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June 26, 2019

Dear Colleagues,

On October 29, UA Human Resources will notify individual staff and appointed professionals about the University Career Architecture Project (UCAP) mapping results. The Division of Agriculture, Life and Veterinary Sciences, and Cooperative Extension has provided two opportunities since January 2019 for our employees to be updated by and ask questions of the UCAP Project Team.

These proactive communications will continue this summer by offering a chance for all employees to address questions or concerns about UCAP in an [open forum](#) hosted by Division Business Services and facilitated by Heather Roberts-Wrenn, Assistant Director of Organizational Effectiveness, and the ALVSCE Appointed Professionals Council.

**Monday, July 15, 2019 // 9:00 – 10:00 a.m.**  
**ENR2, Room S225 // Zoom** (register [here](#))

I hope this forum will enable all “in scope” employees to keep themselves up-to-date on: the UCAP timeline through January 2020; what happened behind the scenes during the multiple phases of mapping; process for requesting reassessment of mapping results; how to review and provide input on draft University Staff policies (if these have been shared with us by this time); and to help supervisors answer the questions their reports may have.

We are nearing the end of the third and final round of calibrations. The first was between employees and their supervisors, the second was a review by unit leaders and business officers with the supervisors, and the third is a division-level review in partnership with the UCAP team, our Division Business Services (DBS) and Subject Matter Experts (SMEs; see below). The SMEs have been responsible for calibration within specific employee groups. As I have said before, we are asked to *map the job* and not the person. The SMEs have worked with unit heads or other supervisors, as needed, to create consistent mapping by reviewing position descriptions, comparing the scope of the position’s responsibility and number of direct reports. The SMEs who will take part in the Q&A during the [July 15 open forum](#) are:

- KC Armenta: coordinator of UCAP within ALVSCE
- Sangita Pawar: Research positions like technologists, technicians, lab managers
- Matt Rahr: IT positions
- Nancy Rodriguez Lorta: Academic advisors
- Carlyne Greeno: Extension positions
- Belinda Oden: Admin ops, business officers

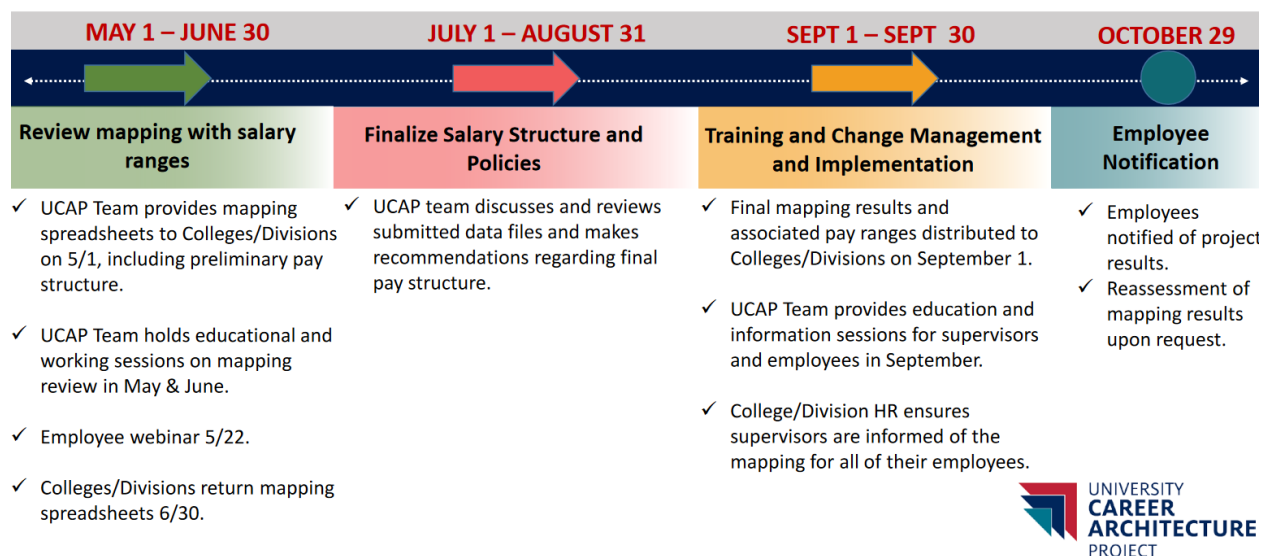
Whether or not you will be able to take part on July 15, I encourage you to review our communications about UCAP to date:

- January 8: [Dial-the-Dean with Jan Myers, Robert Lanza and Brian Berrellez](#)

- January 24: DBS-facilitated UCAP Calibration Mapping meeting for unit heads, business officers, and supervisors (also offered to remote participants via Zoom)
- February 20: [Update on UCAP, CALS Updates newsletter to all division employees](#)
- March 20: Update from Allison Vaillancourt and Jan Myers to UA employees (attached)
- March 27: “Navigating our new Compensation Structure” presented to business officers by KC Armenta (attached)
- April 9: [Dial-the-Dean with Jan Myers, Emily Gillilan, Robert Lanza and Brian Berrellez](#)
- May 22: [UCAP Project Update webinars for UA employees](#)

Below is a timeline on next steps from the UA HR team. We are now finishing the calibration phase, which must be finalized by June 30.

## NEXT STEPS



The mapping and calibration phases of this initiative have been a tremendous amount of additional work for all involved, from the DBS team and SMEs to your unit heads, business officers and individual supervisors. During the second calibration phase, Jeffrey Ratje’s team requested that unit heads involve supervisors in the process of reviewing 454 mapped positions (out of 996 in scope positions) flagged by the UCAP Project Team, which requested better concordance with positions in other parts of the UA.

I want to thank every supervisor for taking the time to make thoughtful, considered decisions, answer questions, and for communicating throughout the process with your reports and I want especially to thank everyone who has invested themselves and their considerable emotional energy into this process.

Regards,

Shane C. Burgess

## Rutledge, Bethany S - (rutledge)

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**From:** Division of Human Resources <hr\_noreply@arizona.edu>  
**Sent:** Wednesday, March 20, 2019 11:01 AM  
**To:** Ratje, Jeffrey M - (jmratje)  
**Subject:** University Career Architecture Project Update



**To:** The University Community  
**From:** Allison M. Vaillancourt, Vice President for Business Affairs & Human Resources  
Jan E. Myers, Director of Compensation & UCAP Project Director  
**Date:** March 20, 2019  
**Subject:** University Career Architecture Project Update

We are writing to let you know that we have decided to delay full implementation of the University Career Architecture Project (UCAP)\* until January 2020, rather than going live this summer as originally announced. Our analysis suggests extending the timeline will be in our University community's best interests. While many factors led to this decision, we want to share the two most important and also describe our next steps.

### **KEY FACTORS THAT HAVE INFLUENCED A REVISED IMPLEMENTATION DATE**

#### ***There was greater than expected interest in being engaged in the project***

We have been surprised and delighted by the amount of interest in UCAP from employees, supervisors, and organizational leaders. The fact that 96% of the 11,000 positions in scope were mapped by departments within our established timelines demonstrates an intense and impressive level of engagement. Rather than delegating these decisions, hundreds of leaders and supervisors asked to meet with our project team to learn more about the proposed structure so they could properly and fairly map their employees to the new job architecture. While these meetings consumed more time than we had anticipated, the conversations were productive and informative and they helped us improve upon the initial career architecture design. Given these changes, we need to revisit our original market analysis in order to develop the final pay structure.

#### ***We want to ensure that the university community understands the new career architecture and where positions have been placed***

While we are pleased with the level of supervisor engagement, the meetings and conversations required a greater investment of time than we originally anticipated. Given this, we believe it is prudent to set aside more time than originally planned to ensure that employees understand how their positions have been mapped to the new architecture, have an opportunity to validate their relative positioning, and have an opportunity to ask questions before the go-live date. Live training sessions and webinars that explain the new career architecture are being developed for both employees and supervisors.

## WHAT ARE THE NEXT STEPS?

Appointed professionals who are used to receiving annual contracts may wonder about how this revised project timeline will affect them. We will be issuing contracts that extend until January 26, 2020, with a plan to convert employment to University Staff status effective January 27, 2020. Classified staff who choose to move to the new University Staff will also make that transition on January 27, 2020.

University Staff employment policies are currently under development and will be shared widely for community review and input in the near future.

We continue to value the input we are receiving from the University Community and especially our UCAP Advisory Council and other shared governance partners. The UCAP project team will continue to provide regular updates for the duration of this project.

Visit [ucap.arizona.edu](http://ucap.arizona.edu) to keep up with the project and to view more resources related to UCAP.

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\*As a reminder, UCAP was launched to support career progression, provide reliable market data to inform pay decisions, and create a more cohesive culture by replacing the current classified staff and appointed professional categories of employment with a single employment category.

# UCAP Update

Navigating our new Compensation Structure  
March 27, 2019



## **What's on the table today?**

Where we started

What we've done so far

Calibration of Functions and Families

College Decisions

Key Dates and Implementation



## **Our Journey began...**

- September of 2018 proving a preliminary mapping of employees
- About 2300 head count in ALVSCE
  - About 1000 needing to be mapped



## Our contributions

- Out of the 1,000 needing to be mapped
  - 664 employees mapped on point
  - 336 employees needed further review
    - January of 2019 began many conversations
    - Hosted information sessions on calibration phase
    - Active partnership with the Jan and Emily





## Further Calibration

- Out of the 336 needing to be reviewed
  - 130 employees were remapped without question
  - 94 employees are under “HR Override”
  - Still further calibration for 130 employees



## College Decisions and Refinement of Functions

- Out of the 130 that are still in question
  - 50 of them are in the University Operations Function
  - 25 of them are in the Research Function
  - 5 of them are in the Information Technology Function
  - 50 of them are in the Extension Function



## **Tentative Future Dates**

- In May UCAP will meet with Senior Leadership to discuss pay bands
- In September notifications will be sent out to employees
- Implementation on January 27, 2020

