Job Architecture Project
PROJECT TEAM OVERVIEW

Core Team
- **Purpose:** Working Sessions
- **Team Members:** VT Compensation/HR team and EY project team
- **Meeting Frequency:** 1-2 per week

Extended Team
- **Purpose:** Broader Updates and Alignment
- **Team Members:** Target Pilot Departments (Slide 6), OCM, Design, and Systems
- **Meeting Frequency:** Monthly

Steering Committee
- **Purpose:** Project Governance
- **Team Members:** VT HR Advisory Committee and EY Leadership
- **Meeting Frequency:** TBD (as needed)

EY Higher Education SMR
- Sean Jackson

EY Engagement Partner
- Bill Murphy

VT
- Bryan Garey

EY Co Engagement Leads
- Preston Handler
- Dana Krieg

VT
- Evans Lusuli
- Sandee Cheynet
- Susan Hughes
- Alicia Eaton
- Michael Copper

EY Staff Consultant
- Luc Jambon
EY has been retained by Virginia Tech (VT) as a consulting partner to assist VT in organizing approximately 2,100 employees and 1,500 unique job titles representing Administrative and Professional (A/P) faculty positions into a job structure that appropriately rewards employees for their role and contributions.

Striving to achieve the following:

• VT employees are paid fairly and equitably based on their role and contributions, creating structure in employee compensation.

• VT employees understand a path to grow in their career and organize how employees develop and grow which will help with succession planning and employee retention.

• Create a system that clearly articulates job families across the A/P faculty.

• Titling methodology within those families based on those roles; i.e. finance, public relations, information technology, human resources, student and academic affairs, professional, etc.

• Environment that articulates position summaries, qualifications, recruitment, compensation, employee development, succession planning which makes the manager’s job easier.

• Alignment with VT resources for developing and investing in our people and talent.
PILOT APPROACH

Approach:

• A segmented pilot approach ensures the establishment of an effective work process, with proper focus on disparate functions, roles, and demographics.
  ▪ Limits impact audiences so expectations can be managed.
  ▪ Minimizes disruption to business as usual.
• Once the preliminary pilot is conducted, the same process can be repeated and/or adjusted based on learnings.
• Target communications for a limited pilot audience tend to be more effective than broader communications.
• Increases the possibility of making decisions that don't fit the broader population.

Considerations:

• The following four departments have been identified as strong candidates for early engagement:
  ▪ Research
  ▪ Information Technology (IT)
  ▪ Advancement (Fundraising)
  ▪ Academic Advisors
• The pilot phase with target departments is planned to occur over the first 6 months of the engagement, with focus on other departments the next 6 months.
• The pilot departments will consist of approximately 1/3 of the VT A/P faculty employee population.
We’ll start with our well established 5 phase process...

- **PLANNING**
- **ASSESSMENT**
- **DESIGN**
- **BUILD**
- **PROJECT MANAGEMENT**
- **IMPLEMENTATION**
- **CHANGE MANAGEMENT**

*Process to be led by Virginia Tech*
PROJECT DELIVERABLES

Create Position Description Questionnaires

Create Job Architecture for A/P Faculty

Develop Job Leveling Structure and Associated Pay Structure

Develop Titling and Job Code Methodology

Develop Career Paths
ILLUSTRATIVE JOB ARCHITECTURE FRAMEWORK TIMELINE

February
- Kick-off Meetings, Workplan Development, Data Request Review
- Information Review and Stakeholder Interviews
- JFA and Leveling Structure Conceptual Design
- Develop/Distribute Position Description Questionnaires
- Job Alignment
- Job Titling & Codes
- Career Mapping
- Market Pricing Assessment
- Competitive Analysis Report
- Change Management/Communications*

March
- Project Management

April
- Project Management

May
- Project Management

June
- Project Management

July
- Project Management

Phase: Planning
- Establish project plan and identify key stakeholders

Phase: Assessment
- Assess current state and understand desired future state

Phase: Design
- Develop career framework and develop JFA

Phase: Build
- Build salary structure and career maps

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