

# **TITLE & TOTAL COMPENSATION PROJECT LEVEL-SETTING PRESENTATION – AUGUST, 2019**





# Agenda

01 | WELCOME

**02 | PROJECT OVERVIEW**

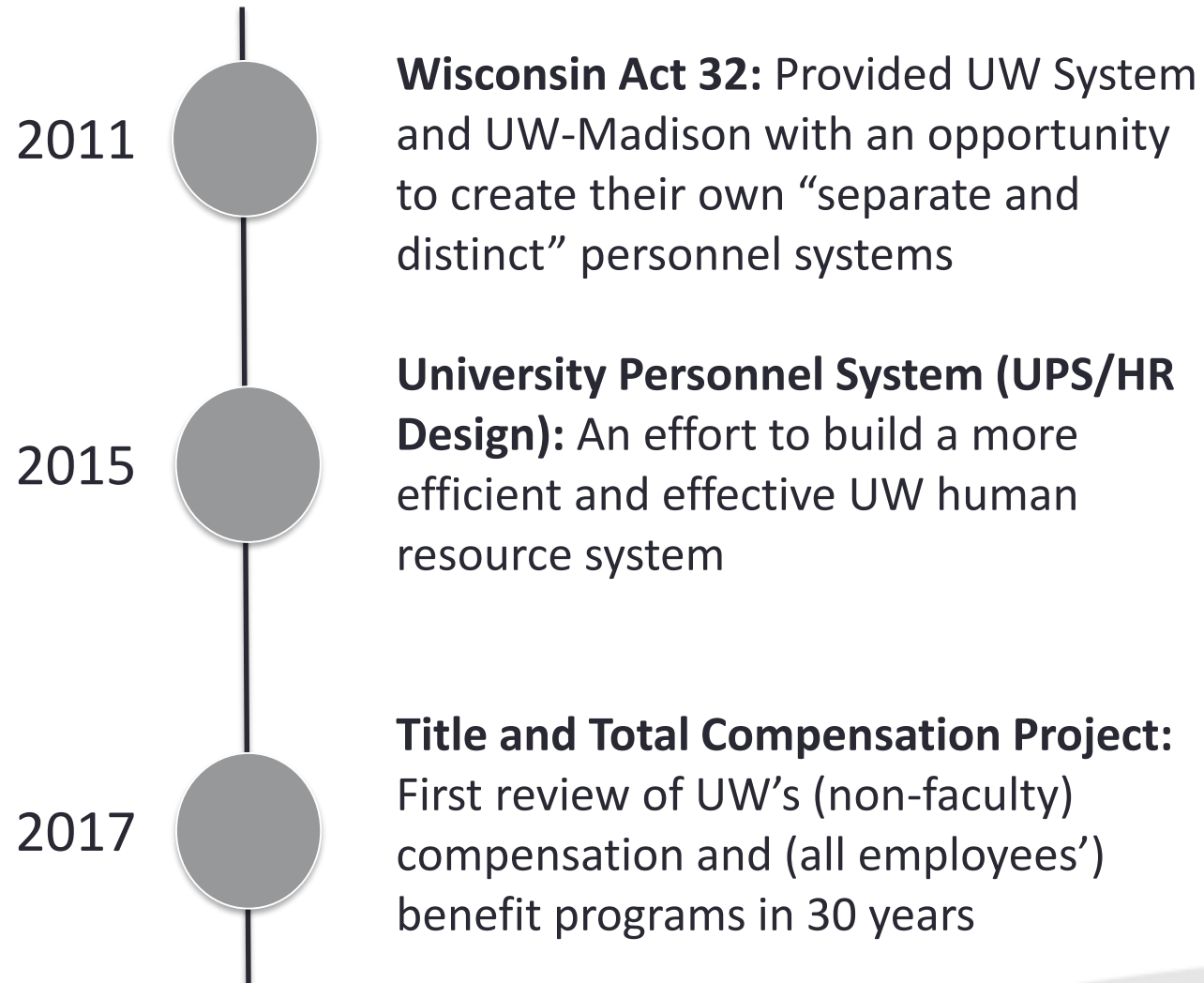
03 | JOB FRAMEWORK

04 | COMPENSATION STRUCTURE

05 | BENEFITS SUMMARY PRELIMINARY RESULTS

06 | LEARNING OPPORTUNITIES

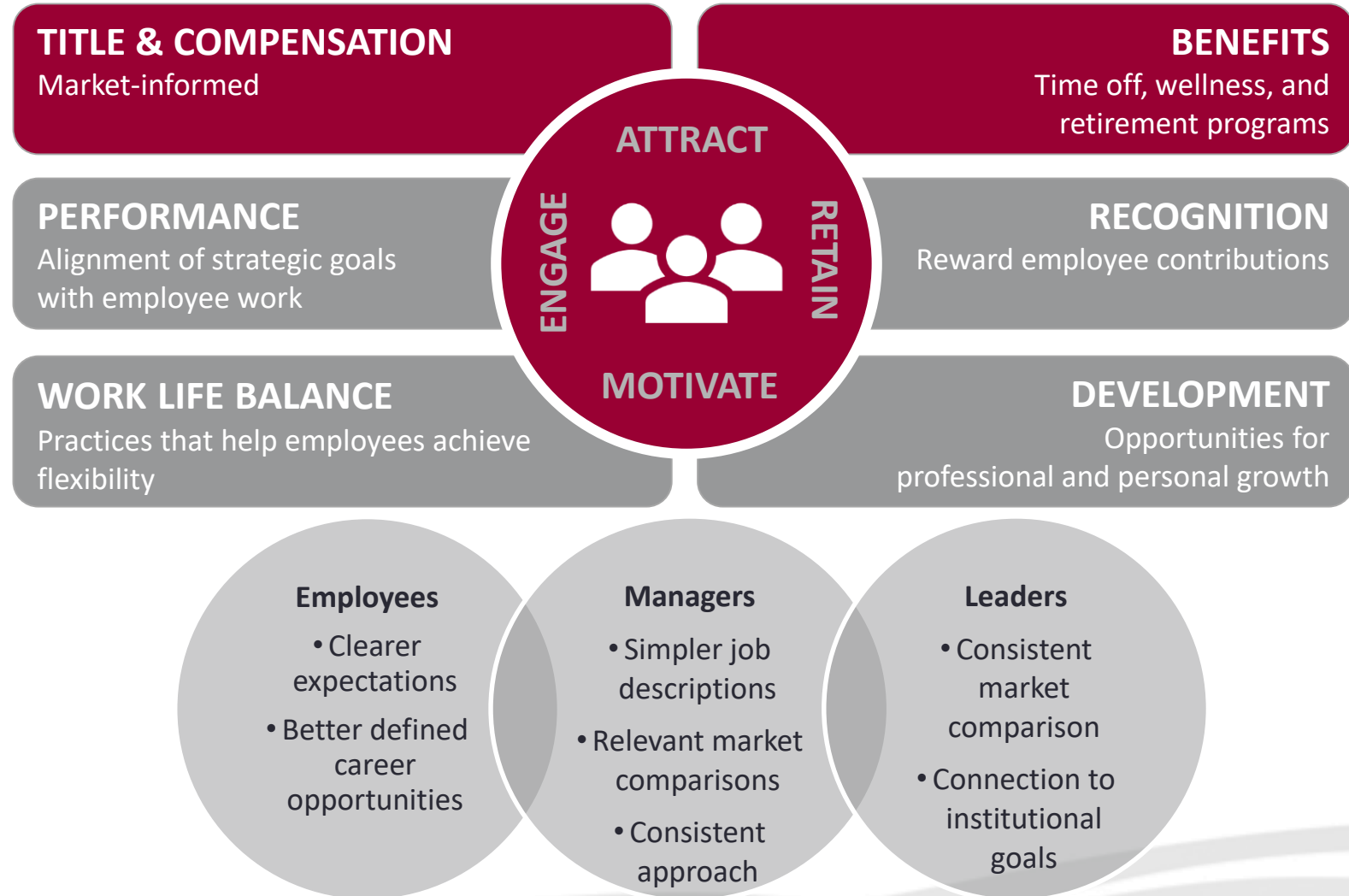
# Quick History



# Title & Total Compensation

- The UW is committed to attracting, retaining, and rewarding a highly qualified and diverse workforce, both now and in the future.
- The UW's Title and Total Compensation Project is a collaboration between UW-Madison, UW System, in consultation with Mercer and Huron Consulting groups.
- The goal of the project is to update UW title and compensation foundational structures to be more in-tune with the market.

# Why are We Engaged in this Work?

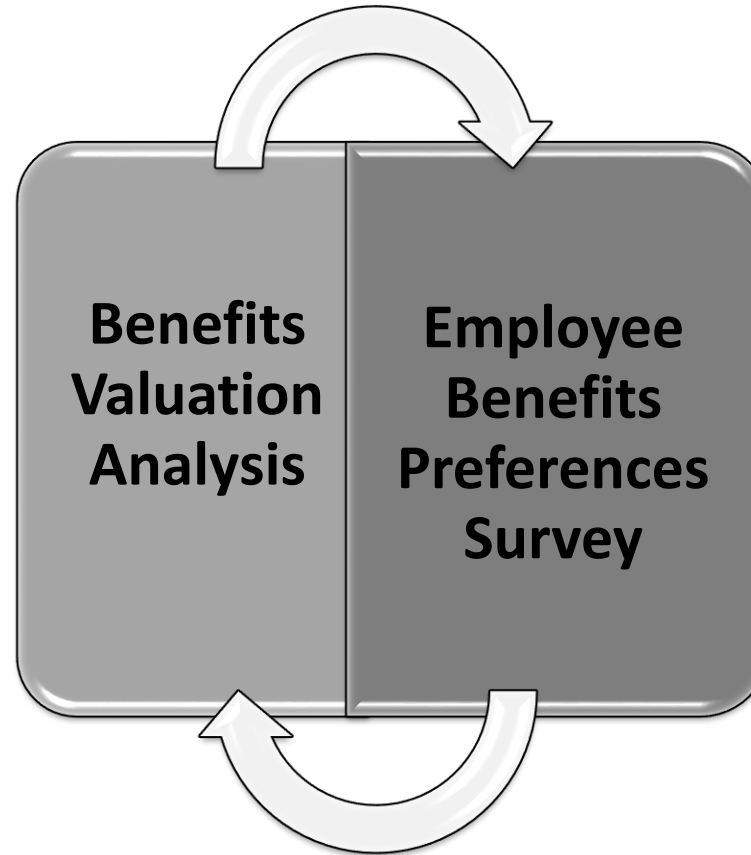


# Major Components of the Project

## Title and Compensation



## Benefits Analysis



# Points of Pride

## Created Job Framework

Created 24 Job Families/Groups, 116 Job Sub-Families/Groups, and Career Level Guidelines

## Updated Job Title Structure

Drafted 700+ Titles and Standard Job Descriptions

## Engaged Subject Matter Experts Across the UW

Engaged 500+ Subject Matter Expert Reviewers in First and Second Round Reviews of Job Titles and Descriptions in 16+ Training Sessions

## Completed Review of Feedback and Quality Assurance Process

Feedback Review Teams and Quality Assurance Teams Completed the Work of Responding to Reviewer Feedback and Providing a Consistency Check

## Conducted Market Competitive Assessment

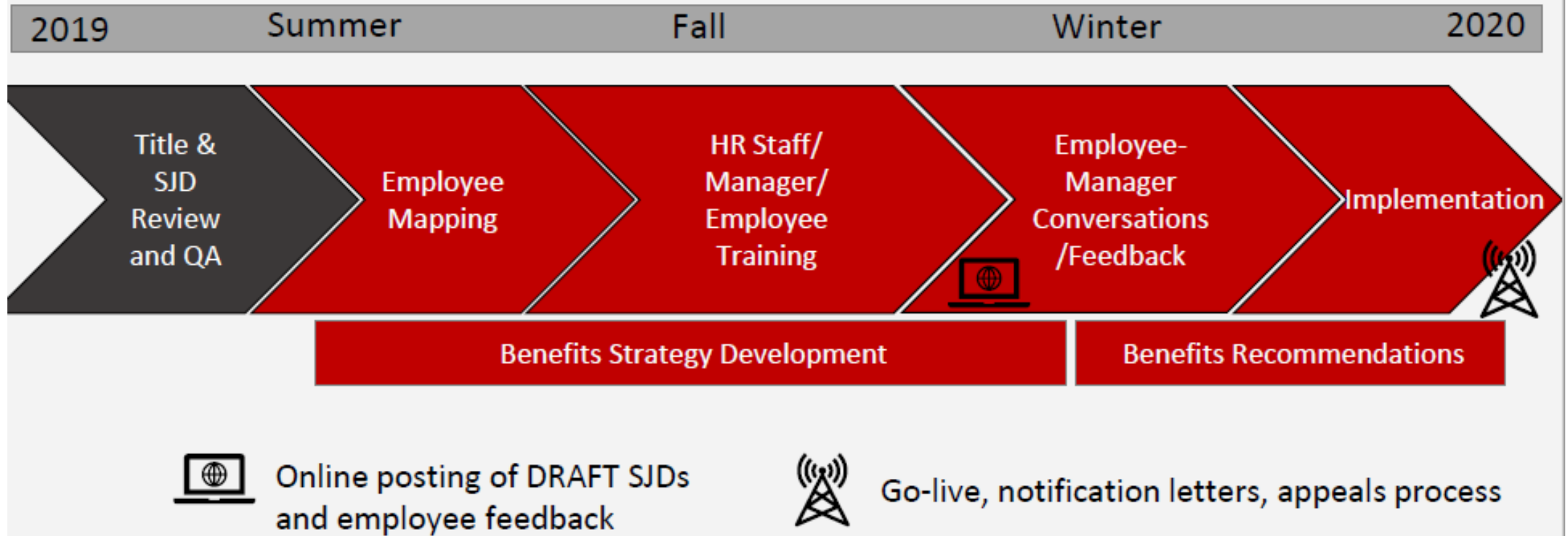
Collaborated with Mercer to Conduct Market Competitive Assessment of UW's Compensation Offerings

## Completed Survey of UW Benefits Offerings

Received 18,400 (47%) Benefits-Eligible Employee Responses to the Benefits Preferences Survey and Comparison with Market Benefits Offerings



# High-level Project Overview






# Current Stage - Mapping Process

- UW System HR will provide a proposed match based upon a title structure crosswalk (between the old and new title structures).
- Mapping will be sent to institutions in mid- to late-August. HR will work with division leaders to confirm/adjust mapping as needed.
- Mapping process will wrap up in mid-fall.
- Employees will can anticipate reviewing their updated job titles and job descriptions with their managers in winter 2019-2020. Mapping changes may be possible at this point in collaboration with HR/Division Leaders.
- Formal appeals process for employees will be instituted as of the implementation date (March, 2020).

# Communication/Training - Next Steps & Project Implementation

Timeline* & To-do List for 2019			
August 2019	September – November 2019	December 2019	December 2019- and beyond
<u>ASSESS</u> <i>Manager-Readiness &amp; Knowledge of TTC</i>	<u>COMMUNICATE</u> <i>TTC Town Halls @ UW System</i>	<u>REVIEW</u> <i>Standard Job Descriptions Released</i>	<u>ENGAGE</u> <i>Employee-Manager Conversations</i>
<ul style="list-style-type: none"> <li>Joint Governance Advisory Council</li> <li>Key questions to assess current level of understanding</li> <li>Feedback analyzed</li> <li>Findings are used to refine framework for Employee-Manager conversations</li> </ul>	<ul style="list-style-type: none"> <li>Town Hall meetings held via Webex: details TBD</li> <li>Comprehensive project update, Standard Job Description release date set</li> <li>eLearning training modules available</li> <li>Manager training on Employee-Manager conversations</li> </ul>	<ul style="list-style-type: none"> <li>Standard Job Descriptions available online</li> <li>Comment period begins: Employees may send feedback in real-time</li> <li>Employee-Manager conversations scheduled @ UW System Institutions</li> </ul>	<ul style="list-style-type: none"> <li>Employee-Manager Conversations</li> <li>Feedback is considered and may be used to refine job descriptions</li> </ul>
<b>Change Management - Communication - Employee Feedback</b> 			

*\*Timeline may be modified based on needs and circumstances.*

# Important reminders for employees:

- As a result of this project:
  - You will not lose your job
  - You will not have to re-apply for your job
  - The work you do will not change
  - Your pay will not be cut
  - You will not receive a raise - any increases in pay are out of scope of the project and will need to be funded and planned over time by leadership
  - Changes to current benefits offerings are out of scope of this project and subject to Board of Regent and legislature review and approvals.
  - Your job title and job description may change

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**03 | JOB FRAMEWORK**

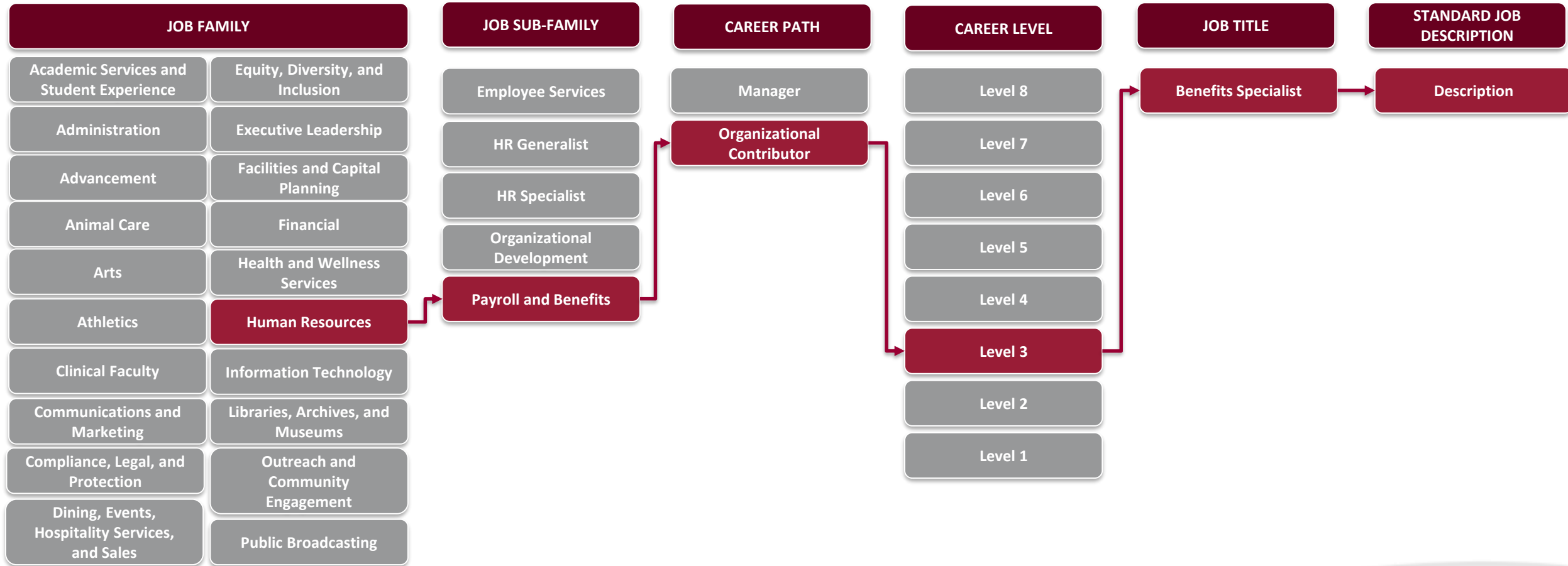
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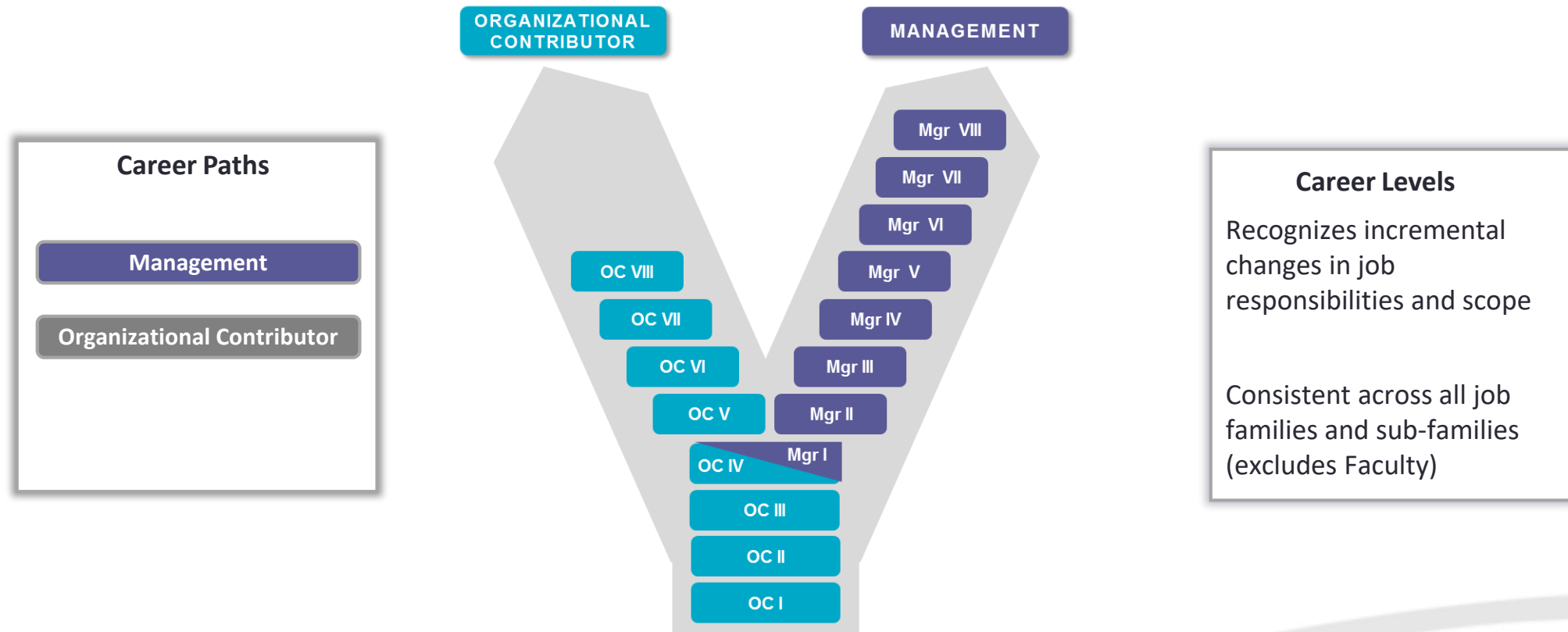
# Job Framework



\*not all Job Families represented

# Career Paths & Career Levels

- UW's job framework includes **2 career paths** and **8 career levels**

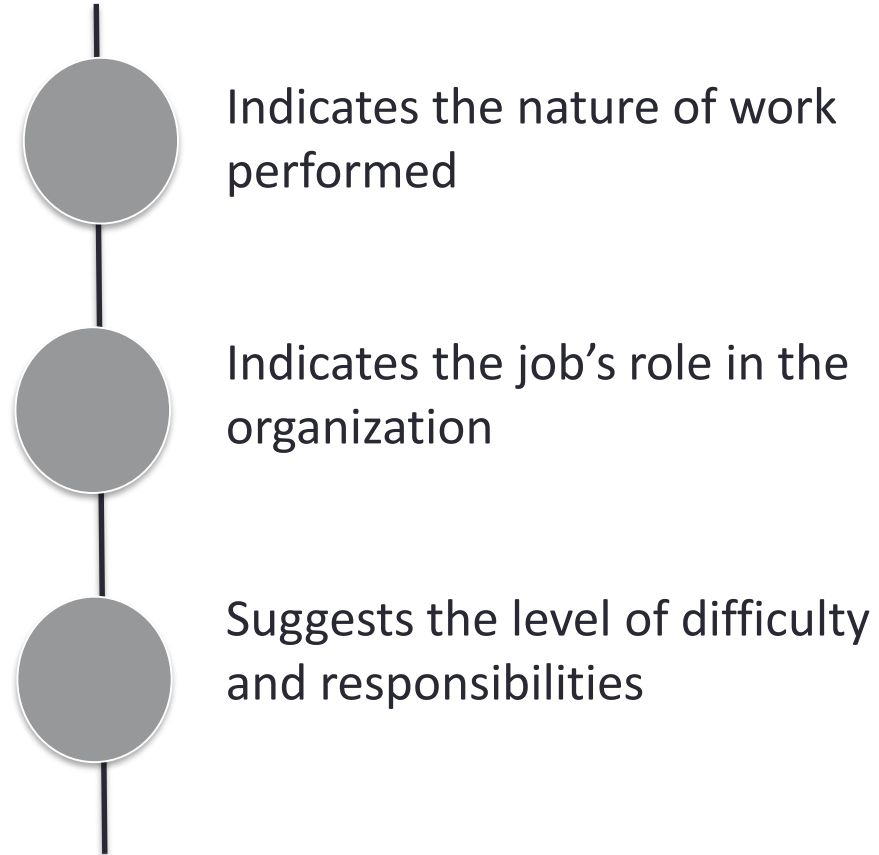


# The five factors that differentiate the different career levels are:

ORGANIZATIONAL IMPACT	COMPLEXITY OF WORK	INDEPENDENCE & SUPERVISION	LEADERSHIP & TALENT MGMT	KNOWLEDGE & EXPERIENCE
Describes the <b>various levels of organizational impact</b> (procedural, program, project, strategy) related to the work performed.	Describes the <b>types and level of challenges</b> related to the job.	Describes the <b>level of supervision or guidance</b> typically given to those in this job.	Describes the various attributes related to <b>coaching, mentoring, guiding, and leading other employees</b>	Describes the <b>general type of knowledge and/or experience required</b> or preferred for the job.

# Job Title

A job title represents a job commonly found in the market.





# Standard Job Description

A summary statement of facts about the nature, role, scope, responsibilities, and other key elements of a job in an organization.



Communicates an overall picture of the nature of work performed



Communicates the job's role in the organization



Describes the kind of work, level of difficulty, responsibilities, and working conditions required of the job



Focuses on the job and not tailored to any specific employee

# Where do all the tasks go?

## JOB INFORMATION

Job Title:	Compensation and Titling Analyst
Job Group/Family	Human Resources
Job Sub-Group/Sub-Family	HR Specialist

## JOB SUMMARY

Develops, implements, and executes compensation, market, and titling analysis for the institution in alignment with institutional goals on total compensation.

## TYPICAL RESPONSIBILITIES *(Other duties as assigned)*

1. Develops, interprets, maintains and provides consultation regarding compensation policies and procedures consistent with overall objectives.
2. Serves as subject matter expert and unit liaison with institutional human resources staff, providing organizational information, reviewing data and recommending solutions for complex pay scenarios in accordance with established policies, procedures, regulations and applicable laws.
3. Conducts studies and analyzes title and compensation market data, reviews current practices and recommends improvements to leadership to align with strategic initiatives and objectives.
4. Receives, reviews and approves institution-wide title and compensation changes and new entries and ensures adherence to existing policies and procedures.
5. Contributes to the development of, and executes strategic compensation and titling planning initiatives and objectives.



**Performance  
Management**



**Recruitment**



**Specific Tasks**



**Standard  
Operating  
Procedures**

# When will Employees see their Updated Title and Job Description?

- Employees can anticipate reviewing their updated job titles and job descriptions with their managers in winter 2019-2020.
- The conversation should focus on whether the job title and job description accurately reflects the work you do. Finalized compensation structure information will not be available at this time.
- The project team, in partnership with institution Human Resources, will provide supervisors and managers information and training resources in preparation for winter 2019-2020 employee-manager conversations.

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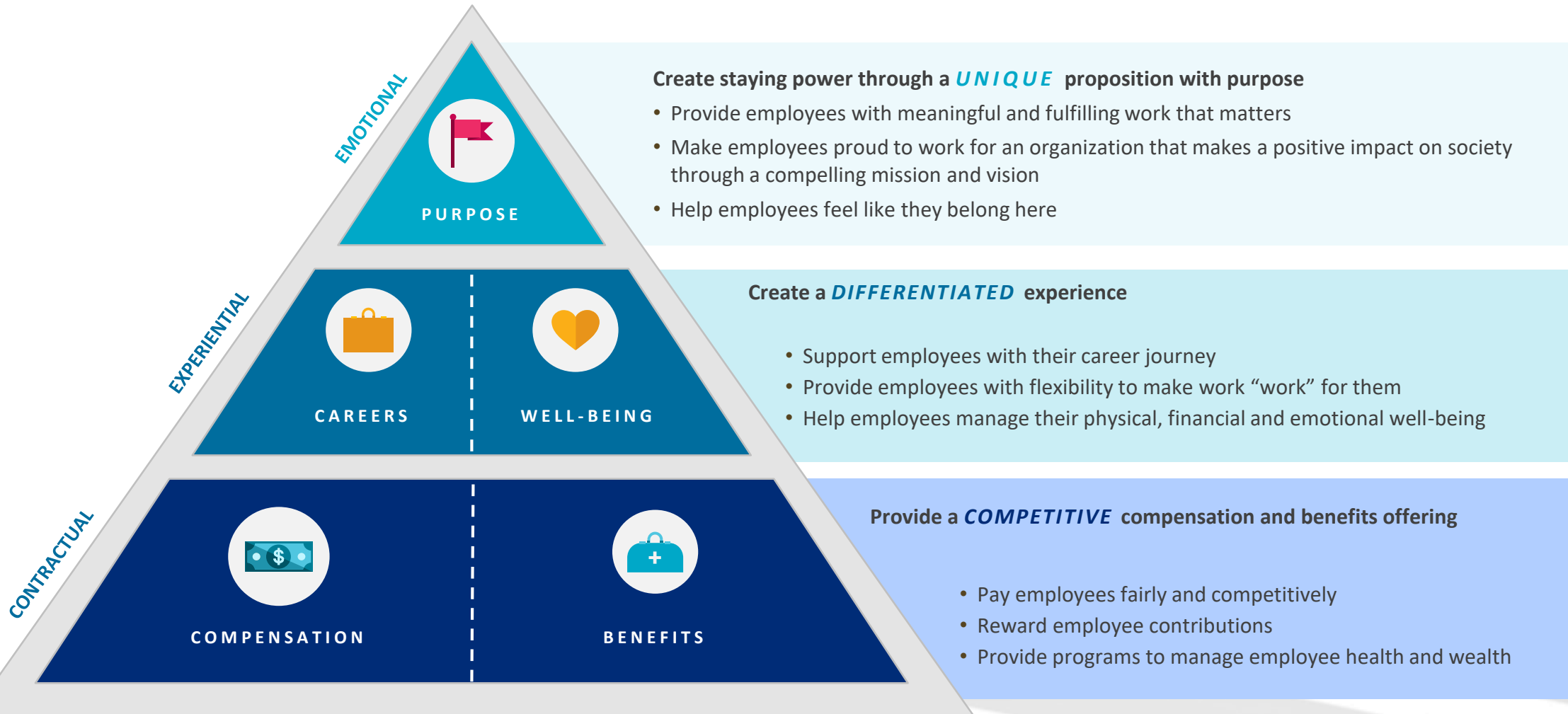
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# Total Rewards

Building a truly differentiated and unique employee experience begins with competitive compensation and benefits as the foundation. The job framework – career paths, job families, career levels – provides the structure for the UW to build and support career development.



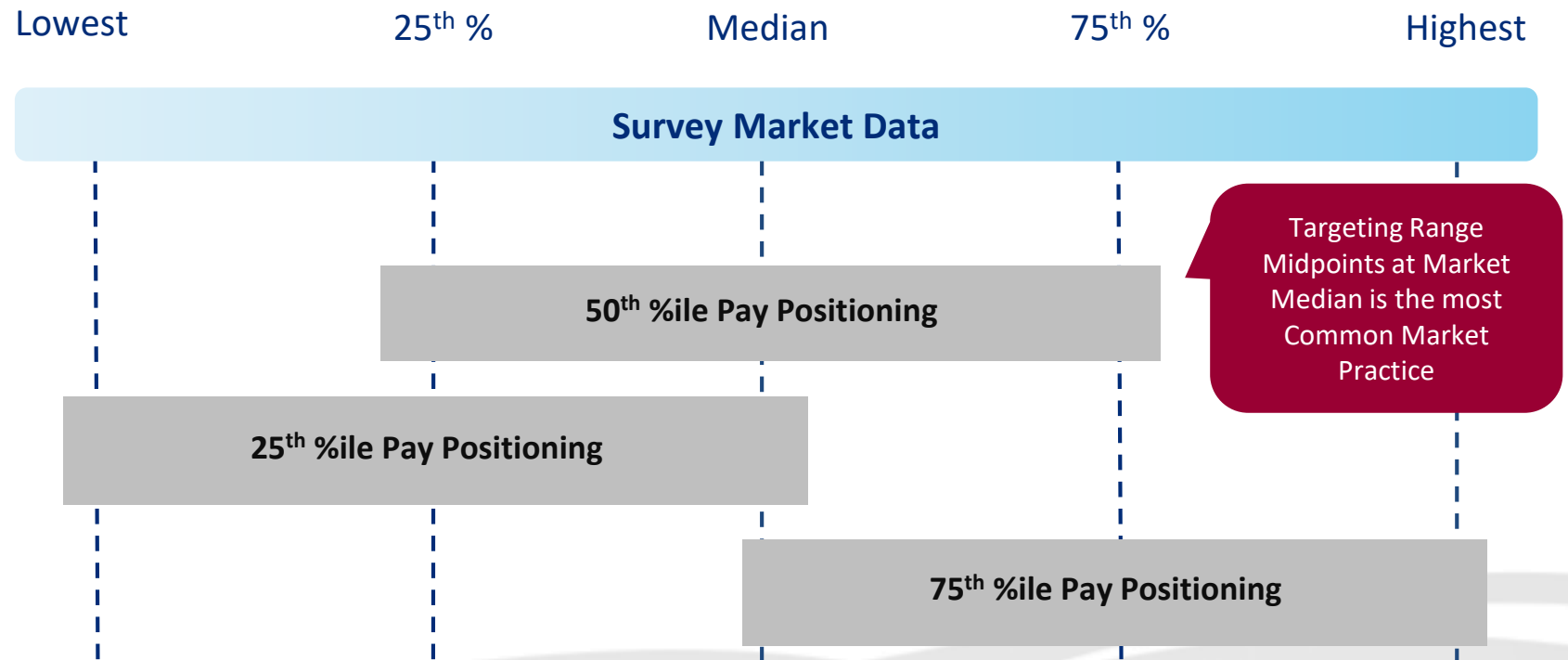
# Strategic Priorities – Compensation Philosophy

The University of Wisconsin is committed to attracting, retaining, and rewarding a highly qualified and diverse workforce, both now and in the future. The job framework and compensation program support and facilitate these important goals by:

- **Encouraging excellence** by rewarding individual contributions that support the UW's mission and goals.
- **Supporting competitive and equitable compensation** practices through a job framework, salary structure and clear, flexible administrative guidelines.
- **Establishing a foundation for career development** both within and across job groups/families and job sub-groups/families.
- **Developing a benefits package** that is comprehensive, competitive, and market-informed.

# Pay Positioning and Salary Ranges

The UW compensates its employees primarily through fixed compensation or salary. Salary ranges are positioned competitively within peer markets, and are broad enough to provide necessary flexibility to enable the UW to attract, engage, and retain highly qualified employees at all levels of experience.



# What does this mean for you?

- This project creates the foundation for a market informed UW compensation structure:
  - You will not automatically receive a raise.
  - Your pay will not be cut.
- March 2020 the compensation structure will be available
- Any increases in pay are out of scope of the project and will need to be funded and planned over time by leadership based on the new structure



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# Benefits Strategy

## Benefits Value Analysis

Compares UW benefits against the market\*

## Employee Benefits Preferences Survey

Identifies what benefit options UW employees value

## Long-Term Benefits Strategy

Mercer provides comprehensive analysis benefits

UW reviews and develops recommendations

Recommendations vetted with UW Stakeholders

Recommendations presented to leadership

*\*"Market" includes public and private higher education peer institutions as well as private sector employers*

# Benefits Value Analysis

## UW Peer Groups:

- Large Public Universities  
(e.g., Big 10, UCLA, Texas)
- Public and Private Universities  
(e.g., Marquette, SUNY)
- Large Private Universities  
(e.g., Boston, Cornell, Harvard)

## Wisconsin Peer Groups:

- Large Private Corporations  
and Public Municipalities  
(e.g., City of Madison, CUNA Mutual  
Group)
- Milwaukee-based  
Organizations  
(e.g., Kohls, Lands' End)

# Benefits Value Analysis Preliminary Key Findings

## UW Peer Groups:

**UW leads across university peers by 2 to 4%:**

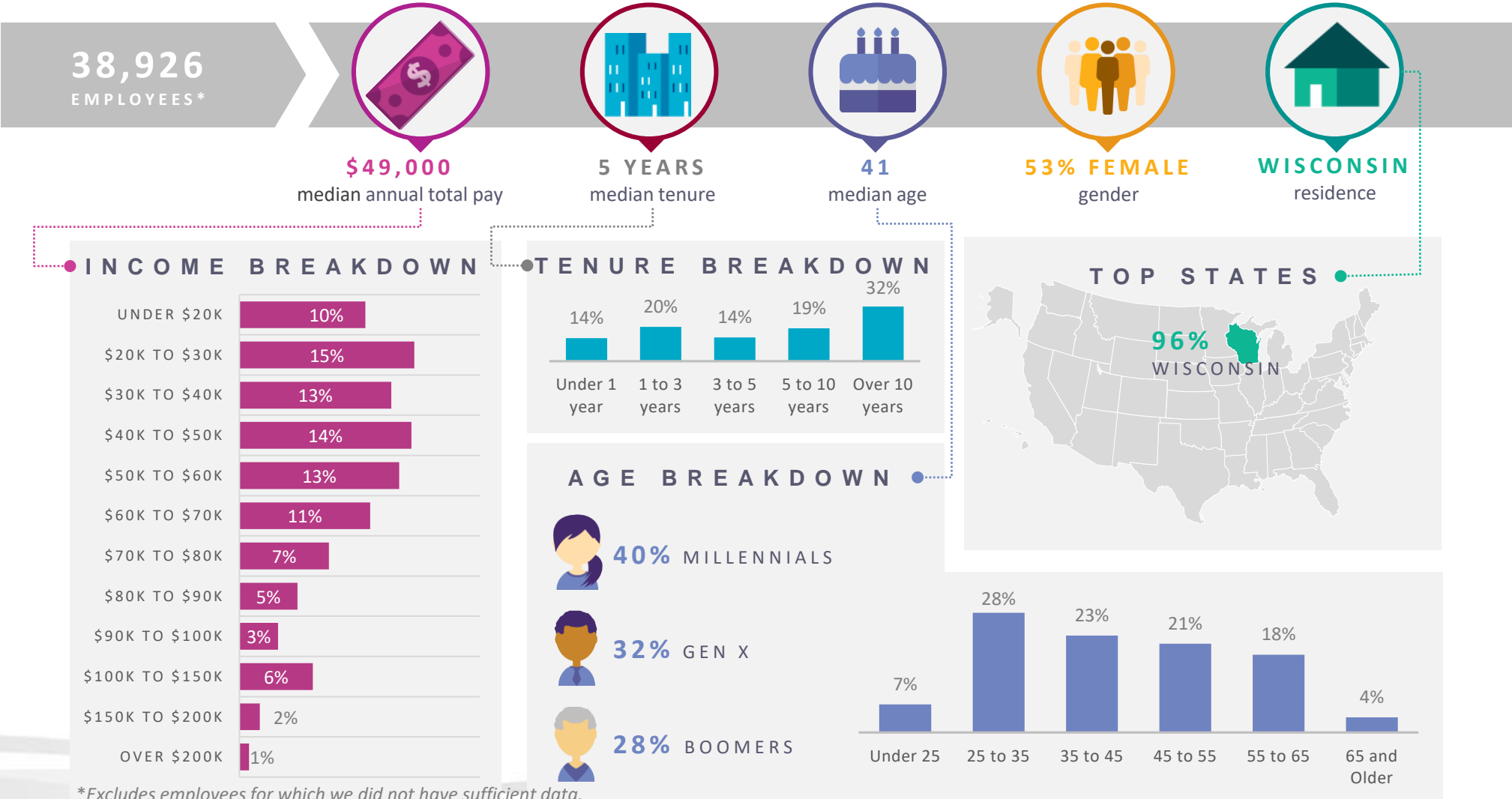
- Retirement/Savings: competitive to unfavorable, 3-16% below median
- Health/Group: competitive to favorable, to 20% above median
- Leave: competitive, 5% below median

## Wisconsin Peer Groups:

**UW leads across Wisconsin peers by 5 to 29%:**

- Retirement/Savings: competitive to 1% above median
- Health/Group: favorable, 9-62% above median
- Leave: competitive, 4-18% above median

# Employee Benefits Preferences Survey





# Employee Benefits Preferences Survey

## Preliminary Key Findings

Key Finding	Supporting Data
<b>1</b> <b>Factors of attraction &amp; retention</b> shift as a function of length of service	<ul style="list-style-type: none"><li>Initially, employees note the <b>type of work</b> and <b>healthcare benefits</b> as the two most attractive elements when considering employment at UW.</li><li>Once working at the UW, the <b>attractiveness of retirement plans increases significantly</b>, along with <b>paid time off / leave and flexible work arrangements</b>.</li><li>While Faculty place greater emphasis on the <b>type of work</b> and an <b>environment that supports their research</b>, both Academic and UW Staff value healthcare, retirement and paid time off more than their faculty counterparts.</li></ul>
<b>2</b> <b>Pay, healthcare/cost, retirement plans, job security</b> and the <b>type of work</b> rank highest	<ul style="list-style-type: none"><li>When assessing the employment package, <b>pay ranks highest</b>, followed by <b>healthcare benefits</b>, a <b>stable work environment</b> (job security), and <b>retirement plans</b>.</li><li>As expected, the <b>importance of pay</b> – while still ranked #1 – <b>declines in importance as people age</b>, while the importance of healthcare and retirement increase.</li><li>When considering other aspects of the employment package, <b>controlling healthcare costs, flexible work arrangements, banking sick pay and income protection plans</b> are all of 'above average' importance, with healthcare costs being far and away the most important</li></ul>

# Employee Benefits Preferences Survey

## Preliminary Key Findings

### Key Finding

### Supporting Data

3

**Financial wellness scores** vary somewhat demographically, most notably by salary level

- Relatively small numbers of respondents foresee the need to rely on credit cards to pay bills over the next six months. However, slightly more than a **third** of respondents **described their financial situation as “stressful.”**
- While most employees feel they could manage an unforeseen expense of \$400, one third **do not believe they are doing enough to prepare for retirement.**

4

Overall **Engagement & Satisfaction** scores are reasonably **healthy** but below market norms

- **Overall satisfaction scores** are generally in the 70%, which represent moderately strong scores, but below market norms.
- This is being driven by higher than usual **‘neutral’ scores**; which means employees do not feel too strongly satisfied or unsatisfied.

# We heard you!

- Survey Question: What is the one thing that would make UW's benefits even better?
  - Over 13,000 comments received
  - Top 3 themes

Theme	# of Comments
Pay	3,963
Healthcare Benefits	2,959
Other	2,672

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# UW-Green Bay Project Team

- Chair: Melissa Nash, Human Resources Manager/AA Officer
- Membership:
  - Compensation and Workload Committee
  - Joint Governance Representatives (US, AS, and Faculty)
  - Christopher Paquet, Assistant Vice Chancellor for Policy and Compliance
  - Kimberly Sipiorski, Payroll and Benefits Supervisor
  - Megan Noltner, Human Resources Specialist
  - Sheryl Van Gruensven, VC Business and Finance
- Responsibilities
  - Communication and Feedback
  - Education
  - Change Champions

# Learning Opportunities

HR Connect Blog and Newsletter – sent weekly on Thursdays

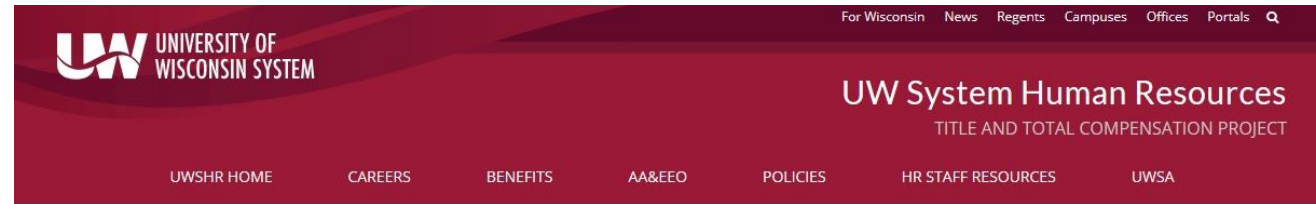
Open Forums

Shared Governance and UW Green Bay Project Team Representatives

UW System-initiated offerings (webinars, town halls, e-learning module, etc.)



# TTC Website



[University of Wisconsin System](#) / [UW System Human Resources](#) / Title and Total Compensation Project

## Title and Total Compensation Project

Title and Total Compensation Project

[Timeline](#)

[Job Framework](#)

[Standard Job Descriptions \(SJD\)](#)

[Project Governance Structure](#)

[Advisory Council](#)

[UW Project Teams](#)

[Employee Benefits Preferences Survey](#)

[Frequently Asked Questions \(FAQs\)](#)

[Key Words](#)

### Title and Total Compensation Project



The University of Wisconsin is embarking on a complete redesign of its current title and total compensation structures. The Title and Total Compensation Project aims to modernize UW's title, pay, and benefits programs. Its goal is to develop new systems that will help UW institutions attract and retain the best people.

The project is an extension of the **UPS** and **HR Design** project, which created a comprehensive personnel system for UWS and UW-Madison. The project reviewed more than 1,800 job titles across the University of Wisconsin System. For such a large-scale endeavor, UW-Madison and the UW System are jointly developing job title

### News

**Subject Matter Expert Review of the Draft Standard Job Descriptions**

*November 8, 2018 - February 28, 2019*

[More](#)

[See all events](#)

[TTC Project Update February 2019](#) PDF

[TTC Project Update December 2018](#) PDF

[TTC Project Update November 2018](#) PDF

<https://www.wisconsin.edu/ohrwd/title-and-total-compensation-study/>

# Questions?



# Thank You for Attending!

Website:

<https://www.wisconsin.edu/ohrwd/title-and-total-compensation-study/>

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