



# UW-Green Bay Compensation Philosophy and Salary Administration Guidelines

## Philosophy Statement

The University of Wisconsin – Green Bay is committed to excellence in undergraduate, master’s and select doctoral programs and operating with a commitment to excellence in teaching, scholarship and research, and service to the community. The foundation of our educational philosophy is to be a university that fearlessly meets challenges, solves problems, embraces diversity, cares about our region, and provides access to education for all who want it. To support our commitment to excellence, we shall maintain a compensation program directed toward attracting, retaining and rewarding a qualified and diverse workforce. Our culture must challenge employees to contribute in meaningful ways to the [mission](#) of the University.

Our compensation program shall be fair, non-discriminatory, transparent, easy to administer, and easily understood. Additionally, we recognize that it is the combined efforts of all employees of the University, faculty, academic staff, university staff, and administrative (limited) employees that will allow the University to achieve its mission. Therefore, our compensation goals for all employee classifications must be comparable. Within the boundaries of financial feasibility, employee compensation shall strive to ensure internal parity and be externally competitive based on performance as recognized within each division. In the event that limited resources require the institution to make choices between addressing external competitiveness or internal parity, external forces should take precedence to remain competitive and to attract the best possible faculty and staff to UW-Green Bay. Internal parity should follow as quickly as possible once resources allow, should compression issues result from external market adjustments.

## Salary Administration Guidelines

UW System has authorized that all decisions on how to apply compensation policies are left to the discretion of UW System institutions. Therefore, in accordance with [SYS 1277: Compensation](#) and the UW-Green Bay [Compensation & Pay Plan Policy](#), these salary administration guidelines offer guidance on administration of compensation policies and philosophy. The intent of this document is to help ensure consistency in how salary decisions are determined at UW-Green Bay. Regardless of fluctuations in state support, it is imperative that the University demonstrate progress towards the aims detailed in this document.

### Key Objectives:

#### Internal Parity



The University and its employees benefit when a formal pay administration program is established, maintained and well understood. The University will apply the system-wide job titles for staff positions to establish consistency across the University and as a means of determining fair and equitable pay. These titles are applied uniformly in line with the descriptions within the UW System [Title Library](#) and UW-Green Bay [Title Guidelines](#) to ensure internal parity, valid comparability with the appropriate labor markets, provide clear distinctions between titles, and to allow for employee flexibility within the organization based on scope of responsibility, experience, educational qualifications, and other job-related characteristics.

### **External Market Competitiveness**

It is important that the University's compensation and benefit programs are well-positioned relative to our peers. The University wants to compete with other similarly situated Universities and public and private employers to attract individuals with established track records as well as those with growth potential. We will utilize the below strategies when reviewing market competitiveness of salaries at UW-Green Bay:

**Non-instructional staff:** Contingent upon budgetary availability and in consideration of the scope of the responsibility of the specific position, our goal is to align pay practices within UW System salary ranges in line with external market. To confirm external pay competitiveness for non-instructional academic staff, university staff, and limited positions, we will rely primarily on data from the market-based UW System [salary structure](#); UW System comparable institutions; CUPA-HR administrative, professional, and staff surveys for applicable jobs (comparison groups noted below); and other available salary surveys that meet professional standards. We will strive to be in the top 50% of System salaries (excluding Milwaukee, Madison, and UW System Administration) for the applicable role for all new hires and may make necessary compression adjustments if needed as a result.

**Faculty and Instructional Academic Staff** pay competitiveness will be determined based on comparable discipline and function as reported by CUPA-HR. Faculty and Instructional Academic Staff positions will annually be benchmarked to a relevant CIP code within the CUPA Salary Survey. Annually, the Provost and Deans will receive the results of the CUPA survey with the following comparison group medians identified:

- IPEDS (comparison group consistent with the [IPEDS Data Feedback Report](#))
- UW System Institutions (excluding Milwaukee and Madison)
- Carnegie Masters-Granting Institutions Medium (no variables)
- Carnegie Masters-Granting Institutions Medium/Large (5,000 – 10,000 Student FTE)

### **Progression within Salary Ranges:**

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In order to attract qualified candidates to our University while recognizing pay compression concerns for existing employees, the University will strive for internal parity in pay practices and hiring rates. Faculty and staff employees' salary movement through their respective salary ranges (through base rate adjustment) will be based on performance, market, and other factors as outlined within the [Compensation & Pay Plan Policy](#) and further in this document. Supervisors will encourage professional development opportunities for employees to facilitate movement and progression through salary ranges. Supervisors will receive training on employee advancement and performance evaluations so that all departments have appropriate development possibilities. Such development may lead to salary increases and/or career advancement opportunities through promotion (title change or recruitment)

**Institution-Wide Compensation Programs:**

While individual departments/divisions may advocate for compensation adjustments for unique circumstances in accordance with the [Compensation & Pay Plan Policy](#) (i.e. additional duties, equity, etc.), in general it is best practice to have an institutional strategy around progression in salary. Therefore, annually (in alignment with the [budget development process](#)) a compensation analysis will be conducted and the Chancellor's Cabinet will consider whether funds are available to sponsor a compensation adjustment program for the following fiscal year. If insufficient funding prevents compensation increases for a particular year, the compensation analysis should still be completed each year as scheduled. This allows for on-going planning by an institution to address equity and/or parity issues, which in turn could be used to influence salary progression priority.

As part of this annual compensation analysis, information reviewed may include:

- Time at UW-Green Bay and/or UW System
- Time in specific position
- Performance (as documented in annual performance evaluations)
- Scope of the assigned responsibilities (as documented in position descriptions and org charts)
- Placement in the salary range as compared to market (UW System Median, CUPA comparison group medians, etc.)
- History of previous non-pay plan compensation adjustments

Institutional compensation adjustment programs may be instituted utilizing any of the following reasons as outlined within the [Compensation & Pay Plan Policy](#):



- a. **Competitive Factors (including Recruitment/Retention/Market):** Adjustments may be made in response to competitive market factors or compensation study data provided in a comparable role.
- b. **Parity:** Adjustment used for significant pay compression or to provide equal pay for equal duties when employee's salary has been determined to be lower than other employees performing similar duties at the same level of proficiency with comparable years of experience and education. Group adjustment cannot be requested to correct issues which have resulted from either the department's distribution of past performance/merit increases.
- c. **Performance/Merit:** Adjustments that allow for recognition of employees' superior or meritorious performance. Relevant factors should include length of superior performance, regularity with which outstanding contributions demonstrated, overall significance of employee's work to department, division or university and/or additional competencies gained determined to be critical and/or specialized in carrying out permanent functions of the position. Other considerations may include proactively and creatively solving problems resulting in a positive change, frequently seeking opportunities to accomplish additional or transformational goals that result in a significant positive impact.

Once budgetary dollars and purpose for the compensation program are determined, a summary of the criteria by which any compensation changes will occur and a guidelines document for process will be discussed with the Compensation and Workload Committee and subsequently communicated to all employees. This process should happen before specific compensation decisions for individuals are made. The decision-making authority for any compensation decisions should be made public as well.

The University has the responsibility of ensuring that equitable salary relationships are maintained. Special care will be exercised to ensure that salary differences are neutral with regard to race, color, religion, sex, sexual orientation, gender and/or gender identity or expression, marital or parental status, genetic information, national origin, ethnicity, citizenship status, veteran or military status (including disabled veteran, recently separated veteran, other protected veteran, or Armed Forces service medal veteran status), age, or disability. In those instances where inequities may exist in these protected categories, an equity adjustment may be appropriate.

## **Responsibilities:**

### **Office of Human Resources and Workforce Diversity**

The Office of Human Resources & Workforce Diversity is responsible for maintaining the titling and compensation programs in a fair and non-discriminatory fashion. The responsibilities include titling new

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positions, retitling current positions when job duties and responsibilities change, assigning appropriate job titles based on duties and scope of responsibility, advising on the appropriate level of pay for new hires and promotions, monitoring institutional compensation levels for compression and inequity, coordinating submission of market salary surveys, full-scope processing of institutional compensation programs, and related activities designed to keep the system consistent with the University's pay strategy and facilitating progression through the ranges, as appropriate.

The HR Department will collect market data or market trend data for all jobs on an annual basis, prepare the annual compensation analysis, and make recommendations to University leadership regarding adjustments to the plan, consistent with the University's pay strategy and financial capabilities.

**Area Leaders (Vice Chancellors and Chancellor)**

The Area Leaders are responsible for ensuring that the compensation philosophy, salary administration guidelines, and institutional compensation programs advance the University's operational needs and strategic goals. The Area Leaders will also play a vital role in maintaining the integrity of the philosophy by adhering to its objectives in their actions. The Chancellor or their designee has authority on final decisions related to compensation and decisions related to the compensation philosophy. Changes in compensation philosophy and strategy will be made with input from appropriate faculty, academic staff and university staff governance committees (most often the Compensation & Workload Committee).