University of Richmond
Career Framework and Performance Management
Town Hall Meeting
Agenda

• Challenges
• Project Status
• What Is Career Framework
• Career Framework Design
• Career Framework Next Steps
• Performance Management
• Performance Management Next Steps
The Challenge – Part 1

Role Definitions – aka, Job Descriptions

• Differentiating criteria is not clear to employees and managers
• Differentiating criteria seems subjective
• They have become long lists of bulleted tasks in an effort to demonstrate value
The Challenge – Part 2

<table>
<thead>
<tr>
<th>2015 Great Colleges To Work For Survey Year-to-Year ScoreCard</th>
<th>2015</th>
<th>2012</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>I understand the necessary requirements to advance my career.</td>
<td>62</td>
<td>59</td>
<td>61</td>
</tr>
</tbody>
</table>
The Challenge – Part 3

<table>
<thead>
<tr>
<th>2015 Great Colleges To Work For Survey</th>
<th>2015</th>
<th>2012</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year-to-Year ScoreCard</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our review process accurately measures my job performance.</td>
<td>49</td>
<td>49</td>
<td>48</td>
</tr>
<tr>
<td>Issues of low performance are addressed in my department.</td>
<td>47</td>
<td>45</td>
<td>48</td>
</tr>
</tbody>
</table>

Kill the Performance Review!

The Performance Review is Dead,....

Long Live the Performance Review.
Project Status
Career Framework

• RFP – Retained Mercer
• Project Team meetings with Mercer
• Mercer Consultants met with UR Leadership
• Communication to managers and employees
• Beginning stages of project

Project Team:
Suzanne Bird
Bernadette Costello
Laura Dietrick
Tracy Kitt
Carl Sorensen
What Is A Career Framework?

• It is a way of organizing and categorizing positions based upon experience, skills and core competencies important for success at UR.
• Provides a way to define roles (job descriptions) more consistently across campus.
• Publication of the framework gives employees the information they need to advance their careers at UR.
Career Framework Design

Articulate a career philosophy that supports strategic goals

Develop/align job families, competencies, and accountabilities across the organization

Define critical experiences, knowledge, and skills necessary for career progression

Identify flexible career paths not only within functions but across the organization

Empower managers to support employees through effective conversations

Empower employees to actively manage their career choices

Use your Career Framework to anchor other HR processes
Career Framework Design
Total Value for an Individual
## Career Framework Design
### Sample Career Stream Definitions

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LEADERSHIP</strong></td>
<td>Top leadership and function heads providing strategic vision and/or tactical/strategic direction across multiple divisions/departments/functions, etc.</td>
</tr>
<tr>
<td><strong>MANAGEMENT</strong></td>
<td>Management and supervisory professionals focusing on tactical and/or operational activities within a specified area or areas. People managers.</td>
</tr>
<tr>
<td><strong>ORGANIZATIONAL CONTRIBUTOR</strong></td>
<td>Individual contributors with responsibility in a professional or technical discipline or specialty jobs.</td>
</tr>
<tr>
<td><strong>ORGANIZATIONAL SUPPORT</strong></td>
<td>Individual contributors who provide organizational related support and services.</td>
</tr>
</tbody>
</table>
Career Framework Design
Sample Career Levels

After career streams are confirmed, the next step is to determine the number of career levels in each stream.

- Represents the “placement” within the Career Framework.
- Recognizes incremental changes in job scope and responsibilities.
- Consistent across job families.

How many RUNGS are there in the career ladder?
Job Families are groups of jobs involving work in a similar function or specialization, and are distinct from departments. Examples of job families include Academic Services, Health Services, Finance, Human Resources, IT, Facilities, and Advancement.

Joe Programmer works in the Library
Sally Programmer works in the Finance Office
Kelly Programmer works in the IT Department

Joe, Sally, and Kelly are all in the “Information Technology” job family, despite working in different departments.
Career Framework Design
Sample Mapping a Job Illustration

CAREER STREAM
- Leadership
- Management
- Organizational Contributor
- Organizational Support

CAREER LEVEL
- Level 5
- Level 4
- Level 3
- Level 2
- Level 1

JOB FAMILY
- Human Resources
- Legal & Compliance
- Quality & Risk Management
- Information Technology
- General Management
- Communications
- Finance & Planning
- Admissions
- Support Resources

JOB
Sr. Financial Analyst
Career Framework Next Steps

• Continue to work with Mercer to start development of the framework
• Begin to work with a Steering Committee of employees from across campus
• Work with Managers to develop Career Levels
• Review of Job Descriptions and Titles with Managers
Career Framework & Performance Management Design
Performance Management

• Understand what we all want out of a performance management process...what is the result we want
• What does the process look like and how does it work
• How do we support employees and managers
Performance Management Next Steps

• Campus-wide focus groups to gather your input and ideas
• Analyze the input to identify themes across groups
• Confirm what we heard
• Develop a system and process
• Develop learning and coaching opportunities to support managers and employees
Questions