

Career Framework: Design, Implementation and Communication

Karen McDonnell, Tammy McCain and Stephanie Schneider
Kennesaw State University/Buck, A Gallagher Company
Atlanta Area Compensation Association Luncheon, February 2024



KENNESAW STATE
UNIVERSITY



THINGS TO COVER



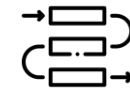
| Introductions



| Case for Change



| Our Taskforce



| Our Process



| Communicating the Impact



| What We Learned



| Questions and Answers



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Assistant Vice President of
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Director, Compensation
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About KSU

- At Kennesaw State, we serve as a powerful example of the impact a student-centered, research-driven university education can deliver. We help students succeed through exploration, collaboration and rigor. We unite a diverse spectrum of backgrounds and talents to produce meaningful change.

At KSU, students become the individuals that others want as colleagues and as leaders.

- 3rd largest University in the state of Georgia
- Enrollment of nearly 45,000 students representing 100+ countries around the world
- R2 Carnegie-designated doctoral research institution
- Over 180 undergraduate, master's, doctoral degree and certificate programs
- 1,000+ faculty members, 2,600+ staff



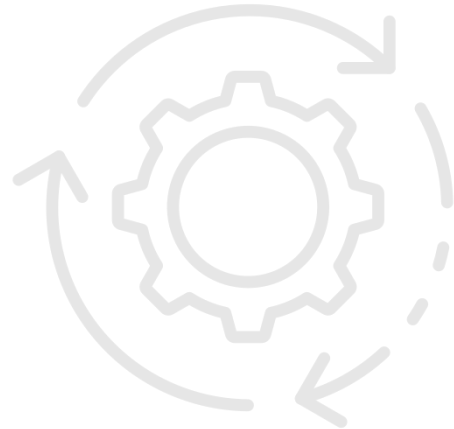
CASE FOR CHANGE



Attract **Retain** Develop



DEFINE JOB
FAMILIES AND
ESTABLISH
CONSISTENT JOB
LEVELS



CREATE A
UNIFORM
ORGANIZATION OF
PAY AND JOBS
ACROSS CAMPUS



ADDRESS
COMPETITIVE PAY
CONCERNS



EQUIP MANAGERS TO
MAKE INFORMED
DECISIONS ABOUT
PAY AND
PROFESSIONAL
DEVELOPMENT

What Is a Career Framework?



OUR

TASKFORCE



Establish Stakeholder Groups

- Educate core project team
- Provide ongoing input and validation
- Anticipate questions
- Bring credibility



HR ADVISORY COUNCIL
(HRAC)



PRESIDENT AND
CABINET



DEPARTMENT
HEADS AND
FUNCTIONAL
LEADS

Stakeholder Charge

- Define compensation philosophy
- Establish peer group
- Validate job architecture
- Compare compensation
- Consider finances
- Review processes
- Communicate

Department Heads and Functional Leads provided input relevant to their areas of responsibility



PRESIDENT AND
CABINET



HR ADVISORY COUNCIL
(HRAC)

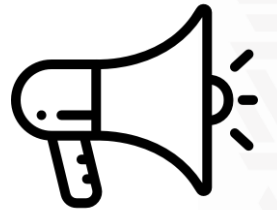
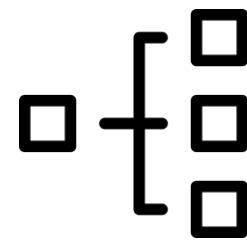
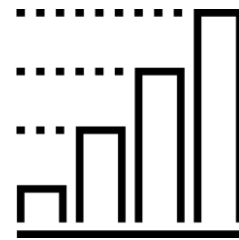
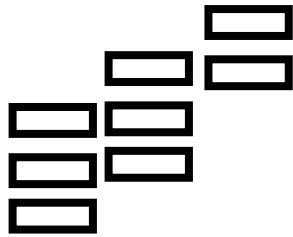


DEPARTMENT
HEADS AND
FUNCTIONAL
LEADS

OUR PROCESS



1



2

3

4

5

6

7

STEP



Draft Compensation Philosophy and Determine Peer Group

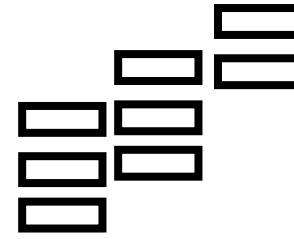
The Compensation Philosophy is a policy statement or “blueprint” to guide the design, management and communication of our compensation program

Several factors considered to determine Peer Group: Carnegie classification, operating expenses, enrollment, budget, percentage of terminal degree, faculty- and staff-to-student ratios, etc.



Reviewed and provided feedback on philosophy statement

Partnered to establish criteria, provided input to institutions for consideration and validated final comparators



STEP



Validated Job Families, Career Track Definitions and Job Leveling Criteria

Create Job Architecture *Career Framework, Part I*

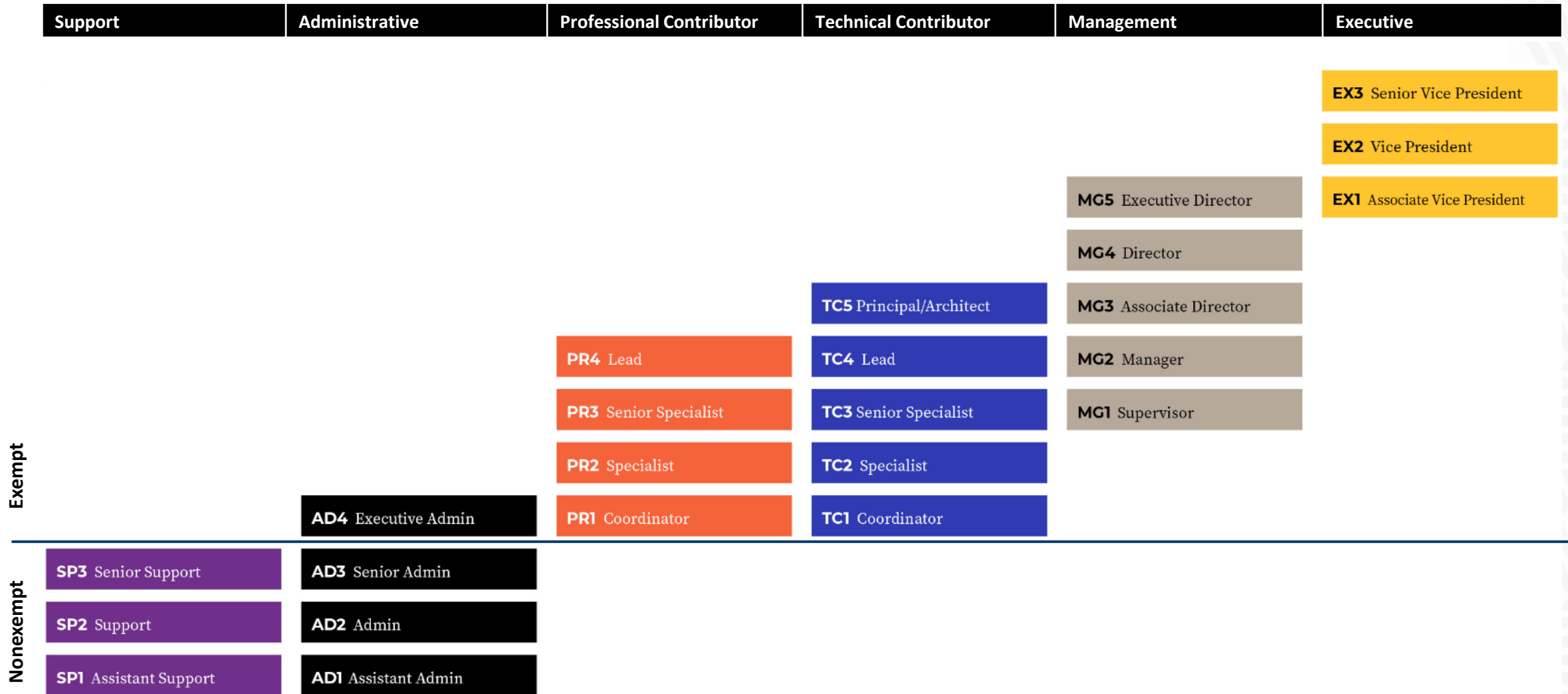
Establishes a common job organization that is consistent across the University

Organizes jobs based on responsibilities, scope, skills, and education requirements

Features defined pathways (horizontal and vertical)

Links to the Pay Structure

KSU Job Architecture



KSU Job Families

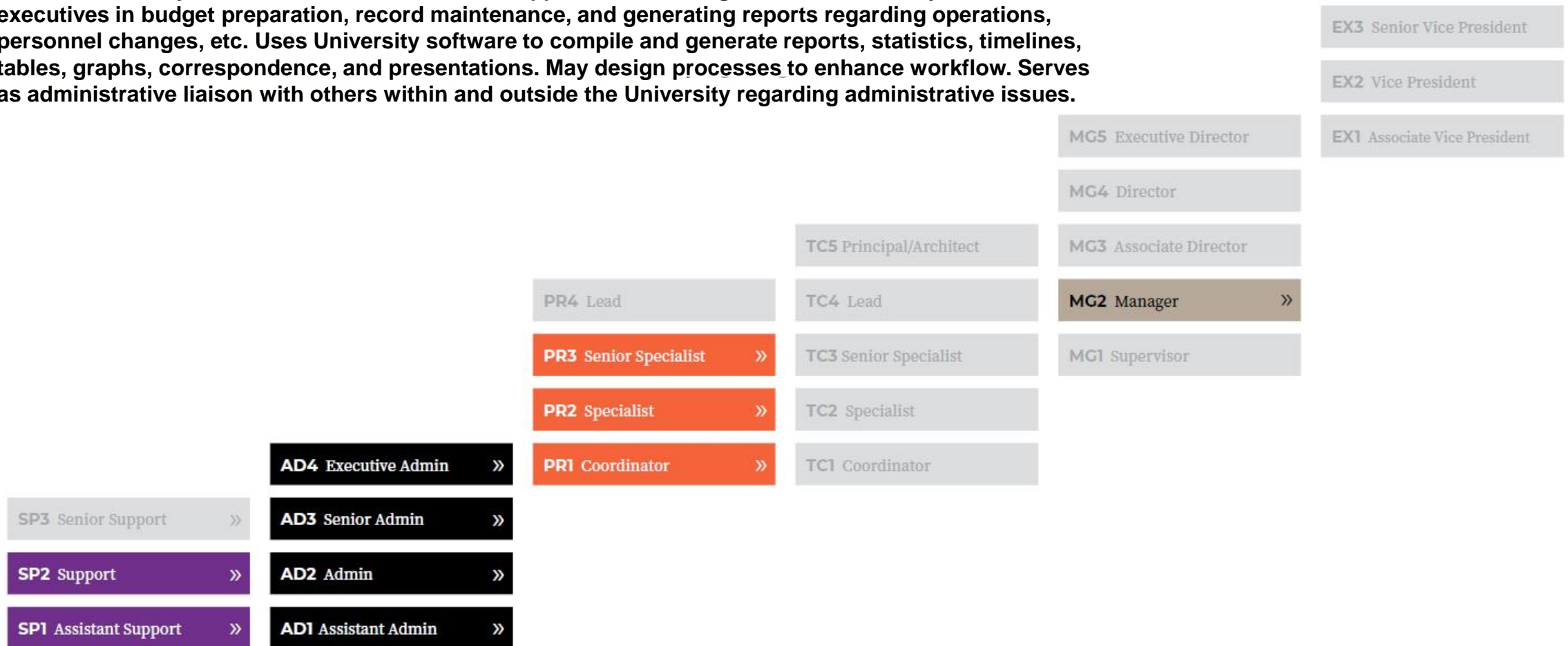
Job Family: A broad cluster of related jobs (18 Job Families for staff positions at KSU)

Academic Services (ACS)	Administrative Support (ADS)	Advancement (ADV)	Athletics (ATH)	Campus Services (CMS)	Enrollment Services (ESE)
Facilities Management (FCM)	Finance (FIN)	Health Services (HLT)	Human Resources (HRS)	Information Technology (ITS)	Legal (LEG)
Library (LIB)	Marketing and Communications (MCM)	Operations (OPS)	Public Safety (PUB)	Research (RES)	Student Services (STS)

Sample Job Family

Administrative Support (ADS)

Performs a variety of administrative activities in support of their assigned work team. May assist executives in budget preparation, record maintenance, and generating reports regarding operations, personnel changes, etc. Uses University software to compile and generate reports, statistics, timelines, tables, graphs, correspondence, and presentations. May design processes to enhance workflow. Serves as administrative liaison with others within and outside the University regarding administrative issues.



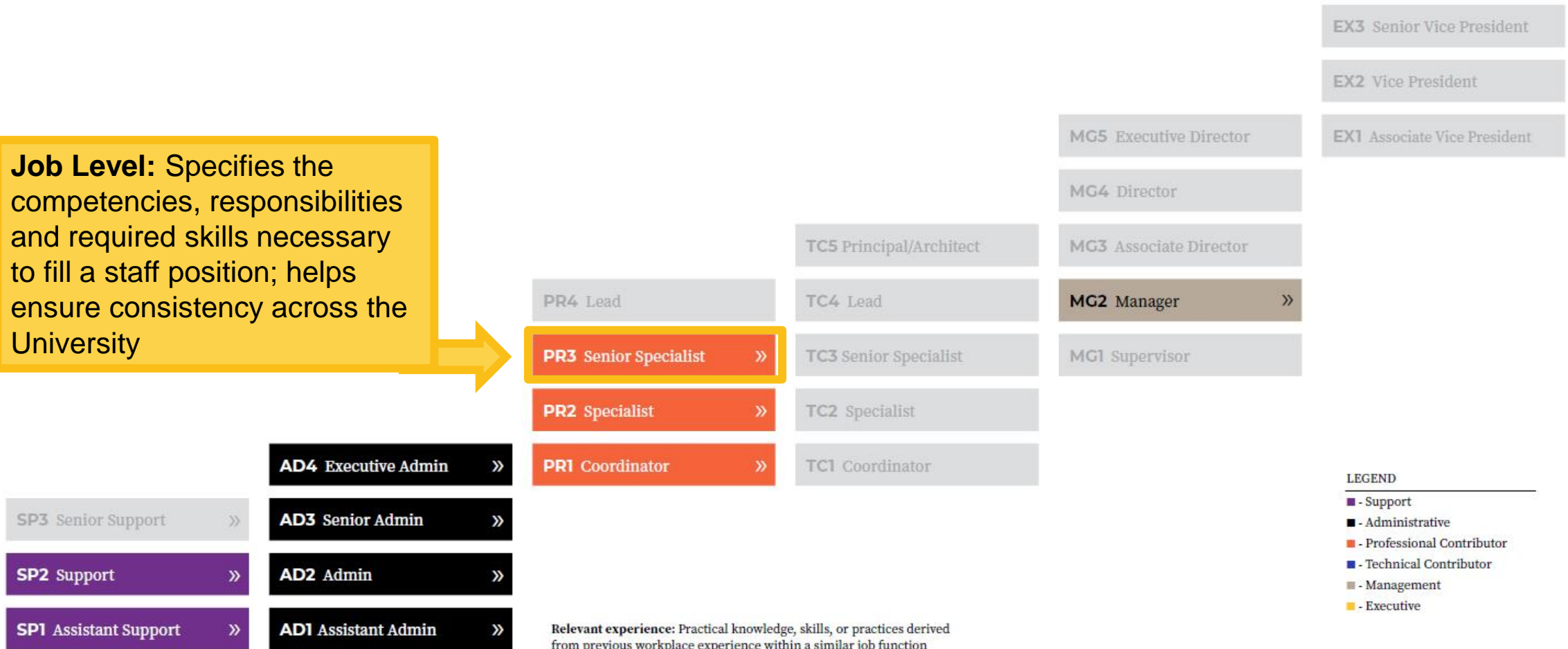
KSU Career Tracks

SUPPORT	ADMINISTRATIVE	PROFESSIONAL CONTRIBUTOR	TECHNICAL CONTRIBUTOR	MANAGEMENT	EXECUTIVE
<ul style="list-style-type: none">› Performs core work within their function› Uses basic knowledge to carry out pertinent tasks› Performs duties under general supervision and according to established procedures	<ul style="list-style-type: none">› Performs core work within their function› Uses administrative, office, and clerical skills to complete work› Performs duties under general supervision and according to established procedures	<ul style="list-style-type: none">› Applies a theoretical knowledge-base to achieve goals through own work› Characterized by specific functional expertise typically gained through formal education› Uses individual judgment, but may provide guidance to others as a project manager using technical expertise	<ul style="list-style-type: none">› Performs process-oriented technical work› Requires vocational training, certification, or the equivalent experience› Performs duties according to established procedures and methodologies› Skills required are differentiated in the labor market	<ul style="list-style-type: none">› Viewed as a leader focused on developing teams› Management responsibilities include performance appraisals, pay reviews, training and development› Delivers the short- and long-term strategy of their work function	<ul style="list-style-type: none">› Sets or significantly contributes to the strategic direction of the University› Takes a campus-wide perspective› Leads others and conveys a compelling vision for the future› Has broad impact on KSU and its results
<p>Examples:</p> <ul style="list-style-type: none">› Dining Room Attendant› Course Materials Coordinator	<p>Examples:</p> <ul style="list-style-type: none">› Administrative Assistant› Executive Assistant	<p>Examples:</p> <ul style="list-style-type: none">› Accountant› Benefits Specialist› Assistant Director, Student Conduct	<p>Examples:</p> <ul style="list-style-type: none">› Laboratory Coordinator› Senior Paralegal› Senior Software Architect	<p>Examples:</p> <ul style="list-style-type: none">› Supervisor, Admissions Operations› Director, Emergency Management	<p>Examples:</p> <ul style="list-style-type: none">› Associate Vice President, Development› Chief Financial Officer, Foundation

KSU Job Levels

Administrative Support (ADS)

Job Level: Specifies the competencies, responsibilities and required skills necessary to fill a staff position; helps ensure consistency across the University



Relevant experience: Practical knowledge, skills, or practices derived from previous workplace experience within a similar job function

- LEGEND**
- - Support
 - - Administrative
 - - Professional Contributor
 - - Technical Contributor
 - - Management
 - - Executive

STEP 3



Shared recruiting challenges, secondary market pressures and retention issues



Identify Labor Markets and Benchmark Jobs

Identified labor markets where we compete for, recruit and lose talent in terms of industry type, organization size and geographies

Recruiting Market	Examples of Departments
Higher Ed + General Industry	Finance, Information Technology
Higher Ed Specific	Financial Aid, Residence Life
Local Market (Atlanta metro)	Administrative Assistants, Coordinators, Trades

Identified benchmark jobs to serve as market anchor points

STEP 4



Reviewed proposed matches to survey job descriptions, updated based on input



Conduct Market Analysis

Measured and compared pay for jobs at KSU compared with similar jobs at:

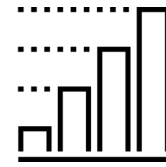
- Comparator higher education schools
- Similar jobs in general industry outside of higher education

Used multiple compensation surveys

Evaluated all benchmark jobs; all incumbents assigned to them represented in analysis

Helped inform and validate our compensation principles

STEP



Build the Pay Structure

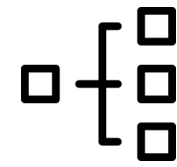
Career Framework, Part II

Two basic elements: pay grades and pay ranges

- Each job assigned to a pay grade reflective of its internal relationship with other similar jobs with the University and its external value in the market
- Each pay grade has an associated pay range expressed in three zones: minimum, competitive and maximum
- Employees are paid in the range based on compensable factors: time in position, performance, readiness for promotion

STEP

Reviewed and provided input to the slotting of jobs in their areas of responsibility



Slot Jobs into Pay Structure

Benchmark jobs were slotted into the structure based on the 50th percentile of market—anchor points

Non-benchmark jobs were placed into the pay structure based on other jobs within their Job Family and next to benchmark jobs with similar scope and responsibility, using a whole job slotting methodology

Overall grade assignments reviewed for consistency across the University

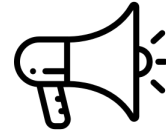




STEP



Participated in communication Strategy Session to define objectives, identify audiences, draft key messages and determine deliverables



Implement and Communicate

Career Framework effective July 2023

Committed to review the Pay Structure for all positions every three years and make any necessary adjustments

Communication Key Principles

1

Use plain
language

2

Be
transparent

3

Deploy a
multi-channel
campaign

4

Validate the
process

5

Manage the
communication
cascade

No one



Some



All



Communication Strategy Session

Compensation program communications strategy session

Kennesaw State University
July 27, 2022



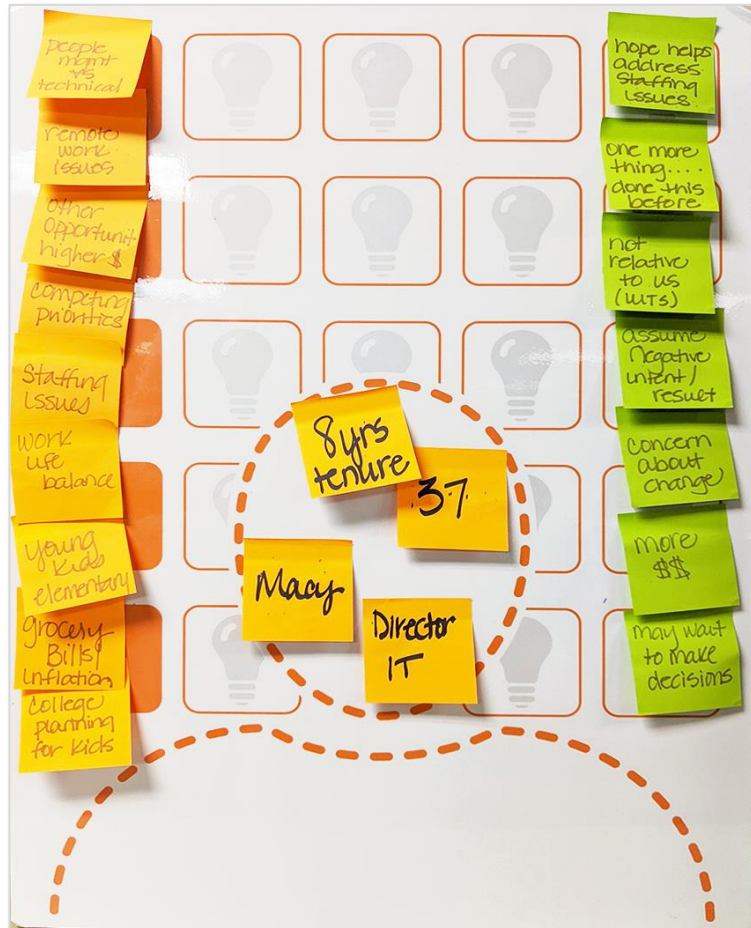
Creating your persona


- Give your persona a name. How old is your persona? What is your persona's role at KSU? How long has your persona worked here?
- What challenges does your persona face?
- What are your persona's aspirations for the new compensation program?
- Let's identify existing solutions for your persona's challenges and identify any gaps preventing fulfillment of your persona's aspirations.
- How does your persona need to feel? What does your persona need to know and need to do?



22

Persona Exercise






KENNESAW STATE UNIVERSITY

Compensation and career framework communication strategy

As of September 30, 2022

Meet Macy



37 & 8
Age & Service

Director (IT)

What she wants

- More money
- More decision-making power
- Other opportunities for more pay
- Remote work
- Find information on her own

What she needs to know and do

- Potential for more money and career growth
- How the tools can help her be a better people leader

Challenges

- Remote work issues
- Competing priorities (supporting kids v. college planning)
- Staffing issues (people management skills v. technical skills)
- Work-life balance (young kids; groceries/inflation)
- Concerned about change and relevancy of this initiative
- Assumes negative intent; "We've done this before"

Solutions

- Townhall meetings
- Manager training (with the ability to ask questions)
- 1:1 supervisor meetings (with honesty about budget realities)
- Detailed information that is easy to find on HR site
- Talking points to help clearly explain to staff in positive way
- Personal communication to help her (and mitigate negativity)

Communication Plan



EMAIL
SERIES



FAQs AND
NAVIGABLE
TOOL



MANAGER
TRAINING



ONE-ON-ONE
MEETINGS



PERSONALIZED
LETTERS

Simplify Align Equip

KENNESAW STATE UNIVERSITY
HUMAN RESOURCES

Earlier this year, we announced the kickoff of a multi-phase compensation project designed to ensure that Kennesaw State University can continue to attract, retain, and grow the staff and faculty required to fulfill our mission of unleashing the potential in every student we serve—and to realize our vision of becoming a top-tier R2 institution.

We've taken significant steps toward our goal of reviewing and refreshing elements of our staff compensation program (Phase I) and faculty compensation program (Phase II). We want to keep you informed of our efforts pertaining to staff. In January 2023, we will provide a similar update related to faculty.

Phase I: Our Process, Our Progress for Staff

Our primary objective is to create a compensation program that aligns with the current and future needs of the University and support the ongoing growth and success of our staff. In partnership with the HR Advisory Council (HRAC) and a third-party consulting firm, we built the foundational elements of our refreshed staff compensation program in July 2023.

- | May-June | July-August |
|--|---|
| <ul style="list-style-type: none"> Drafting our compensation philosophy Identifying peer institutions Defining labor markets Establishing job families and levels of work in a job architecture Validating our progress with key stakeholders | <ul style="list-style-type: none"> Hosting a compensation strategy session Identifying best practices Conducting a market analysis Creating a pay architecture Validating our key stakeholders |

Our Compensation Philosophy
Our compensation philosophy is an approved policy and communication of our compensation program.

Our Career Framework for Staff
Our new career framework for staff will be consistent with the possibilities for compensation and career growth all staff will be able to see how our jobs are organized and the meaningful ways to progress at KSU based on our career framework.

A Look Ahead
In early 2023, we will begin implementation of the new career framework. While the compensation project will not result in a pay increase for the majority of KSU employees, it will provide baseline data to develop a multi-year plan to address market competitiveness, equity, and compression of pay. It will also create a uniform, market-based means of determining pay and managing career progression at all levels across campus, making KSU an even better place to work.

Questions?
Please send your inquiries for questions to compensation@kennesaw.edu

Email Series

KENNESAW STATE UNIVERSITY
HUMAN RESOURCES

In 2023, we began a multi-phase compensation project designed to ensure that Kennesaw State University can continue to attract, retain, and grow the staff required to fulfill our mission of unleashing the potential in every student we serve—and to realize our vision of becoming a top-tier R2 institution.

The refresh of our staff compensation program was recently approved by the University System of Georgia (USG). This update is to keep you informed about upcoming events and timing as we launch the refreshed staff compensation program in July 2023.

Overview: Compensation Project for Staff
Our primary objective was to create a compensation program that aligns with the current and future needs of the University and supports the ongoing growth and sustained success of all staff.

In partnership with a third-party human resources consulting firm, and with leadership input from Cabinet, division leaders and the HR Advisory Council (HRAC), we built the foundational elements of a refreshed staff compensation program for staff, including our compensation philosophy and career framework with a job architecture and pay structure.

A Look Ahead
Now that we have received approval, we are preparing to implement and communicate the new career tracks, job families, and job levels, as well as any impacts to individual pay.

Remember, the compensation project will not result in a pay increase for the majority of KSU employees, but it will provide baseline data to develop a multi-year plan to address market competitiveness, equity, and compression of pay. It will also create a uniform, market-based means of determining pay and managing career progression at all levels across campus, making KSU an even better place to work.

In the coming months, we will prepare to launch the new staff compensation program by:

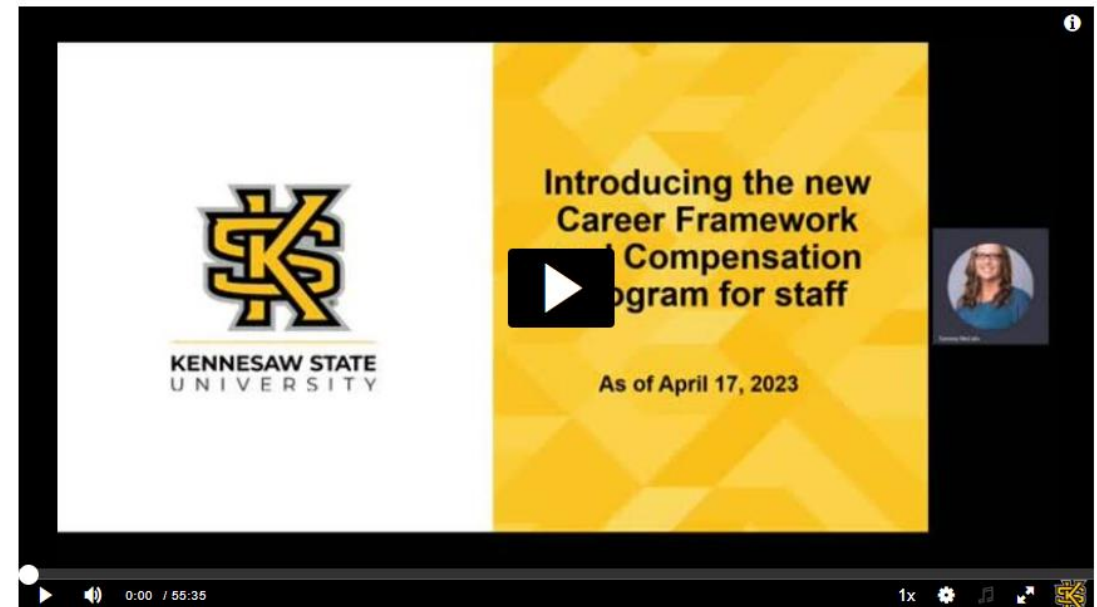
April	May	June
<ul style="list-style-type: none"> Conducting training and developing communications to help KSU managers and employees understand the refreshed staff compensation program 	<ul style="list-style-type: none"> Partnering with managers to validate our suggested approach and recommended actions 	<ul style="list-style-type: none"> Equipping managers to communicate with staff and provide each employee's new career track, job family, and job level

We thank you for your patience as we worked through this stage of the staff compensation project. We will be sending further updates as we move closer to implementation in July.

Please note that the details of the faculty compensation project are currently under review at the system office and will be shared once approved.

Questions?
Please send questions to compensation@kennesaw.edu

New Staff Career Framework and Compensation Program Training for Managers



Manager Training

Simplify Align Equip

Frequently Asked Questions (FAQs)

These FAQs are intended to answer common questions about our compensation program and how we reward our people at Kennesaw State University. The answers will help you understand our new career framework, communicate basic details about the impact to staff, and ensure our workforce receives consistent messages.

General

What is happening to pay and career development at KSU? —

Human Resources conducted a multi-phase compensation project designed to ensure that the University can continue to attract, retain, and grow the staff and faculty required to fulfill our mission and to realize our vision of becoming a top-tier R2 institution. With a new career framework and refreshed compensation program, employee performance and pay are now directly aligned with how we organize jobs, leading to an effective program where KSU staff and managers understand the specific behaviors needed to contribute, grow, and advance at the University.

How does this make KSU a better place to work? —

A refreshed compensation program and new career framework provides baseline data to develop a multi-year plan to address market competitiveness, equity, and compression of pay at KSU. It will also create a uniform, market-based approach for determining pay and managing career progression at all levels across campus.

Did KSU have guiding principles when building out the compensation program? —

Yes. We wanted to ensure the University pays competitively while also maintaining internal equity and acting in accordance with the policies established by the Board of Regents of the University System. We also sought to recognize and reward individual performance to drive motivation and growth across the University.

FAQs

Introducing the Kennesaw State University Career Framework

Navigable Tool

Campus Services

Supplies campus services that the University offers to support the daily activities of the campus community such as dining, parking, printing services, transportation, and mail room.

Click on the highlighted Job Levels to view the typical criteria (job attributes, relevant experience, education, knowledge, and skills) for current positions in this Job Family. Job Levels in grey do not have positions in this Job Family at this time.

PR4 Level

- Seasoned professional with extensive experience in a field of study; accountable for enterprise wide projects and/or processes; acts, as a lead, coordinating the work of others, but is not a supervisor; interprets internal or external issues and recommends solutions, and best practices.
- 5-7 minimum years of relevant experience.
- Bachelor's degree.
- Has advanced and specialized expertise, typically developed through a combination of job-related training and considerable on-the-job experience; routinely oversees project handling; over complex projects, trains other professionals, or serves as a specialized subject matter expert; proactively identifies, defines, and solves the most complex problems that impact the management and direction of the University.

Legend:

- Support
- Administrative
- Professional Contributor
- Technical Contributor
- Management
- Executive



THINGS WE LEARNED



| Importance of stakeholder engagement



| Authentic integration of stakeholder input



| Transparency in the process

CAREER FRAMEWORK IN ACTION



Career Framework in Action



KENNESAW STATE
UNIVERSITY

The cover features a dark grey background with a geometric pattern of overlapping triangles in various shades of grey. A prominent horizontal yellow band runs across the middle. The text is centered within this band. There are thin yellow horizontal lines above and below the text. In the bottom right corner, there is a yellow double arrow icon pointing to the right.

**Introducing the
Kennesaw State University
Career Framework**

Our Career Framework organizes jobs

One of the most important things to know about the Career Framework is that the focus is on the job, not the person in the job. Each job is defined by three factors:

Career Track

Describes the nature of the work. Our Career Framework has six Career Tracks:

- › Support
- › Administrative
- › Professional Contributor
- › Technical Contributor
- › Management
- › Executive

See [page 3](#) for details.

Job Family

Describes a broad category or field of work. There are 18 Job Families at KSU:

- › Academic Services (ACS)
- › Administrative Support (ADS)
- › Advancement (ADV)
- › Athletics (ATH)
- › Campus Services (CMS)
- › Enrollment Services (ESE)
- › Facilities Management (FCM)
- › Finance (FIN)
- › Health Services (HLT)
- › Human Resources (HRS)
- › Information Technology (ITS)
- › Legal (LEG)
- › Library (LIB)
- › Marketing & Communications (MCM)
- › Operations (OPS)
- › Public Safety (PUB)
- › Research (RES)
- › Student Services (STS)

Job Level

Recognizes the different levels of expertise within a Career Track. Each Career Track has clear criteria for jobs at each Job Level.

See [page 4](#) for details.

Our Career Framework has six Career Tracks

Each is described in more detail in the graphic below. Jobs are mapped to a particular Career Track based on the nature of the work.

SUPPORT	ADMINISTRATIVE	PROFESSIONAL CONTRIBUTOR	TECHNICAL CONTRIBUTOR	MANAGEMENT	EXECUTIVE
<ul style="list-style-type: none">› Performs core work within their function› Uses basic knowledge to carry out pertinent tasks› Performs duties under general supervision and according to established procedures	<ul style="list-style-type: none">› Performs core work within their function› Uses administrative, office, and clerical skills to complete work› Performs duties under general supervision and according to established procedures	<ul style="list-style-type: none">› Applies a theoretical knowledge-base to achieve goals through own work› Characterized by specific functional expertise typically gained through formal education› Uses individual judgment, but may provide guidance to others as a project manager using technical expertise	<ul style="list-style-type: none">› Performs process-oriented technical work› Requires vocational training, certification, or the equivalent experience› Performs duties according to established procedures and methodologies› Skills required are differentiated in the labor market	<ul style="list-style-type: none">› Viewed as a leader focused on developing teams› Management responsibilities include performance appraisals, pay reviews, training and development› Delivers the short- and long-term strategy of their work function	<ul style="list-style-type: none">› Sets or significantly contributes to the strategic direction of the University› Takes a campus-wide perspective› Leads others and conveys a compelling vision for the future› Has broad impact on KSU and its results
Examples: <ul style="list-style-type: none">› Dining Room Attendant› Course Materials Coordinator	Examples: <ul style="list-style-type: none">› Administrative Assistant› Executive Assistant	Examples: <ul style="list-style-type: none">› Accountant› Benefits Specialist› Assistant Director, Student Conduct	Examples: <ul style="list-style-type: none">› Laboratory Coordinator› Senior Paralegal› Senior Software Architect	Examples: <ul style="list-style-type: none">› Supervisor, Admissions Operations› Director, Emergency Management	Examples: <ul style="list-style-type: none">› Associate Vice President, Development› Chief Financial Officer, Foundation

Interactive Tool

Click on your Job Family to see how jobs were mapped to the Career Framework.

Academic
Services
(ACS)

Administrative
Support
(ADS)

Advancement
(ADV)

Athletics
(ATH)

Campus
Services
(CMS)

Enrollment
Services
(ESE)

Facilities
Management
(FCM)

Finance
(FIN)

Health
Services
(HLT)

Human
Resources
(HRS)

Information
Technology
(ITS)

Legal
(LEG)

Library
(LIB)

Marketing &
Communications
(MCM)

Operations
(OPS)

Public Safety
(PUB)

Research
(RES)

Student Services
(STS)

Health Services

Provides general medicine, psychological, and disability services to employees and students. Organizes educational programming. Distributes educational material to the community to promote healthy lifestyles.

Click on the highlighted Job Levels to view the typical criteria (job attributes, relevant experience, education, knowledge, and skills) for current positions in this Job Family. Job Levels in gray do not have positions in this Job Family at this time.

PR4 Lead X

- › Seasoned professional with extensive experience in a field of study that are accountable for enterprise wide projects and/or processes. Acts as a lead, supervising the work of others. Interprets internal or external issues and recommends solutions / best practices.
- › 5-7 minimum years of relevant experience
- › Bachelor's degree
- › Has advanced and specialized expertise, typically developed through a combination of job-related training and considerable on-the-job experience. Routinely exercises project leadership over complex projects, trains other professionals, or serves as a specialized subject matter expert. Typically supervises 1-2 support level roles. Proactively identifies, defines, and solves the most complex problems that impact the management and direction of the organization.

SP3 Senior Support »	AD4 Executive Admin
SP2 Support »	AD3 Senior Admin
SP1 Assistant Support »	AD2 Admin
	AD1 Assistant Admin

PR4 Lead »	TC5 Principal/Architect »	MG5 Executive Director
PR3 Senior Specialist »	TC4 Lead	MG4 Director »
PR2 Specialist »	TC3 Senior Specialist »	MG3 Associate Director »
PR1 Coordinator	TC2 Specialist	MG2 Manager »
	TC1 Coordinator »	MG1 Supervisor

Relevant experience: Practical knowledge, skills, or practices derived from previous workplace experience within a similar job function

Associate Director, Case Management

Associate Director, Training

Case Manager

Clinical Recovery Specialist

Counseling and Psychology Doctoral Intern

Dietitian

Director, Counseling and Psychological Services

Director, Health Promotion and Wellness

Group Fitness Instructor-PT

Phlebotomist

Psychiatric Nurse Practitioner

Welcome to the KSU Job Descriptions Library.

Here you will find descriptions for all KSU jobs. Use the left navigation t

What is my Pay Grade?

Use the [KSU Salary Structure](#) to determine your Pay Grade.

What should I do if I don't see my job descriptio

If you don't see your job description listed, contact your manager. Mana



KENNESAW STATE
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Job Descriptions Library

Associate Director, Case Management

Associate Director, Training

Director, Counseling and Psychological Services

Director, Health Promotion and Wellness

Welcome to the KSU Job Descriptions Library.

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What is my Pay Grade?

Use the [KSU Salary Structure](#) to determine your Pay Grade.

What should I do if I don't see my job description listed?

If you don't see your job description listed, contact your manager. Managers, please



KENNESAW STATE UNIVERSITY

Job Description

JOB TITLE: Director, Health Promotion and Wellness **JOB CODE:** See Below
CREATED: 06/18 **MODIFIED:** 12/22

JOB PURPOSE:
 Provides direct oversight of all health promotion activities and staff that address priority student health issues and support the mission of the university. This is accomplished through the development and application of population-level initiatives including prevention activities and health assessments; engagement and cultivation of partnerships to address campus health needs; and application and evaluation of theoretical frameworks and planning models that address individual and community health.

MINIMUM EDUCATION REQUIRED:
 Master's degree from an accredited university in public health, health promotion, health policy, public administration or health related field, college

HR Information Only: (completed by Human Resources)

JOB TITLE: Director, Health Promotion and Wellness	JOB STATUS: Regular	JOB CODE: 300XF0
PAY GRADE: K13	JOB FAMILY: Health Services	CAREER FRAMEWORK: MG4

Salary Structure

Curious how position-based salary structure operates at Kennesaw State University? Below you'll find steps involved in benchmarking and compensating positions.

Our institution strives to establish fair compensation levels for all positions on the basis of their scope

[SALARY STRUCTURE SORTED BY JOB TITLE](#)

[SALARY STRUCTURE SORTED BY JOB FAMILY](#)

Career Framework in Action

Staff:

- Interactive Tool helps identify jobs in each Career track and job level
- Searchable Job Description database is linked to Career Framework and Salary Structure

Managers:

- Better understanding of current structure and how to build a stronger structure that promotes growth opportunities
- Helps link market data to business needs

Compensation:

- Provides transparency
- Of the 1100+ Jobs, quickly identify similar jobs for market analysis
- Helps guide restructuring conversations



What the Future Holds



Internal Mobility Program

- Steering Committee to help design program
- Building off the Career Framework

QUESTIONS & ANSWERS

