Job Architecture FAQs

This document includes frequently asked questions about Job Architecture. If you have additional questions that are not included, please contact your local HR Partner.

Job Architecture Overview

- **What is a Job Architecture?**
  Job Architecture is a University initiative that will create transparency and understanding about how staff positions are organized relative to responsibilities, scope and skill/education requirements. In the current state, there is inconsistency in position classifications relative to these factors. The goal of Job Architecture is to provide greater clarity for employees and supervisors and to strengthen internal pay equity and Affirmative Action Compliance.

- **Why is Job Architecture important?**
  Providing a structure around University jobs and pay levels benefits the University and its employees, including:
  - **Defined Career Map** which outlines the impact of role, career band and job level. Each job will be reflected in the UChicago Job Catalog, a summary of all non-union staff roles on campus that includes descriptions of foundational skill sets, knowledge, abilities, education and experience of each role. This transparency provides employees with a realistic preview of career opportunities throughout campus.
  - **Strengthen internal pay equity** in a manner that is fair and consistent across the University, with each role assigned to a pay grade, having a minimum and maximum level of base pay.
  - **Improves compliance efforts** in both how employees are compensated and how we attract potential talent to the University.
  - **Creates efficiencies within the talent acquisition process.** With jobs clearly defined, leveraging modernized job profiles, applicant pools can be shared.

- **When is Job Architecture implementation happening?**
  Job Architecture is scheduled to be active starting January 31, 2019. Employee conversations with their people managers will take place starting in January. More details on next steps will be shared soon, but timing and sources of that information depend on the division or unit; Divisional or Unit leadership and local HR Partners.

- **How can I find out more information about Job Architecture?**
  More information is available from the following sources:
  - Contact your local HR Partner whom has more details about the University-wide initiative.
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Job Catalog

- **What is a job catalog?**
The job catalog is a list of all non-union staff job profiles available at the University. Job profiles are categorized by job family, career track and job level. This will offer employees a realistic preview of career opportunities.

- **What are job families?**
Job families are the primary work function or areas of specialization needed by an organization. For example, Information Technology is a job family. It is important to understand that job families were not created to represent a specific unit, school or division.

- **What are career tracks?**
Career tracks represent a specialization within a job family. An example of a career track within the Information Technology job family is IT User Support. Career trackers were not created to represent a specific unit, school or division.

- **How were job families and career tracks determined?**
Job families were established based on primary work functions or areas of specialization needed by the University. Career tracks were created to understand the current and potential methods for how talent across the University can grow and evolve. These were developed with representatives across campus, including HR Partners, Office of the Provost and Office of Legal Counsel. These were also benchmarked against Ivy Peers for validity.

- **Why is it important to establish career tracks?**
The career tracks will reflect not only a specialization within a job family but also job levels with increasing degrees of authority, responsibility and scope. This will enable HR Partners and People Managers (i.e., supervisors) to set clear expectations surrounding promotional and growth opportunities. We anticipate establishing promotional and growth opportunities will reduce turnover and drive higher levels of employee engagement. Career tracks also ensure that base pay is competitive and aligned appropriately to the external market.

- **What are career bands?**
A career band describes the primary purpose or nature of responsibilities assigned to that job type. Job profiles are assigned to a career band based on a career band’s characteristics. The following career bands were established:
  - **Leadership:** Focus on managing others and applying operational or strategic management skills.
  - **Professional:** Requires the application of theoretical functional knowledge, typically gained through formal education.
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- Technical Support: Performs technical work, often in support of professional jobs; performs duties according to established procedures.
- Business Support: Performs clerical or administrative work; performs duties according to established procedures.
- Operations Support: Performs operational, craft or manual tasks according to established procedures.

- What is the job profile schematic?
  With the implementation of Job Architecture, job profiles will be consistent across the University. The job profile schematic is part of the back office HRIS (Human Resources Information System) framework that creates alignment between job profile titles and base pay. It is a systematic key based on career band (nature of work), career track (career path) and job level (skills and experience). For example, the job profile for an employee who is accountable for the performance and results of a team performing finance functions is in the Leadership career band, Financial Management career track, and M2 job level. Using the job profile titling schematic, the job profile title will be Financial Management, Manager. It is important to note that the job profile schematic is different from the external business title (title on business card or job posting). External business titles are not under review during Phase I of Job Architecture.

- Will my title change?
  The back-office job profile schematic will evolve with this phase of Job Architecture. Your external title will not change at this time.

- Why is the job profile schematic important?
  In the current state, external/business titles are not consistent in describing the role and responsibilities of the incumbents across campus. Because external/business titles are not evolving in Phase I of the Job Architecture implementation, the job profile schematic provides an organized and consistent approach to ensuring positions with similar responsibilities, scope and skill/education requirements are leveled appropriately.

- How are current UChicago job profiles assigned to the new job catalog?
  A third-party consultant, Willis Towers Watson, was leveraged to provide standard summaries that are reflective of industry best practice and UChicago roles. Additionally, information was gathered from HR Partners across campus on job profile responsibilities; in many cases, managers and other department leaders were solicited for specific input when needed.
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UChicago job profiles were assigned to the new job catalog using Willis Towers Watson’s industry expertise, Ivy Peer benchmark data and market best practices. The Job Architecture Working Group (comprised of representatives across campus including HR Partners, Office of the Provost and the Office of Legal Counsel) also provided feedback on the job profile assignments.

- **Why are the standard job profile descriptions broad?**
The standard job profile descriptions are designed to encompass the diverse roles at the University and include the main responsibilities, education, experience and license(s) required. This provides greater consistency with the use of the same job profiles across campus and strengthens affirmative action and legal compliance efforts. Units, schools and divisions will have the ability to add responsibilities, requirements and specific departmental information that is not captured in the standard job profile description.

**Job Profile Assignment**

- **What if an employee performs additional responsibilities that are not included in the standard job profile description?**
  For each job profile, the standard job profile description is not designed to capture all responsibilities or to be specific to a unit, school or division. A standard job profile is considered a match when 70% or more of the employee’s responsibilities are aligned with the main responsibilities in the standard job profile.

**Job Posting**

- **Why is it necessary to indicate the Fair Labor Standards Act (FLSA) exemption status on a job posting?**
  The Fair Labor Standards Act (FLSA) requires the University to classify jobs as either exempt or non-exempt. Displaying the exemption status informs a candidate on how they will be paid, either salaried or hourly, and whether the job profile is eligible for overtime pay.

**Compensation**

- **If an employee’s job profile assignment changes with the implementation of Job Architecture, does that mean their pay should change?**
  A change to an employee’s job profile assignment does not mean that their pay should change. It is important to note that base pay will not decrease.