each job description under   review. For example, positions mapped to a M2 have responsibility for managing a department though subordinate managers. In contrast, a M1 is the primary manager of a unit or department and does not manage subordinate managers. This is a difficult concept to apply consistently given the lack of hierarchy in many departments, and great care was taken to ensure that employees were not unfairly disadvantaged based on department structure.

    The M2 job typically oversees one or more managers or multiple supervisors and professionals. The review process also consistently applied other components of generic scope – M2 positions also serve as a consultant to senior management, and have significant responsibility to achieve broadly stated goals for the department, identify objectives, direct programs, and develop overall departmental or organizational strategies and policies.

16. **A position was mapped to a Manager Level 2 (M2) instead of a Manager Level 3 (M3). Why?**
    The Compensation Unit, HR and executives reviewed all levels of manager job mapping across all departments at OP to ensure that individual positions were aligned consistently across departments and job families by starting with the generic scope for each job description under   review. For example, positions mapped to a M3 lead a critical function, typically managing multiple subordinate organizations with different levels of Managers 1 and 2, supervisors, professionals and other staff. In contrast, a M2 has responsibility for managing a department though subordinate managers, supervisors and professionals, serves as a consultant to senior management, has significant responsibility to achieve broadly stated goals for the department, identifies objectives, directs programs, and develops overall departmental strategies and policies.

17. **A position was mapped to a Manager Level 3 (M3) instead of a Manager Level 4 (M4). Why?**
The Compensation Unit, HR and executives reviewed all levels of manager job mapping to ensure that individual positions were aligned consistently across departments and job families by applying the generic scope to each job description under review. For example, positions mapped to a M4 serve as the senior manager overseeing a large organization with multiple departments. They identify objectives and direct critical programs with major constituencies across the organization. Very few positions meet the M4 criteria. In contrast, a M3 position leads a critical function, typically managing multiple subordinate organizations with different levels of Managers 1 and 2, supervisors, professionals and other staff.

Other HR Practices

18. **Once we implement Career Tracks, how do we use the new job standards to fill an open position?**
For a vacant position, the supervisor will prepare a job description based on the Career Tracks job standards. The supervisor will work with HR to select the appropriate Career Tracks job standard. The supervisor will need to customize the job standard as necessary to reflect the responsibilities of the open position.

19. **How will reclassifications happen in the new system?**
Supervisors and managers will be asked to submit reclassification requests using the new Career Tracks job standards if significant and permanent job duties have changed. The supervisor will work with HR to select the appropriate Career Tracks job standard. The supervisor will need to customize the job standard as necessary to reflect the responsibilities of the position. Compensation will review and assign a grade and range in the new Career structure.