



# FY 2022 Recruitment/Retention Compensation Adjustment Guidelines

## Purpose:

During the first half of fiscal year 2022, funding has been identified to specifically address critical recruitment and retention-related compensation concerns for faculty and staff.

Faculty and Instructional Academic Staff market adjustments may be allocated based upon the following relevant reasons as outlined within HR 14-17-3 [Compensation and Pay Plan Policy \(I. iii.\)](#):

- **Competitive Factors/Market (080):** Adjustments may be made in response to competitive *external* market factors or compensation study data provided in a comparable role
- **Retention (081):** This adjustment may be used when the employing department is aware that the employee is actively seeking other employment and the resultant loss of the employee's knowledge and experience would be a detriment to the department, division, or university.

## Methodology:

The Office of Human Resources and Workforce Diversity pulled data regarding recruitment, retention, and market (based upon the new T&TC salary ranges).

The below areas were determined to be most critical based upon the following data points: small candidate pools, extended postings, declined offers, failed searches, and high turnover. While this does not encompass all recruitment and retention challenges, the following represent the areas in crisis:

- |  |                           |
|--|---------------------------|
| • Facilities                                       | • Advancement/Development |
| • University Police                                | • Instructional:          |
| • Financial Specialist II                          | ○ Computer Science        |
| • Administrative Support                           | ○ Graphic Design          |
| • Information Technology                           | ○ Marketing               |
| • Business Services (Accounting, Budget, Risk, HR) | ○ Accounting              |
| • Bilingual-Required GBOSS Positions               | ○ Nursing                 |
|  | ○ Education               |



Based upon the above areas of concern, and utilizing a compensation philosophy which ensures that compensation adjustments are made considering market, performance, and time in position, the following adjustments were implemented during the past few months due to emergency need:

1. **University Police:** In August, 2021, all University Police employees received compensation increases based upon market.
2. **Facilities:** In October, 2021, 20 employees and 3 vacant positions in the facilities division received compensation increases based upon market. The increases totaled \$95,081.80.
3. **Financial Specialist II:** In November, 2021, 8 employees and 6 vacant positions with the title of Financial Specialist II received compensation increases based upon market and critical recruitment/retention concerns. The increases totaled \$82,118.40.

As a next step in allocating funding for critical recruitment and retention concerns, funding has been identified by the Cabinet to specifically address the following populations:

1. Non-exempt Administrative Support
2. Human Resources
3. Exempt Financial Services (i.e. Purchasing)
4. Bilingual-Required GBOSS Positions
5. Student Accessibility Services
6. MultiEthnic Student Affairs (MESA)
7. Information Technology
8. Associate Professors making less than \$58,000
9. Faculty in disciplines identified as difficult to recruit/retain

During the next few weeks, Area Leaders will be providing advice on how available dollars will be allocated using the methodology identified within this document. Total requests for the above areas may not exceed the allocation made to the Vice Chancellor or Chancellor with oversight over each particular area. This process may happen in two phases.

**Exclusions/Ineligibility:**

1. Employees who do not have a performance evaluation on file within the last one-year period
  - a. Supervisors may submit a performance evaluation for any employee who has been in their current position for less than one year in support of the recommendation for increase
2. Temporary, non-budgeted employees (i.e. Associate Lecturers, temporary University Staff, temporary Academic Staff, etc.)
3. Adjustments based upon an alternative factor (additional duties, outside offer, etc.)



## **Procedure**

1. HR provides to the applicable Vice Chancellor or Chancellor salary information from the following sources:
  - a. Spreadsheet template which includes compensation data for all ongoing employees from the above areas in addition to years in the position. The spreadsheet will also include a recommended compensation increase to support recruitment and retention data (Vice Chancellors may edit amounts with justification).
2. After collaboration with relevant Division Leaders, the Vice Chancellor or Cabinet-level Director submits the following:
  - a. Finalized spreadsheet with an indication of who is recommended for a compensation adjustment and a finalized amount.
3. HR performs review of submissions:
  - a. Confirm employees are eligible for a base rate adjustment (i.e. current performance evaluation demonstrating satisfactory performance, completion of trainings, employment status)
  - b. Review if the request requires a greater examination of an alternative factor (i.e. title review, etc.)
  - c. Review internal market data to ensure adjustment will not lead to significant inequities
  - d. Confirm adjustment is within the UW System pay range for the title
4. Position Review Committee review:
  - a. Does the data warrant an increase?
  - b. Do the increases fit within the allocated dollars available for this compensation program?

**Decisions will be made by Position Review Committee with final approval by the Chancellor.**

## **Timeline:**

- a. November, 2021 – Cabinet review of Guidelines
- b. November, 2021 – Committee on Workload and Compensation and Strategic Budget Committee notification and review of Guidelines
- c. November/December, 2021 – Announcement and distribution of guidelines
- d. December 8, 2021 (and/or rolling approval) – PRC and Chancellor Final Approval
- e. December 15, 2021 – Memos distributed to non-instructional recipients
- f. December 19, 2022 – Effective date of non-instructional compensation increases (and raise to \$58,000 for Assoc Professors)
- g. January, 2022 – memos and effective date of instructional compensation increases