



Role-Play Employee-Manager Conversation

Spring 2021

Employee has been working in department for 1 year as an Event Coordinator,
-supporting department events,
-coordinating with vendors and student workers,
-creating and distributing promotional materials.

Employee is initially mapped to:

- Dining, Events, Hospitality Services, and Sales Job Family
- Planning and Conference/Event Management Sub-Family
- Event Planning Assistant job title and standard job description

Manager must be clear about three things: 1) impact on pay, 2) why this decision was made, and 3) not making promises

Standard Job Description Library Descriptions

JOB CODE: DS016 **TITLE:** Customer Service Representative

Job Family: Dining, Events, Hospitality Services, and Sales

Sub-Family: Guest Services and Sales

Job Summary: Serves as a point of contact for current and potential customers to address and resolve issues, provide information, and process transactions in accordance with institutional policy. This individual may coordinate work and train staff and student employees.

RESP 1: Provides exceptional service, answers questions, or provides information in a specific subject area to (internal, external) (customers, donors, stakeholders) based on set material or standards

RESP 2: Troubleshoots and resolves issues in a timely and professional manner

RESP 3: Processes customer transactions and may take payments following established policies and procedures

RESP 4: Organizes, distributes, and maintains relevant work unit procedures, policies, and updates to ensure accuracy and relevancy of delivered information

RESP 5: Monitors and maintains work areas and supplies to meet customer and operational needs

RESP 6: Guides and trains staff and student workers

FLSA: N **Education Requirement:** Preferred **EDUCATION:** H.S. Diploma

JOB CODE: DS023 **TITLE:** Event Coordinator

Job Family: Dining, Events, Hospitality Services, and Sales

Sub-Family: Planning and Conference/Event Management

Job Summary: Plans, schedules, documents, and supports service delivery for events using established policies and procedures, in order to meet customer need and ensure event compliance with institutional policy.

RESP 1: Communicates with customers to determine event details and requirements, evaluates requests, and recommends service plans and pricing, provides status updates

RESP 2: Schedules logistics and secures resources for all aspects of events including space, vendors, and staff, coordinates details and resolves operational issues

RESP 3: Monitors and processes event related transactions and event data and records

RESP 4: Greets customers/guests, assists with registration, answers questions, and refers complex issues to appropriate entities

RESP 5: Assists with planning and the creation of promotional materials and resources for events

FLSA: N **Education Requirement:** Preferred **EDUCATION:** Bachelor's Degree

JOB CODE: DS026 **TITLE:** Event Planning Assistant

Job Family: Dining, Events, Hospitality Services, and Sales

Sub-Family: Planning and Conference/Event Management

Job Summary: Assists with event planning, set-up, execution, and documentation to ensure events meet customer needs.

RESP 1: Performs on-site event set-up and clean up and may perform basic custodial duties

RESP 2: Greets customers/guests, assists with registration, answers questions, and provides routine information, referring more complicated issues to appropriate entities

RESP 3: Assists with scheduling logistics and securing resources for vendor services

RESP 4: Gathers, enters, and maintains accurate event data and records

RESP 5: Assists with the creation of promotional materials and resources for events

RESP 6: Guides and trains student workers

FLSA: N **Education Requirement:** Preferred **EDUCATION:** H.S. Diploma

Manager: Thanks for meeting with me. As you've heard, employees are getting new titles and job descriptions as part of the Title and Total Compensation Project.

Today, I want to talk with you about your new title and job description that I shared with you last week (Event Planning Assistant). I hope you've had a chance to review the job description and the checklist I sent you. I know this looks different from your old job description. What questions do you have for me?

Employee: Yeah, my job description looks really different compared to the old one. I'm worried that no one asked me about this before they decided what my title and job description were going to be.

I'm glad you and I are going to talk, and I have a lot of questions. This is a lot of change happening all at once. Things worked well before even if the old system wasn't perfect.

Manager: I agree that there is a lot of change happening right now. Although your job description looks different, some things are not changing. For example, what you do as part of your job is not changing. One reason we are meeting today is to make this process as smooth as possible. I'll do this by answering your questions and tracking down the answers to questions I don't know. I also want your input and make sure you understand why this job was selected for you.

Let me tell you more about the process. Employees from across the UW System spent more than a year writing the titles and the standard job descriptions. Then, more UW employees reviewed and edited them before they were included in this job library. This has been a thought-out process with at least 8 to 12 people looking at each job description before it was published in the Standard Job Description Library. That's why it has taken so long from when we first heard about the project.

Employee: Thanks for the background. I guess I feel a little better about this. Can we talk about the job description? How did you create the responsibilities? It looks different from my old job description. Why didn't you copy everything from the old one?

Manager: You're right, everything wasn't copied over. Every job now has a standard job description. It is the same for people who have the same job title across the UW System, regardless of their department, or when they were hired.

I think this standard job description represents what you do, but if you feel I've missed something, let's talk about it now.

Employee: No, I don't think that any of my responsibilities are missing. But I'm having a hard time seeing the tasks that I've been doing all of these years in my new job description.

Everything is written in such broad terms. I worry that my daily work is not captured.

Manager: The old job descriptions were written so specifically that it seemed like only the current person could do the job. The new standard job description is written more broadly with less focus on specific tasks or on how something should get done. This way, when someone applies for a job, it will be easier to understand what the job is about.

Employee: I get that my daily tasks and much of what I do falls within the broad areas of responsibility, but I also do things that do not fall within these responsibilities, extra things. Does this mean I don't have to do these things anymore? How does it impact my pay?

What if my current position description is out of date and doesn't reflect what I do now?

Manager: You can do more than what is in the standard job description, that is expected as we all bring our unique skillsets to our current position. We are looking for a best fit, not a perfect fit. I still expect you to perform the same tasks, even if they're not explicitly in the job description, but we can make sure they are captured in our SOPs, (event) checklists, and in your performance evaluation documents so you know exactly what is expected. Your pay will not be impacted by doing any "extra" duties.

I was consulted by HR about your proposed job match before we sat down for our conversation, and based on my knowledge of your position, it seemed like the

best fit. If you want, we can take a look at your current position description and see if we need to consult with HR to update it.

Employee: I looked closely at the job description and there is nothing in there about the pay range associated with this role. Knowing that would help me feel more comfortable that this is accurate and that I have the right title and standard job description.

Manager: At this point in the process, the focus is on making sure that the title and job description is accurate.

It might not make you happy to hear, but we will learn about the pay ranges after the title structure is validated through these conversations. I'm going through this titling process with my supervisor right now too, and I don't know what my pay range will be either. We will find out our ranges once the title structure is finalized.

Employee: Oh, you don't know your pay range either? Do you at least know about the new benefits we are supposed to get?

I took a survey once about my benefits preferences and I am eager to find out the results of that.

Manager: No, I don't know anything right now about benefits. I can assure you that the benefits decided by ETF, like health insurance, dental insurance, WRS contributions, etc. aren't going to change.

As for the survey, I've talked with people in Human Resources. Based on the survey results, they're making recommendations to University leadership, like the UW System President. This project gathered the benefits information through surveys, but any follow up actions are outside the scope of this project and will be part of a longer-term benefits strategy to help make UW more competitive as an employer.

That's all I know at this point, but I will update you on any information I hear about that, or other Project-related activities.

What other questions do you have about your job description or the changes happening now?

Employee:

[Option 1] I think you've answered all my questions for now. I appreciate you walking through the title and job description with me.

This is all such a big change that I'm just worried I'm going to miss something and then, suddenly, it is going to impact me.

[Option 2] I'm concerned that my title is Event Planning Assistant when I used to be an Event Coordinator. It sounds kind of like a demotion.

This is all such a big change that I'm just worried I'm going to miss something and then, suddenly, it is going to impact me.

Manager:

[Option 1] I understand completely. Even though I'm your supervisor, I'm also an employee and I'm going through these same steps with my supervisor. There's a lot to keep track of during this process.

Please reach out to me whenever you have questions about what's going on. I'll do my best to answer them or take your questions to Human Resources to find an answer.

So, do you agree that this job description represents the work you do?

[Option 2] I understand completely. Even though I'm your supervisor, I'm also an employee and I'm going through these same steps with my supervisor. There's a lot to keep track of during this process. Based on your core responsibilities, the best fit is to Event Planning Assistant because you do not perform the responsibilities in the Event Coordinator job as part of your core work, even if you may occasionally do some of the work.

[Managers coach employees through a discussion of employee responsibilities and compare those responsibilities with the standard job description; make room to ask employees their concerns, opinions, and assure employees that their concerns are valid; address their concerns if possible]

So, do you agree that this job description represents the work you do?

Employee:

[Option 1] Yes, I agree that the new job description represents the work I do.

[Option 2] I have some concerns about being mapped to a lower title. Can I have a working title of Event Coordinator?

Manager:

[Option 1] Wonderful! You will get an official notification of your new title after the project is implemented this Fall. While your new title goes into effect, I want to reassure you that your pay will not be reduced...

[Option 2] We do have some new guidelines on business titles, one of which is that a business title cannot replicate a title in the official standard job description library. Because Event Coordinator is in the library, we cannot use that title. I really feel this title is the best fit based on your core work, but we can take a look at the job library to make sure this is the best fit...

[Option 1 Continued and Option 2 Continued] Because we've had this conversation, I'm hoping it doesn't happen, but after titles are changed this Fall, if you feel that your title no longer represents your work, you can appeal it.

[Insert any institution specific title appeal process information here] The title appeal process involves us working with HR to come up with a solution. If you are still unhappy with the title, a title review panel will evaluate the situation. Finally, if the panel is unable to resolve the issue, the Chancellor or their designee makes the final decision. But appeals are only in rare cases and I don't expect us to go down that path.

I want this transition to a new title and job description to be as easy and clear as possible. Feel free to ask me questions whenever you have them. We can always track down an answer.

Attract. Retain. Engage.

TITLE AND TOTAL COMPENSATION



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



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