

September 5, 2013

Compensation Study Overview

Compensation Steering Committee Members:

- Kevin Boerschinger (Classified Staff)
- David Dolan (Faculty)
- Kelly Franz (Administration)
- Scott Furlong (Administration)
- Mimi Kubsch (Faculty)
- Sue Mattison (Administration)
- Emily Rogers (Academic Staff)
- Joe Schoenebeck (Academic Staff)
- Dan Spielmann (Administration)
- Patricia Terry (Faculty)
- Sheryl Van Gruensven (Administration)

Background

- Consultant Jim Fox (Fox & Lawson, Minneapolis) was hired to benchmark approximately 100 non-faculty and most faculty positions
- Position descriptions were used
- Broad peer group included 354 higher ed institutions from CUPA, public and private employers
- Compensation Philosophy developed and approved by governance groups and Compensation Steering Committee in 2012-13. Our Compensation Philosophy states focus should be to “bring the lower 40% of employees in all categories up to our goal while recognizing the contributions of employees and retaining high performing employees.”
- Campus goal is to ultimately “achieve at least the median of the competitive market”
- Benchmarked 90 non-faculty and most faculty since CUPA data generally available for most faculty
- Benchmarks were applied to other positions when closely related; otherwise average salary data by pay range was used and applied

Implementation Priorities

Implementation Priorities (based upon the percentage below market and percentage away from the estimated salary based upon years of service in position) were determined and assigned to employees in each of the following categories:

Market comparison priority: the difference between the market salary and the employee's salary

15% +	Priority 1
10% - 14%	Priority 2
5% - 9%	Priority 3
Below 5%	Priority 4

Step increase priority: the difference between the estimated salary within the pay range based upon the employee's years in position, and the employee's salary

15% +	Priority 1
10% - 14%	Priority 2
5% - 9%	Priority 3
Below 5%	Priority 4

Employees with the following combinations received base rate market adjustments during the initial review:

Priority Group	Rank
Difference to 50th Percentile	1
Increase to Step	1
Difference to 50th Percentile	2
Increase to Step	1
Difference to 50th Percentile	1
Increase to Step	2
Difference to 50th Percentile	2
Increase to Step	2
Difference to 50th Percentile	1
Increase to Step	3
Difference to 50th Percentile	3
Increase to Step	1
Difference to 50th Percentile	2
Increase to Step	3
Difference to 50th Percentile	3
Increase to Step	2

*Remainder of priority groups will be reviewed in 2014-15.

- Employee performance was also considered
- Some exceptions were made to this priority grouping when the market adjustment created an internal compression issue for employees in certain pay ranges.

Implementation

- 211 employees encompassing all employee groups (except administrators) received an adjustment
- Approximately 40% of workforce
- Remainder of employees will be reviewed this fiscal year

Timeline for Adjustments for 2013

<i>Effective Date</i>	<i>Payroll Date</i>	<i>Employee Group</i>
July 1 st	August 1 st	Academic Staff
Mid-August	1 st Payroll	Classified Staff
August 26 th	October 1 st	Faculty

Next Steps

- Develop a process to continuously review compensation for ongoing employees regularly
- Compensation Steering Committee will continue to meet on ongoing basis

Compensation Study Q & A

- Q. *Why were only 90 positions benchmarked and not all positions?*
 A. Ninety positions are a representative sample of the positions on campus and this methodology was recommended by the consultants and supported by the Compensation Steering Committee.
- Q. *What positions were benchmarked?*
 A. Most teaching positions and the following non-faculty positions:

Benchmark Title	Working Title or Department
ACADEMIC DEPT ASSOC	ACADEMIC DEPARTMENT ASSOCIATE
ACADEMIC LIBRARIAN	REFERENCE & INSTRUCT LIBRARIAN
ACCOUNTANT - SENIOR	ACCOUNTANT
ADMIN PRG MANAGER II	MANAGER, UNIV BOOKSTORE
ADMIN PROGRAM SPEC	TRAINER
ADMIN SPECIALIST	OPERATIONS MANAGER
ADMIN SPECIALIST	EVENTS COORDINATOR
ADVISOR	ADMISSIONS
ADVISOR	EDUCATION
ADVISOR	FINANCIAL AID
ADVISOR	OUTREACH & ADULT ACCESS-ADULT DEG
ARBORETUM PROJECT COORD	FACILITIES MGMT/GROUNDS

ASSOC DEVELOP SPEC	DIRECTOR OF ALUMNI RELATIONS
ASSOC UNIV REL SPEC	WEB/GRAPHIC DESIGNER
ASST DIR, ATHL/M	ASSOC ATHLETIC DIR/PROGRAM OPS
ASST REGISTRAR/M	ASSISTANT REGISTRAR
AUDITOR - SENIOR	INTERNAL AUDITOR
AUTO/EQUIP TECH-SENR	AUTO/EQUIPMENT TECHNICIAN
BLDGS/GROUNDS SUPV	RES LIFE BLDG GRNDS SUPERVISOR
BUD & POL ANA DIV ADV	BUDGET COORDINATOR
COACH	HEAD COACH (WOMENS VOLLEYBALL)
CUSTODIAL SRV SUPV	CUSTODIAL SUPERVISOR
CUSTODIAN	CUSTODIAN
CUSTODIAN LEAD	CUSTODIAN LEAD
DEAN ASSISTANT	DEAN'S ASSISTANT
DEVELOP SPECIALIST	ASST ATHLETIC DIR DEVELOPMENT
DEVELOP SPECIALIST	DEVELOPMENT OFFICER
DIR, ADMISSIONS/M	DIRECTOR
DIR, CAR PLN & PLC/M	DIRECTOR
DIR, LIBRARY/M	DIRECTOR
DIR, PHYSICAL PLANT/M	DIR. FACILITIES MGMT & PLNG
ELECT TECH MEDIA SENR	ELECTRONICS TECHNICIAN
ENV HLTH SPEC SR	ENV HLTH SPEC SR
FAC MAINT SPEC ADV	FACILITIES REPAIR WORKER
FINANCIAL SPEC 3	FINANCIAL SPECIALIST
GROUNDSKEEPER	GROUNDSKEEPER
HR ASST	HUMAN RESOURCES ASSISTANT
HVAC/REFRIG SPEC	FACILITIES MAINTENANCE SPEC
HVAC/REFRIG SPEC-ADV	HVAC SPECIALIST
INFORM PROCESS CONSLT	INFORMATION PROCESSING
INFORM PROCESS CONSLT	COORD INSTRUCT DESIGN SVCS
INFORM PROCESS CONSLT	UNIVERSITY WEBMASTER
INSTRUCTIONAL SPEC	INSTRUCTIONAL SPECIALIST
INSTRUCTL PRG MGR II	INSTRUCTL PRG MGR II
IS BUS AUTO SENIOR	IS BUSINESS AUTOMATION SENIOR
IS BUS AUTO SENIOR	IS BUS AUTO SENIOR
IS NET SERV SENIOR	NETWORK SYSTEMS ADMINISTRATOR
IS NETWORK SUP TECH S	IS NETWORK SUPPORT TECHNICIAN
IS RESOURC SUP TECH S	IS RESOURCES SUPPORT TECH
IS SUPERVISOR 2	MIS SYSTEMS COORDINATOR
IS SYS DEV SRV SENIOR	IS SYSTEMS DEVELOPMENT SRVCS
IS TECH SRV SENIOR	COMPUTER REPAIR MANAGER
LAB PREP TECH S	LABORATORY TECHNICIAN
LIBRY SER ASST - ADV	LIBRY SER ASST - ADV
OFFICE OPER ASSOCIATE	OFFICE OPER ASSOCIATE
OUTREACH PROG MGR II	DIRECTOR CAMPS & CONFERENCES
OUTREACH PROG MGR II	DIRECTOR EDUCATION OUTREACH

OUTREACH SPECIALIST	OUTREACH SPECIALIST
PAY & BEN SPECIALIST ADV	PAYROLL & BENEFITS SPECIALIST
PHOTOGRAPHER - SENIOR	PHOTOGRAPHER – SENIOR
POLICE OFFICER	POLICE OFFICER
POLICE SERGEANT	POLICE SERGEANT
POLICE SERVICE ASSOC	POLICE SERVICE ASSOC
POLICY/PLNG ANALYST	INSTITUTIONAL RESEARCH
POWER PLANT SUPERINT	POWER PLANT SUPERINTENDENT
POWER PLNT OPER-SENR	POWER PLANT OPERATOR
PURCHASING AGENT-SEN	PURCHASING AGENT-SEN
RESIDENCE HALL MGR	AREA COORDINATOR
SECURITY OFFR 3	SECURITY OFFICER
SHIP & MAIL ASSOC-ADV	SHIPPING & MAIL ASSOCIATE
SR ACAD LIBRARIAN	COORD SPCL COLLECT/UNIV ARCHIV
SR ADMIN PRGM SPEC	PROVOST & VICE CHANCELLOR
SR ADMIN SPECIALIST	PROGRAM COORD & EQUIPMENT MGR
SR ADMIN SPECIALIST	COORDINATOR, TESTING SERVICES
SR ADVISOR	ACADEMIC ADVISING
SR COUNSELOR	HEALTH AND COUNSELING
SR FACILITIES PLAN SP	FACILITIES PLAN/PROJ/SPACE MGR
SR INFORMATION MGR	ACADEMIC TECHNOLOGY
SR INFORMATION MGR	CIT USER SUPPORT MANAGER
SR MEDIA SPECIALIST	MEDIA SPECIALIST
SR RESIDENCE HALL MGR	AREA COORDINATOR
SR STUDENT SERV COORD	COORD DISABILITY SERVICES
SR STUDENT SERV COORD	JUDICIAL AFFAIRS COORDINATOR
SR UNIV REL SPEC	DIRECTOR OF MARKETING
STU STATUS EXAM SR	STUDENT STATUS EXAMINER
STUDENT HEALTH NURSE	NURSE
STUDENT SERVICES CORD	STUDENT SERVICES CORD
STUDENT SERVICES CORD	COORD RESV & EVENT SERVICES
STUDENT SERVICES SPEC	STUDENT SERVICE SPECIALIST
STUDENT SV PR MGR I	ENROLLMENT SERVICES MANAGER
STUDENT SV PR MGR II	RECREATION
STUDENT SV PR MGR II	DIR TRIO & PRECOLLEGE PROGRAMS
STUDENT SV PR MGR II	PROVOST & VICE CHANCELLOR
STUDENT SV PR MGR II	STUDENT LIFE
UNIV EXEC STAFF ASST	EXECUTIVE ASSISTANT
UNIV RELATIONS SPEC	ATHLETICS COMMUNICATIONS DIR
UNIV SERVICES ASSOC 2	UNIVERSITY SERVICES ASSOCIATE
UNIV SVC PRG ASSOC	UNIVERSITY SRVCS PROGRAM ASSOC
UW HUMAN RES MGR	UW HUMAN RES MGR

Q. *How was my position compared to the market if my position was not one of the 90 benchmarks selected?*

A. The benchmarks were applied to other positions when closely related; otherwise averages of the market data, by pay range, were used and applied to the remainder of the positions. There are some more unique positions for which pay range averages could not be used. In these situations, no comparison was identified for the position and further research will be done to obtain comparable data this year.

Q. *I did not receive an increase this year. Will my salary be reviewed?*

A. Ongoing employees who did not receive a market adjustment, are below market, and have satisfactory performance will be reviewed this year for possible adjustments next fiscal year.

Q. *Is performance a factor for whether or not an employee receives a market adjustment?*

A. Yes, performance is a factor and poor performance may eliminate an employee from receiving a market adjustment who would otherwise be eligible. These decisions are made by the division head.

Q. *How was the "employees years of service in position" determined by the consultant?*

A. For *Nonfaculty*, the existing State of Wisconsin and UW System pay ranges were used for each classification (specifically the minimum, midpoint and maximum). The distance between the minimum and maximum of each pay range varies from 35% to 130%. Steps were created within each pay range to show probable movement through a pay range over time. For example, steps were created from the minimum to the midpoint and from the midpoint to the maximum. The smaller the spread in pay range, the fewer years it would take to progress through the pay range. The larger the spread in pay range, the longer it takes to progress through the pay range. The percent difference between each step varies, with larger steps from the minimum to the midpoint and smaller steps from the midpoint to the maximum. Employees were then placed at a step within their pay range based upon years in position. (See *Nonfaculty example*).

For *Faculty and Lecturers*, the market data using the 50th percentile, by rank, was used to establish pay ranges. The 50th percentile was used as the midpoint of the range. The minimum is approximately 73% of the mid-point and the maximum is approximately 127% of the midpoint. The percent difference between each step varies, with larger steps from the minimum to the midpoint and smaller steps from the midpoint to the maximum. Employees were then placed at a step within the pay range based upon years in rank. Consistent with the current UW System minimum pay schedules, 75% of the Faculty ranges were used for Lecturers. (See *Faculty example*).

Q. *How many employees within each employee group (faculty, academic staff, classified, limited) received an increase?*

A. 95 Classified; 64 Faculty and Lecturers; 50 Non-instructional Academic Staff and 2 Limited/Administrative

Q. *Will those still below the market median be reviewed again next year?*

A. No, we will review the remainder of the employees who did not receive an increase this year first. A process for reviewing all employees on a continual basis will be established by the Chancellor's Cabinet over the next year.

Q. *Where are the funds coming from for these market adjustments?*

A. The University is reallocating internal funds from various budget accounts to pay for the adjustments.

Q. *Will promotions and progressions still be allowed?*

A. Yes. It is possible for an employee to receive a market adjustment and promotion/progression.

Q. *Will classified employees who are eligible for a parity adjustment pursuant to the State of Wisconsin Compensation Plan still receive a market adjustment?*

A. All market adjustments through this compensation study will be capped at \$2,000 over the biennium. If an employee receives an adjustment (other than pay plan) through the State Compensation Plan, the amount of the market adjustment will be reduced.