

Career Path Modernization (CPM) Community Update

June 2023



Agenda

June 2023 CPM Community Forum



Job Validation

Process Overview



Calibration & Collaboration

Ensuring Effectiveness



Education & Training

Ensuring Readiness



Timeline & Visibility

Where We're Headed



Staying Engaged

Timely Updates

HR Modernization

An essential part of enabling the University of Rochester's strategic initiatives is the modernization of Human Resources' policies and practices, and empowering systems and processes.

CAREER PATH MODERNIZATION

Goals & Expectations

Identifying Opportunity

CPM is a multi-year initiative to completely transform our 40-year-old job structure. Our job structure is the foundation for how we hire, pay, develop, and advance our workforce. Redefining and aligning the jobs, levels and career paths across the institution will enable success in staff career growth across each of our three missions.

CPM Will Provide

- 1 Foundation built around the University's goals
- 2 Accurately defined jobs
- 3 Transparent job structure
- 4 New compensation philosophy
- 5 Transparent compensation structure
- 6 Guidelines to drive consistency

CAREER PATH MODERNIZATION

Clarifying What We Hear Most

We want all staff to feel confident in understanding and anticipating the advancements and advantages that CPM will bring to working at the University. Part of ensuring expectations are aligned is being upfront about the things that CPM is not intended to affect or change.

Job responsibilities will not change as a result of CPM

Hourly wages and salaries will NOT be reduced as a result of the CPM project

This is not an effort, nor is it tied to an effort to reorganize departments or centralize work

Benefit programs , as always, are reviewed annually for any needed changes and are not part of the CPM project

Individual pay rates will continue to be reviewed in the manner they are today. Automatic increases will not happen as a result of this project

Job Validation

JOB VALIDATION

Two Paths to Completion

Jobs were broken into two different groups based on the specificity and consistency of the work performed in that job.

SPECIFICALLY DEFINED ROLES

Primary work is clearly defined and generally consistent

GENERICALLY DEFINED ROLES

Primary work is more open ended and varies throughout the organization

Regardless of the path, all jobs are being reviewed and aligned consistently.

We understand that nuance can exist at the individual level that may warrant review, and we will work with departments in these instances to ensure proper alignment.

ALIGNMENT STEPS

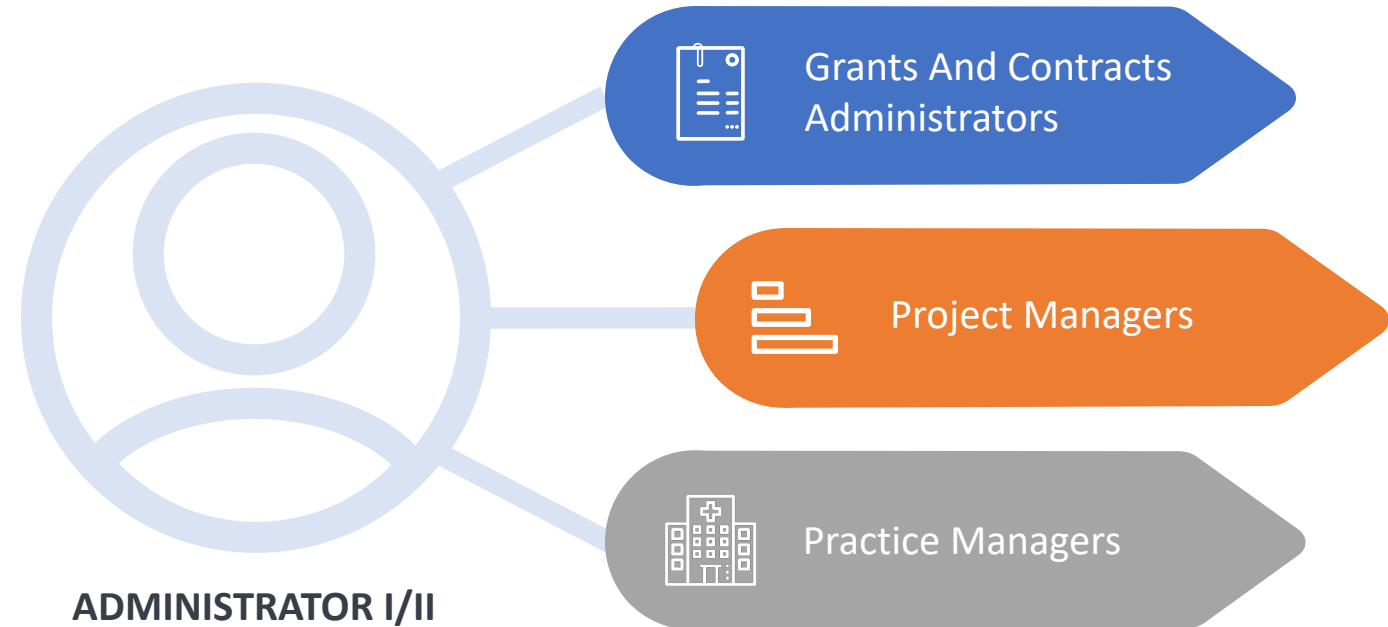


JOB VALIDATION

Placement in the Right Job

One of the most critical steps in the Career Path Modernization Project is reducing the number of generically aligned jobs in our structure.

The success of CPM is fundamentally linked to our ability to ensure staff are mapped to jobs that best represent the work that they do and the level at which they are required to perform it.



The introduction of new jobs to the structure does not represent a change in the work

Aligning Structure Components



1) Determine Job Family/Group

Groups together jobs with similar work and required skills/education/training

2) Map to Career Stream

Career type within the organization with distinct responsibilities (Clinical, Associate, Professional, Leadership, Sr. Leadership)

3) Align Job Level

Organization of jobs with a similar level of responsibility

4) Determine Pay Range

The minimum and maximum pay associated with each job in the structure

JOB VALIDATION

Job Alignment Example (ILLUSTRATIVE ONLY)

Grants And Contracts Administrator I

Provides daily monitoring of grants and contracts to ensure expenses are paid according to contract. Processes invoices. Interprets regulations and guidelines of program funding for standard grants and prepares reports for grant agencies. Assists with pre/post award sponsored research activities, process improvements and development of standard operating procedures required for the submission, acceptance, management and closing of certain sponsored activities. Assists with pre-award applications. Participates in contract closeouts. Ensures compliance with sponsor terms, University policies/procedures and federal regulations. Education and Experience: Bachelor's Degree and 1 - 3 years of grant and contract experience.

- Western Management Group – Educomp



Job Family / Group

Family Group: Research
Family: Contracts & Grants



Career Stream

Professional



Job Level

P1



Pay Range

Min \$ - Max \$

Calibration & Collaboration

CALIBRATION & COLABORATION

Components and Timeline

Review Period	June	July	Aug	Sept	Oct	Nov	Dec	Jan
---------------	------	------	-----	------	-----	-----	-----	-----

1) Job Family Review



Review with key stakeholders based on job family. Specifically aimed at ensuring continuity in application of titling/job leveling across like jobs.

2) Department Designee Review



Provides designees from job validation front end exercise an opportunity to review outcomes of jobs and specific individuals for the purpose of helping to identify inconsistencies/issues.

3) Manager Review



Offers frontline managers an opportunity to review outcomes of jobs and specific individuals for the purpose of helping to identify inconsistencies/issues.

4) Staff Rollout - Followed up with tweaks



Job structure and staff alignment shared with UR community. Appeals process opens.

CALIBRATION & COLABORATION

Progressive Process to Ensure Success

1

Job Family Review

Captures alignment at the job level, acting as a major portion of the overall effort.

2

Designee Review

Alignment at the individual level, looking across a division/department, validating beyond the job level.

3

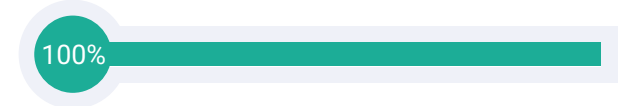
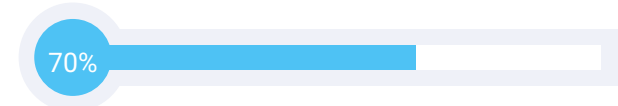
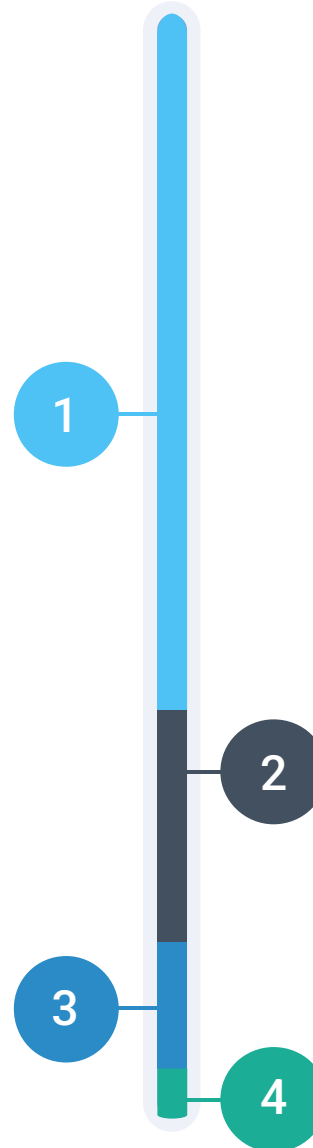
Manager Review

Alignment at the individual level within a team, getting us nearly to completion.

4

Staff Roll-Out

Staff made aware of alignment outcomes and any final movement occurs.



Measured Success

Each review step is measurably linked to the overall validation and successful delivery of this new model.

Training and Education



Live Zoom Sessions



Recorded Videos



Digestible Animated Content



Job Aids and FAQs

TRAINING & EDUCATION Multidimensional Approach

The Career Path Modernization Project is upending a 40+ year old job structure. We'll offer a variety of education and training opportunities to ensure we all move through this evolutionary process together as one organization.

TRAINING & EDUCATION

Education Topic Roadmap

August



HR Modernization
Pay Transparency
Pay Administration Guidelines

October/November



Job Structure
Pay Ranges, Job Levels, Titles

November/December



Pay Structure
Job Library

Timeline and Visibility

TIMELINE & VISIBILITY

Project Roadmap

Review Period	June	July	Aug	Sept	Oct	Nov	Dec	Jan
---------------	------	------	-----	------	-----	-----	-----	-----

Calibration & Collaboration

Job Family Review	■		
Department Designee Review	■		
Manager Review	■		
Staff Rollout	■		

Milestones

Pay Range Visibility (Postings and Personal)	■		
Pay Administration Guidelines	■		
Formal Launch of New Structure	■		

Education

Education	■		
-----------	---	--	--

Stay Engaged with CPM

Stay Engaged



Tell Us What You Thought

A survey link will be emailed to you this week for feedback on today's Update.



Explore Content

A recording of this presentation, the slides from today's session and more will be on the website.



Attend Future Education Sessions

Information will be coming soon on how, when, and where to participate.



Watch for Updates

Watch for updates in newsletters & other communications (@Rochester, UPMC This Week, & the CPM website).



Email Project Team at cpm@rochester.edu

If you have questions or feedback, please email the CPM Mailbox or utilize the feedback form on the CPM website.

STAY ENGAGED WITH CPM

Project Updates and Information Available Online

Project Summary

Scope and Phases

Project Committees

CPM Glossary

Frequently Asked Questions

New Compensation Philosophy

The screenshot shows the University of Rochester Office of Human Resources website. The header includes the university logo and name, a search icon, and navigation links for 'Office of Human Resources', 'Career Opportunities', 'Total Rewards: Benefits & Pay', 'Professional Success', 'Contacts and FAQs', 'MyPath', and 'HRMS'. The main heading is 'Career Path Modernization Project' with a sub-heading 'Developing a modern and relevant job structure at the University'. Below this is an 'EXPLORE MORE' section with a list of links: 'CPM Project Overview', 'Scope and Phases', 'Committees', 'Compensation Philosophy', 'Job Classification Validation', 'Resource Library', 'FAQs', 'Employee Forums', and 'Feedback Form'. The main content area contains three paragraphs of text. The first paragraph discusses the University's commitment to its employees and the 'Meliora Values'. The second paragraph describes the CPM project initiated by President Sarah C. Mangelsdorf. The third paragraph explains the project's goal to transform the 40-year-old job structure. The final paragraph states that CPM is a step to ensure all employees can maximize their potential and contribute to the University's success.

UNIVERSITY of ROCHESTER

Office of Human Resources

Career Opportunities Total Rewards: Benefits & Pay Professional Success Contacts and FAQs MyPath HRMS

Career Path Modernization Project

Developing a modern and relevant job structure at the University

EXPLORE MORE

- CPM Project Overview
- Scope and Phases
- Committees
- Compensation Philosophy
- Job Classification Validation
- Resource Library
- FAQs
- Employee Forums
- Feedback Form

The dedicated employees at the University of Rochester are at the heart of our institution. It is through their contributions that we are able to fulfill our educational, research, and healthcare missions, and to be a research university of global consequence. The University is committed to our **Meliora Values** including equity and inclusion, and to making the institution a model employer that develops, attracts, retains and engages the best people.

With these guiding principles in mind, the Office of Human Resources, with the full support of President Sarah C. Mangelsdorf, has embarked on the Career Path Modernization Project (CPM), a multi-year initiative to completely transform our 40-year-old job structure.

Our job structure is the foundation for how we hire, pay, develop, and advance our workforce. Redefining and aligning the jobs, levels and positions across the institution will help the University better convey the wide variety of opportunities, roles and career paths available across the University.

CPM is an important step in a journey to ensure that all employees of the University of Rochester can maximize their potential and that their contributions and discoveries contribute to the spirit of Meliora in support of our world-class University.