Supervisor Guide for Career Paths Conversations

This guide will prepare supervisors to have a conversation with their employee(s) about mapping into a new Career Paths job title.

Transitioning into Career Paths will NOT impact any employee's job duties or responsibilities. Instead, Career Paths is an entirely new method for organizing and classifying UConn's professional employees who are in positions covered by UCPEA.

Please use this guide to have an open conversation with your employee(s). Supervisors and employees may contact Human Resources (hr-communications@uconn.edu) for additional guidance.

Before the Conversation

1. **Read up on Career Paths:**
   Human Resources encourages all supervisors of professional employees to read up on Career Paths, including reviewing the overview materials, informational videos, and Job Template Library.

2. **Await notification of employee mapping:**
   VPs, AVPs, and Deans will receive direct notification from Human Resources about employee mapping. Human Resources is relying on these senior leaders to distribute this information, as appropriate, through their organizations.

3. **Review your employee's corresponding Job Template:**
   All employees will have a corresponding Job Template, which represents the basic responsibilities of their new Job Titles. The Career Paths website features a Job Template

Library, and we suggest you refer your employee(s) to the site for additional information after the conversation.

4. **Familiarize yourself with the Reconsideration process:**
   Employees who believe their mapping does not accurately reflect their duties may participate in the Reconsideration process. Beginning in July, 2020, Human Resources will accept requests from employees to review their job duties against their current job template.

   The Reconsideration process is different than the Reclassification process. Reclassification, which will pause between employee mapping and Reconsideration.

5. **Planning and sequencing the conversation(s):**
   Meeting with your employees about their mapping into Career Paths will take time and should be planned for. The chart below outlines the types of conversations to consider. It is recommended that these conversations occur after employees receive mapping information from Human Resources, allowing employees to reflect on the mapping before engaging in dialogue.

Types of Conversations

	Benefits	Drawbacks
Optimal One-on-One	- Personalized - Builds trust - Best for challenging conversations	- Time consuming - Potential for inconsistent messaging to employees
Highly Regarded Small Group (<5)	- Can target similar positions - More efficient use of time - Can generate good discussion	- Can stifle meaningful dialogue - Potential for interpersonal conflict
Adequate Large Group (staff meeting)	- Very efficient use of time - Highly transparent	- Not personal - Potential for disruptions - Cursory, not detailed
Minimum Acknowledge Receipt of Email	- Most efficient use of time	- Impersonal - Leaves questions unanswered

Employee Email Communication

All impacted employees will also receive an email communication from Human Resources in late January, 2020, describing the mapping of their job into Career Paths. This letter will outline the

employee's Job Title, Job Category, Job Path, Job Family, Occupational Group, and Salary Band. (Please refer to the table for definitions of these terms.)

Information on the Career Paths Employee Letter	
Job Title	Describes a job in the organization. Jobs with sufficient commonalities are grouped together and given a single title.
Job Category	Groups jobs into one of two Job Categories: Professional and Manager.
Job Path	Roles grouped within the Job Path are primarily differentiated by a progressive growth in qualifications, complexity, and in the independence required of the job. The Job Path may serve as an employee's career path guide.
Job Family	Group related jobs with similar work, requiring like training, skills, knowledge, and experience. Job Families provide a more detailed category to further organize work through grouping similar jobs that often possess different titles across an institution. Each Family consists of different Job Paths and Titles.
Occupational Group	Broadly categorizes associated or related occupations
Salary Band	Salary bands standardize compensation across similar skill sets and responsibilities. There is an established minimum, maximum, and mid-point determined for each band.

During the Conversation

During the conversation, we encourage supervisors to review the email received by employees from Human Resources. Remind employees that this classification does NOT impact their duties or "business card" title. In addition, employee compensation, for the vast majority of employees, will remain unaffected. (Employees who are mapped to a classification level where their salary is below the minimum will be brought to the minimum. Employees within or above their corresponding salary band will see no change to their salary.)

You may remind employees who are not satisfied with their mapping that they may (1) participate in the Reconsideration process or (2) pursue Reclassification once Reconsideration has concluded.

What to discuss in the conversation:
- Review and confirm Job Title and Job Template;

- Discuss whether the Job Title and Job Template accurately reflect the work performed (Remember: years of service, salary, and performance are not considered when mapping employees; Career Paths assesses the work being done);

What not to discuss in the conversation:
- Compensation. Career Paths is not a compensation program; rather, it is a job classification system.

After the Conversation

If either you or your employee(s) feel their position was assigned the incorrect Career Paths classification, consider participating in the Reconsideration process.

Encourage employees to review the [Job Template Library](#) to ensure familiarization with the basic standards of their new Job Title.

Timeline

Mid-January 2020: Human Resources to notify VPs, AVPs, and Deans of employee mapping. Later in mid-January, Human Resources will notify supervisors of employee mapping.

Late-January 2020: Human Resources to email employees of mapping.

February - June 2020: Pause of Reclassifications; Development of Job Specifications; Development of Career Progression.

July 2020 - January 2021: Reconsideration Process

Anticipated Employee Questions

Is Career Paths really better than our current classification system?
Yes! Career Paths is a modern approach to labeling and leveling positions.

Job Titles provide more easily identified roles and greater transparency across the University.

Career Paths is an entirely new system, so it affords us the opportunity to review and realign all positions.

What's wrong with our current classification system - why change the status quo?

Our current system is outdated and does not accurately describe work performed by today's workforce. For example, the majority of our current job descriptions were written in the 1980s or 1990s.

The current system also has too many generic titles that are not clearly defined, leading to confusion and inconsistency.

Why does it feel like I've been demoted?

Rest assured, no one has been demoted or promoted via Career Paths.

Career Paths is a recalibration and realignment of positions to fit within our 9-level framework. Remember: Career Paths is an entirely different system than our legacy classification system. In general, there is no correlation between legacy job levels and Career Paths.

How will my new title be seen by others?

Career Paths will only change your payroll title and grade.

Career Paths does NOT change your working title, business card information, email signature line, duties and responsibilities, reporting structure, or organizational structure.

Why is salary not tied to Career Paths? It sounds like a salary program.

- Career Paths is not a salary program. The only compensation change caused by the implementation of Career Paths relates to employees below the minimum salary of their classification level.
- The purpose of Career Paths is to "reboot" classification practices into a modern, market-based compensation framework.
- Career Paths:
    - Will allow HR to analyze our pay practices more effectively.
    - Will not solve all of our pay problems.
    - Will not change our pay practices overnight.
- No salaries are being reduced.

I supervise an employee, so why am I not a Manager in Career Paths?

In an effort to help clarify the Professional and Manager categories in the new Career Paths system, it is helpful to review the use of the terms "supervisor" and "manager" in the context of professional work performed by employees in positions covered by the UCPEA bargaining unit.

The Professional category includes employees whose work is predominantly intellectual and varied in character as opposed to routine mental, manual, or physical work; exercises discretion and judgment in performance; results of the work are not standardized; and requires a degree or specific training acquired through formal instruction and study. Professionals may supervise other employees engaged in similar work. They may set schedules, assign daily tasks, and respond to elevated issues.

A Manager is a professional, a supervisor, and is accountable for planning, assessing, and developing a program. They are not only responsible for their subordinates work, but for the success of the program (or aspects of it) assigned to them.

Mapping is not determined by just one factor of a job, but all the assigned duties and aspects of the work. We need to consider how often the position is engaged in independent decision-making, the complexity and problem solving, the scope and measurable effect, and impact of the work. In summary, supervising employees does not automatically place the position in the Manager category.