1. What if there have been changes to my job since submitting my JIW?

HR will use the most up-to-date information available to map your position into the Career Paths system. This could be your submitted JIW, job description from time of hire, or information from a recent job audit. If you feel your position has changed recently and was not captured through one of these methods, there are a few ways HR can receive updated information:

- If you feel your position has changed significantly, you can apply for a reclassification; the reclass process will remain open until late November/early December.
- If you would like to record changes to your existing JIW, or if you are unsure if your initial JIW was received, please reach out to us via email at hr-communications@uconn.edu with an updated JIW or for confirmation of receipt.
- HR will review preliminary mapping with managers in order to verify that the information used for mapping is up-to-date and remains accurate.
- If you still feel the new job information was overlooked in the mapping decision, you may submit a request to reconsider the position’s mapping based on new information.

2. What is the difference between Career Paths and Career Progression?

Career Paths and Career Progression are two steps within a single project addressing professional classification at the University.

Step 1 is to establish the classification system, Career Paths, including Job Categories, Job Templates, Job Levels, Occupational Groups, Job Families, and Job Paths. Career paths outlines the differences between levels and the qualifications required to advance.

Step 2 is to establish Career Progression, a within-level progression system, allowing individual growth from “Proficient” to “Advanced” to “Mastery.” The creation of Career Progression includes developing Job Specifications that will serve as localized job descriptions specific to each individual position. From there, HR can evaluate Career Progression based on the expectations of the position, addressing professional growth.

3. Which peer institutions were researched when developing Career Paths?

- Penn State has a classification system that is the most similar to the Career Paths system.
- All University of California campuses underwent a similar classification project.
- Georgetown also implemented a similar system, but it is not as close of a match as the others.
4. Is longevity impacted by Career Paths?
   - For the October 2019 payment, employees should expect the same payment received in the past based on the existing UCP 1 – UCP 12 salary schedule.
   - We won’t know the impact completely until we have finished mapping into Career Paths and salary bands are assigned.
   - Preliminary discussions with UCPEA are ongoing and information will be shared when available.

5. What if my salary today is below the new salary band I am assigned?
   - Employees mapped to a new salary band with a current salary below the new salary band minimum will be brought up to the minimum of the band.
   - The salary adjustment will be effective the same date as mapping.

6. What if my salary today is above the new salary band I am assigned?
   - Current salaries above the new maximum will not be brought down to the new maximum of their salary band.
   - Employees at or above the maximum salary of their corresponding salary band will continue to be eligible for one-time performance awards and across-the-board salary increases. However, if an employee has reached the maximum for their salary band, they will be ineligible for University performance-based compensation (UCPEA Collective Bargaining Agreement July 1, 2016-June 30, 2021; article 32.4).

7. Where is the money coming from for salary increases?
   - We have commitment from the Office of the Executive Vice President for Administration and Chief Financial Officer, regarding salary increases for employees falling below the new minimum of their salary band.

8. How will employees be notified of their new job titles?
   - Every employee in a position covered by UCPEA will receive a written communication from HR that includes their Job Category, Job Title, Job Level, Occupational Group, Job Family, and Job Path.

9. How is the new system accounting for the oversight of student workers?
   - Oversight of student workers will be assessed by the same requirements provided by the leveling criteria used in assessing oversight of professional staff. The workload and the duties of the student workers will be taken into consideration as well as their status in generally non-permanent, part-time appointments.

10. The contract included language regarding Individual Contributors and Specialized Leads. Where is that represented in the Career Paths system?
    - The new system overlaps Professionals and Managers in levels 5-7 to represent the specialized professionals that do not have supervisory responsibilities. Thus,
levels 1-4 of the Professional Category represent the “Individual Contributors” and levels 5-7 represent the “Managers/Specialized Lead Contributors”.

11. Will there be 1:1 mapping? For example, will all Academic Advisors will be mapped together in the new system?
   - No, there will not be 1:1 mapping into the new system.
   - All positions will be mapped by looking at the body of work represented in the JIWs, not through assumptions based on existing job titles.

12. How does the implementation of Career Paths impact the PageUp project for upcoming job searches?
   - We are hoping to open PageUp with Career Paths classification titles in November. Job searches launched in Recruiting Solutions may convert from existing UCP titles to the new Career Paths job titles. Once in PageUp, all classification titles for new searches will use Career Paths titles.

13. Are salary bands being considered when mapping? What is being mapped first, the JIW or salary band?
   - Jobs will be mapped into the Career Paths system based on JIW information.
   - The job level determined by the JIW is then correlated 1:1 with a salary band.
   - The salary bands contain a range and all employees within the band will have salaries that vary between the minimum and the maximum.

14. Regarding the leveling criteria - specifically Education, Knowledge and Experience- how will HR know if the person is qualified for their current job when we did not ask for resumes with the JIWs?
   - HR was looking at the body of work and not the specific individual. The employee may have many degrees but HR focused on the needs of that job. Mapping into Career Paths is work focused and not person focused.
   - The leveling guide assumes certain educational requirements but also allows for substitutions to accommodate existing staff and future recruitment.
   - As part of the JIW review process, managers identified the appropriate minimum qualifications for each job.

15. What is the impact for someone who is still in the process of reclassification or considering going through the reclassification process?
   - If you are in midst of reclassification, continue that process. HR will try to ensure it is resolved and processed by November. Over that time frame, it will be assessed in the current system. After November, HR would map the job into the new system.
   - We encourage employees to continue submitting reclassification requests in the existing classification system.
   - Potentially, there will be a pause in reclassifications; that will not be until December – January.
• HR will use the information submitted in your job audit for mapping into the Career Paths system.

16. Based on the presentation, I understand that existing job series will now be Job Paths. What does a job series look like in our current system?

• Job series are intended to outline the advancement from one job to another.
• In some professions it is clearly identified, such as: Laboratory Technician 1, Laboratory Technician 2, and Laboratory Technician 3. Not every profession has a linear description.
• Job Paths will continue to identify and define the opportunities for growth from one job to another within the related Job Family.

17. What about people in positions that are one-offs, is there no career path for the individuals who are not managing others? Is changing jobs the only way to grow?

• Part of this effort is to minimize the one-offs that were created in the existing system to accommodate one individual or job.
• The contract predicts certain increases, such as the within-level Career Progression compensation increases. The existing and the new classification systems do not accommodate for additional growth beyond the highest possible level within a Job Path. Nonetheless, the new system will clarify what is needed in order to move from one level to the next. Finally, when Job Templates are posted, an employee can look to see which jobs fall within their skillset.

18. What if I am new to the University and have not completed a JIW?

• The initial canvas for JIWs was in 2017. We have since canvased 300 additional/new positions. If you still have not had a chance to submit a JIW, please complete one and email it to hr-communications@uconn.edu as soon as possible. If you do not meet the deadline prior to mapping, there will be an opportunity during the reconsideration period if you disagree with your mapping.
• If you were recently hired, it is very likely your job is still consistent with the job posting that will be used for mapping and will therefore be mapped appropriately without a JIW.

19. Do the higher-level jobs in a Job Path include the duties and responsibilities from the lower-level positions?

• It is unlikely you will see duplicative language from level 1 in the level 2 template, as the job template predicts the duties of level 2 include level 1 duties and responsibilities.
• Listing the complete duties and responsibilities would result in a long and cumbersome template.

20. What if I am currently involved in a re-organization of my department/unit and jobs will be changing during the implementation of Career Paths? Will I be sent more information as my job changes?
• Yes, Career Paths is a fluid process. We can revisit mapping after a re-organization is completed.

21. How did HR determine the managers who will review the preliminary mapping?

- Management/Exempt managers – Vice Presidents, Deans, and Directors – are ultimately responsible for their organization and will be consulted regarding preliminary mapping. From there, these individual leaders can determine how to gather additional input.

22. What about employees who do more than one job? For example, if someone engages in communications and IT work within the same position.

- HR evaluates the primary purpose of your work and the percentage of work devoted to certain tasks and roles. A follow-up conversation with the manager and employee might be required to determine the intent of the position and where it belongs in the Career Paths system.
- If it is determined that the position falls in one Job Path or Job Family over another, the decision will not impact existing reporting relationships. New Job Paths will not change reporting lines.

23. How do employees know if they are “Proficient,” “Advanced,” or “Mastery” level?

- Initially all employees, regardless of their length of service, will be “Proficient” until Career Progression criteria is developed. However, that does not mean employees will remain proficient once they can be evaluated based on the criteria.

24. What if my position does not fit into the Job Template I am assigned?

- If you feel your position is not accurately represented in your new Career Paths Job Template, you should follow the reconsideration process.
- A benefit of the new system is its flexibility. Therefore, if the work is not described accurately or appropriately, we can modify Job Templates.
- For example, there is ongoing discussion about including a 9th level to the Career Paths system in order to accommodate extremely specialized roles.

25. How do we find who are our representative SMEs?

- The Subject Matter Experts (SMEs) identified by HR are outside of the bargaining unit including Vice Presidents, Managers, Deans, and Directors. UCPEA also provided about 80 individuals to represent the work across the campus.
- Please contact UCPEA leadership if you would like to know who was put forth as SMEs.

26. What if I did not receive a response that my JIW was submitted? What if my manager disagreed with my JIW or information is inaccurate?
If you are unsure your JIW was submitted please reach out to hr-communications@uconn.edu.

HR recommended managers provide comments and feedback to employees about the JIW but not to make changes to the JIW. Any discrepancies between the employees report of work in the JIW and manager’s feedback should have led to follow-up conversations with employees.

As our team reviewed JIWs, if we had any questions based on discrepancies between what an employee and manager provided, there was follow-up with the department. If you or your manager did not hear back, then assume the JIW was consistent.

The JIWs included manager’s evaluation and validation of the job. JIWs that overstated or understated their work were validated with job duties and responsibilities that are consistent with expectations of the managers.

27. What if two people are doing what appears to be the same or similar job at different UCP levels and are mapped into the same classification in the new system?

- If the leveling guide is being used correctly then those discrepancies will not happen moving forward.
- If there is question about a position belonging at a higher level, HR suggests you complete a reclassification request now in the existing system. Doing so allows for the issue to be mitigated prior to mapping.

28. How does Career Paths impact employees who are considered for a TSI? Will these employees be moved temporarily to a new job level?

- When an employee receives a Temporary Salary Increase (TSI), HR will review the employee’s Job Level to determine whether a new temporary level is appropriate during the TSI.