

TTC Updates: Launch (Fall 2017) – April 2020

As of mid-August 2017, the committee has provided feedback to UWS about the job framework structure. The job framework structure provides the foundation for job families/subfamilies (groupings) and career paths for employees and managers. As the project moves forward the committee will be reaching out to employees for input in a variety of ways, including to create the subject matter workgroups. Watch for more communication!

8/30/2017: UWSP project team met.

- Reviewed job families for continued feedback and questions
- Pam explained the job descriptors - each job will have descriptors (ex: level of education required/preferred; works under [level of] supervision; is a supervisor; etc.)
- Communication Plan:
 - Pam is meeting with Vice Chancellor's and Common Council groups in September
 - Open forums: *What TTC is and what it is not*
 - September 22, 2017 at 3:00 - 4:00 in DUC 374
 - September 26, 2017 at 11:30 - 12:30 in DUC 374

September 2017 - Communication to the campus

 [UWSP Sept 2017 Public Forum](#)

 [UWSP Sept 2017 Public Forum Video](#)

October 2017 - Job Family and Subfamily Definition Review

The UWSP project team is reviewing the job family and subfamily definitions.

 [UW Job Family and Subfamily Listing](#)

 [UW Job Family and Subfamily Descriptions](#)

UWSP project team initial review of individual contributor and manager level descriptors. We had a lot of questions that need to be answered before a detailed review can be started.

November 2017

11/1/17: UWSP project team met.

- Discussed status of job family and subfamily review - going well, we are receiving a lot of great feedback and review is almost complete for submission

- Discussed the manager and individual contributor briefly, project team questions will be reviewed at the next UWS meeting

December 2017

No updates

January 2018

1/3/18: UWSP project team met.

- Job families being finalized through UWS then institutions can review updated version
- UWS continuing to seek job descriptors understanding that outstanding questions still need to be answered and institutions need to have position examples aligned to provide context
- More documentation through UWS is being created to further support the process
- We created/reiterated our questions for Pam to ensure our questions are answered

1/24/18: UWSP project team met.

- Job families final review to provide general feedback, the December version is quite different than the January version so we will review to determine and ask for clarifications of differences
- UWS website is updated with a number of resources:
<https://www.wisconsin.edu/ohrwd/title-and-total-compensation-study/>
- Job descriptors feedback requested and we reiterated the need for clarifications
- We discussed the position description (PD) illustration “level” descriptors
 - Currently, there is a Primary PD description and then where appropriate based on special qualifications will provide a secondary level within PDs. We brainstormed on terminology for suggestions to UWS
 - See <https://www.wisconsin.edu/ohrwd/download/TTC-PROJECT-UPDATE-January-2018.pdf>, slide 17 for context

February 2018

No updates


March 2018

- Mercer is developing job description templates that the Project Team will use to map positions
- The Project Team identified positions that are not easily benchmarked against the market, and reviewed/provided feedback on a list of common licenses and certifications

April 2018

No updates

May/June 2018

- Initial mapping of UWS titles to new TTC structure is being finalized
- Mercer is starting to benchmark salary ranges
- Job families & sub-families and Individual Contributor & Manager levels are being finalized
- The project team provided minimal feedback regarding current UWS titles or positions which are vague and need to be reviewed further to map into the new TTC structure
-  [Standard Job Description Process](#): Standard job descriptions creation will be starting. The job descriptions will follow standardization guidelines. Thus, initial creation is being completed by UW-Madison. Review will occur in 2 phases with the objective of ensuring all essential duties are listed within the job descriptions. All job descriptions will be standardized across the system based on the essential functions of the job.
 - Phase I Review by: HR reps
 - Phase II Review by: Supervisors and subject matter experts

A separate future step will include mapping people to the job descriptions.

July 2018

The UWSP project team is still in hold status as items are completed through UWS and Mercer.

Mercer and the UWS Planning Team took time to recalibrate the TTC project plan and timeline. Project work continues while this recalibration occurs. Please review those details in the monthly update on the [UW System TTC website](#).

- Job description creation continues
- Total compensation (salary structures and benefits) continues, more details to come this fall

Aug/Sept 2018


The UWSP project team received a job family assignment, Information Technology, for position descriptions review. HR recently contacted UWSP IT senior leadership to start coordinating this review.


- The UWSP HR staff and (Subject Matter Experts) SMEs will receive training in October or November 2018 to effectively review the position descriptions. After training, the position description review will start.

The total compensation (salary structures and benefits) continues, specific details are coming in the near future! In late October, UWSP HR professionals will receive training to build the foundation of the TTC going forward. The primary objectives will be to fully understand where

we are at that time within TTC, what still needs to be done, and be able to explain to how the new TTC program will work.

October 2018

Mercer held a UWS benefits value focus teleconference group. Through UWSP shared governance, one member from FA, ASC, & USC were invited to participate in the focus group: Joy O'Neil, Shelly Janowski, Tina Rajski, and Lisa Nelson participated. The focus group was an initial step prior to the  [UWS TTC Benefits Preferences Survey](#).

UWSP HR Professionals, Eric Roesler, Lisa Schaufenbuel, Anna Golackson-Timblin, and Nicole Menzel attended the TTC Fundamentals session.  [Standard Job Description \(SJD\) Example](#) Before (current) & after (once SJD is created) of a job description.

Watch for in-depth details on the TTC project within the coming weeks.

November 2018

- Standard Job Description (SJD) review started. Check out a new video available on the [job framework](#).
- Employee Benefits Preferences Survey was launched, check the MOD and your email for details! Take the survey by December 14, 2018 to share your feedback.

December 2018 & January 2019

- The TTC benefits survey closed
 - Thank you to those who participated!
 - UWSP had a 48% response rate
 - The average response rate was 51%
- The SJD review was extended until Feb 28th and reviewers were notified last week
- The UWS TTC group is in the process of creating subgroups: Change management, Communications, Instructional Academic Staff, and Salary Administration Guidelines
- Last but not least, the UWSP TTC Project Team welcomes Julie Schneider as a replacement to Jenny Resch

February 2019

New! Advising Bodies

- Conversations with the Advisory Council (AC) and Systemwide Joint Governance leadership on project engagement and institutional representation led to the consensus that all institutions should be represented on the AC.
- To the end, a reconfiguration of the AC is being proposed, where the Systemwide Joint Governance body becomes the Advisory Council. The goal here is to broaden

representation, increase engagement and strengthen communication. Further discussions will be had during the Systemwide Joint Governance meeting on February 1.

-  [Joint Governance Overview Slides](#)

[Quick Update Summary](#) - Overview of Project Accomplishments

Employee Benefits Preferences Survey

- UW Systemwide response rate of 45% or 17,953 benefits-eligible employees across all UW institutions completed the survey.
- Summary of results for the survey is estimated to be completed within Q2 2019.




Draft Standard Job Description Review

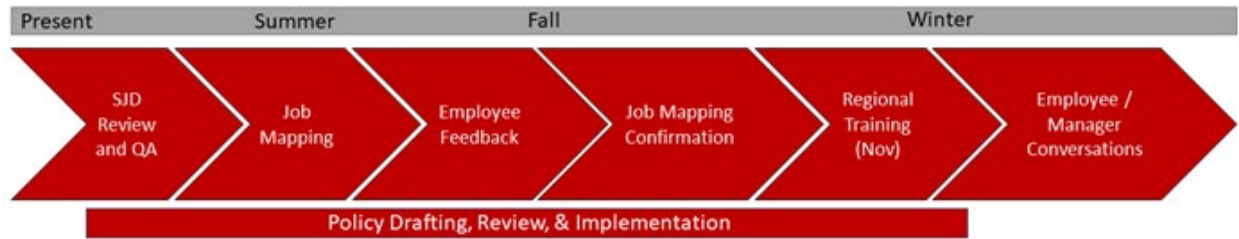
- UWSP Subject Matter Experts (SMEs) continue to review draft IT SJDs, reviews are due by February 28, 2019.
- After February 28th, project teams will review and revise Standard Job Descriptions and draft new job descriptions based on the Subject Matter Expert feedback. An updated timeline will be posted on the [project timeline](#) page soon.

Upcoming Detailed Communications

- In-depth UWSP resources are almost finalized for faculty and staff to better become familiar with this project. In the meantime, if you have questions, please contact Lisa Schaufenbuel, Eric Roesler, or any member of the UWSP TTC project team (list available on the [main UWSP TTC Project page](#)).

March & April 2019

- SJD Review Phase II piloted to determine final SJD Review Phase II process.
- Shared Governance and TTC Advisory Councils received updated from Shenita Brokenburr, UW System Chief Human Resources Officer on March 8, 2019
 -  [TTC Key Words and Concepts](#)
 -  [TTC Advisory Council Update 3-8-19 Final](#)
 -  [Academic Staff Question Responses Final](#)
- As of the end of March/beginning of April: SJD Review Phase II is in progress.
 - Due to SME capacity (IT & HR), the IT SJD Review Phase II is being reviewed by other SMEs within UWS.
 - SJDs will be available later this year to staff and leadership! See below for the drafted timeline and explanation.



Job mapping will be completed centrally by UWS & UW Madison as an INITIAL round during summer. The purpose is to create efficiencies for positions which are straightforward to map. Initial mapping may be to a few jobs, versus just one. The second review & mapping phases (Fall & Winter) is the institutional review by manager, employee, and HR. This allows focused interactive dialogue and feedback.

During the rest of 2019 the policy drafting, review, and implementation of the SJDs, titling, and appeals policies and procedures will be created.

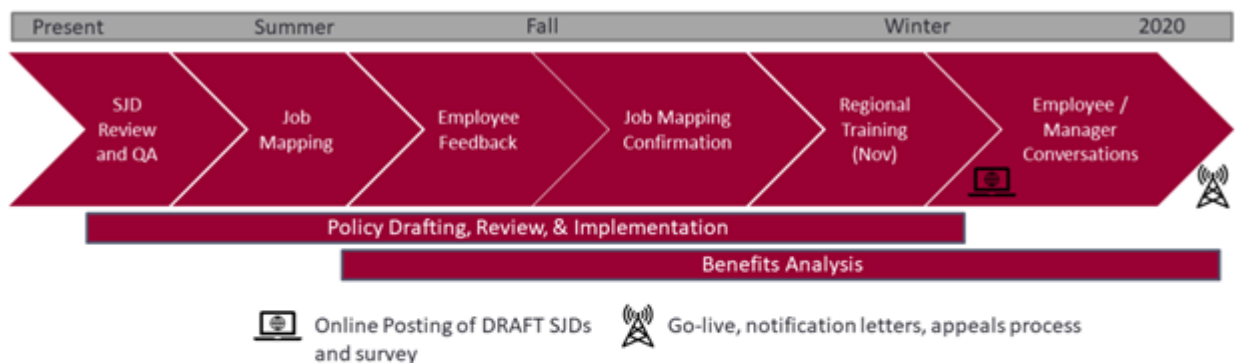
- Upcoming:
 - Watch for in-depth resources/learning opportunities for this project and what it means for you!
 - Training for those who will administer TTC to occur in future months. This training will be similar to the training HR professionals received in October 2018.
 - Workgroups within UWS project teams will be reviewing and providing feedback/recommendations on change management or specific areas which still need to be finalized (ex: Instructional Academic Staff titles). The workgroup details are still being finalized.

May 2019

- Throughout April HR Director within UW System continued discussions that occurred for various topics regarding administration/implementation associated with TTC. Examples include an appeals process for SJD mapping and training to occur (at minimum for HR staff) to support job mapping implementation. This month, the HR Directors will have in-depth conversations and finalize several topics where possible based on our current timeline.
- Three forums occurred for an overall explanation of TTC, where we are, and what still needs to be accomplished. 39 people attended the sessions. Overall participants gained a good amount of TTC knowledge and appreciated the session.
 - The lowest rated item was being able to describe how TTC will impact you.
 - This is a complicated piece as the answer can be different for different individuals and we still have a lot of specific details to confirm. To support understanding of how the TTC impacts you -
 - Overall the impact of TTC to Faculty and Staff:
 - An updated/more robust benefits package based on the internal benefits value analysis and market analysis

- Non-instructional staff: Instead of a detailed position description, you will have a Standard Job Description; you will have resources to support your career development plan
- If you were not able to attend a TTC forum, below are some resources:
 - [PPT Video](#)
 - [TTC Forum Questions and Answers](#)
 - Additional resources for your convenience:
 - [Job Framework and Families](#) and [Job Framework Video](#)
 - [Standard Job Description](#)
- On May 10, 2019 the UWS TTC Project Team provided an update to shared governance representatives and sought feedback on several topics. More detail will be updated through this webpage and shared governance.
 - [TTC May 2019 Advisory Council Update](#)
- The TTC Workgroups will kick off this month to support this endeavor further

June 2019



- **Review and Revision of DRAFT Titles and Standard Job Descriptions**, estimated completion: June 2019 (Q2)
- **Board of Regents Title and Total Compensation Project Update**, estimated completion: July 2019 (Q3)
- **Summary of Results for the Benefits Value Analysis & Employee Benefits Preferences Survey**, estimated completion: September 2019 (Q3)
- **Proposed Titles and Standard Job Descriptions Posted Online**, estimated completion: December 2019 (Q4)
- **Titles and Standard Job Descriptions Implementation**, estimated completion: March 2020 (Q1)

Quick updates:

- **Benefits Review**
 - Mercer is still finalizing its survey results. A summary of the results will be available to employees upon completion of Mercer's analysis by the close of the calendar year 2019.
- **Job Titles/Job Descriptions and Pay**
 - Most, if not all, institutions face challenges with appropriate working titles. Example: sometimes a working title given to an individual is an official UWS title, but it is not the person's official title.

Thus, it creates inequity/transparency concerns for internal and external stakeholders. Within the new structure:

- The term "working title" will be replaced with *business title*.
 - The foundational expectation will be for HR to review and approve a business title if/when a department wants the business title to be different than the UWS/official title
 - More details TBD (i.e. policy & process)
 - Updated job titles and job descriptions will be made public winter 2019-2020. Supervisors will have meetings with employees during winter 2019-2020 to explain the new job titles and job descriptions.
 - For some institutions, these meetings will coincide with the new cycle of performance reviews and mid-cycle reviews (such as at UWSA) – At this time, UWSP's performance review expectations are not changing.
 - Reminder: Employee's work will stay the same and pay will not be reduced!
- **Training**
 - Regional TTC HR train-the-trainer sessions will occur in early November. Final expected training outcomes will be provided closer to training sessions.

Additional information: [TTC June Update](#)

July 2019

General Update

- People managers will receive a pulse survey in late July.
 - Goals:
 - Benchmark current manager awareness of the project and the communication thus far.
 - Identify concerns and questions to support fall & spring implementation.
- UWS TTC video shorts will be released late July to provide an additional resource to learn about TTC basics.

Titles and Job Descriptions Update

- A review of the draft titles and standard job descriptions is complete! The job titles and standard job descriptions will remain in draft form until after employee-manager conversations this winter 2019-2020.
- The next step is job mapping. UW System Human Resources will provide a proposed match for each employee to an updated job title and job description (i.e. job mapping).
 - Work on job mapping will wrap up during the fall of 2019.
 - This step will allow employees to discuss their updated job title and standard job description with people managers during winter 2019-2020.
- Reminders:
 - Your job title and job description may change.
 - You will not lose your job.

- You will not have to re-apply for your job.
- The work you do will not change.

Benefits Update

- A summary of the benefits analysis preliminary findings will be available to employees in the fall of 2019 and a preview will be available soon.
- Based on the Mercer benefits analysis and stakeholder input, the project team will recommend a benefits strategy by January 1, 2020 to enhance UW benefits offerings and help keep UW competitive within the market.
- Reminder: Changes to current benefits offerings are out of the scope of this project and subject to Board of Regents and legislature reviews and approvals.


Compensation Reminders




- This project creates the foundation for a market informed UW compensation structure for leadership to identify compensation issues and advocate for employees.
- Your pay will not change. Changes in pay are out of the scope of the project and will need to be funded and planned over time by leadership.

Aug 2019

Supervisors at each institution are completing a TTC knowledge survey.

Sept-Oct 2019

Quickly catch up on the Title & Total Compensation Project: Watch a 19-minute video available on the  [UWS TTC homepage](#).

In August leadership at each campus was invited to complete a knowledge survey about TTC. The overall UWS results were shared at 9/20/19's system's shared governance meeting. Therefore, full results will be shared through a UWS TTC Project Update available on the  [UWS TTC homepage](#).  [TTC Supervisor Knowledge Survey Summary](#)  [UW-Stevens Point Data](#).

Titles and Job Descriptions

- A review of the draft titles and standard job descriptions is complete! The job titles and standard job descriptions will remain in draft form until after employee-manager conversations December 1, 2019 through February 15, 2020.
- Job mapping is taking place at the institutional level, where institution Human Resources offices will match each employee's current job title to a new job title, using the job mapping workbook and consulting with division leaders. Work on job mapping will wrap up during October.
- UW-Stevens Point Human Resources will reach out to leadership in the coming weeks as needed to discuss certain titling.

- Managers and employees will discuss updated job titles and job descriptions between December 1, 2019 and February 15, 2020.
- While job titles and job descriptions may change, employees will not lose their jobs, employees will not need to reapply for their jobs, and the work done by employees will not change.

Benefits

- A preliminary finding of the [Employee Preference Survey](#) showed the most valued UW employee benefits include: pay, healthcare benefits, retirement plans, paid leave, job security, and job flexibility.
- A preliminary finding of the [Benefits Value Analysis](#) showed the UW System provides competitive benefits offerings across both university and Wisconsin peer groups, especially in the areas of retirement savings and health insurance.
- Based on the Mercer benefits analysis and stakeholder input, the project team will recommend a long-term benefits strategy to enhance UW benefits offerings and help keep UW competitive within the market.

Compensation

- This project creates the foundation for a market informed UW System compensation structure. Employee pay will not be cut. Employee pay will also not be increased as part of this project. Any increases in pay are out of the scope of this project and would need to be funded and planned over time by leadership.
- After the title structure is finalized in March 2020, the compensation structure can be finalized, which means that your job title will have an updated salary range. More details will be forthcoming in March 2020 about updated salary ranges.
- Work is still being done to determine and document all of the methods for pay adjustments and career development that will be available in the future

Coming Up:


- **September 27, October 24, and November 15:** UW System will host [virtual town hall meetings](#).
- **December 1, 2019:** Job titles and standard job descriptions will be posted online in conjunction with employee-manager conversations.
- **December 1, 2019 – February 15, 2020:** Employee-manager meetings will be held. Managers will meet with employees to explain and verify the new job titles and job descriptions that capture the work being performed.
- **March 1, 2020:** Job titles and job descriptions will go-live.

For up-to-date information about the Title & Total Compensation Project, visit the [UW System Title & Total Compensation Project website](#). Answers to frequently asked questions can be found on the UW System [FAQ page](#).



New!  [UWS TTC Project Update for September](#)

Nov 2019

Welcome Troy Espe as a Faculty Representative to the UWSP TTC Project Team to support and champion the project!



Final Virtual Town Hall Meeting is November 15th at Noon. Join by visiting the  [UWS TTC homepage](#) on the day of the meeting.

Titles and Job Descriptions

- UWSP's initial mapping is complete (Phase 1).
- Human Resources reviewed many position descriptions and had conversations with many supervisors to support the initial mapping phase. We understand in some cases further discussion and review are still needed.
 - To understand the foundations of mapping, please review  [How We Mapped Quick Guide](#) which comes from the mapping training HR received.
- Project timelines have been extended to allow time to confirm the best standard job description and job title matches. Therefore, previous communications about December 1st being the go-live date for manager-employee communications has been moved to mid-December.
- **We are moving into** Phase 2 of Standard Job Description and Title Mapping: Leadership's mapping review & UWS Review for Consistency.
- **November 11, 2019:** Job Titles and Standard Job Descriptions will be posted on the  [UWS TTC webpage](#).
- This phase will last through November to mid-December.
- During this time leadership will also receive training for manager-employee standard job descriptions and job title under TTC conversation
- Phase 3: Manager-Employee Conversations (Mid-December 2019 to March 2020).
 - Once Phase 2 is complete, managers will be able to meet with employees to explain the new job titles and job descriptions.
 - Employees can confirm that their new job description captures the work they do.
 - Employee feedback and questions are appropriate, valid, and expected during the employee-manager conversation.
 - If a staff member disagrees with the standard job description determined, a discussion between the manager, HR, and staff member will occur.
 - If after the dialogue a staff member still does not agree with the determination, they may make a formal appeal.
 - The formal appeal process is still being finalized and will be communicated as soon as possible.

This project will finalize in Spring 2020.

Career Development

 [Progression Versus Promotion](#) has started to be socialized more formally. This was discussed at the November 1, 2019 Joint Governance TTC Project Update. Visit/watch the  [UWS TTC webpage](#) for the

final version slides to be available. Additionally, if you have not done so already, watch the [What is a Career Path](#) video for foundational information.

- Institutions are responsible for creating career development programs and/or updated compensation philosophy programs.
- Reminder: Communication through forums and at shared governance meetings has been consistent about a formal updated career development program and compensation philosophy compensation program.
- Due to the budget, UWSP is currently working on several updated compensation pieces, more will come with the roll out of TTC.
- By late spring, the formal career development program will be available to support career progression and promotion.

Benefits

- A summary of the benefits analysis findings is available on the [TTC website](#).
- Based on the benefits analysis and stakeholder input, the project team will recommend to the Board of Regents and UW System leadership a long-term benefits strategy by January 1, 2020 to enhance UW benefits offerings and help keep the UW System competitive within the market.

Compensation

- Individual questions about pay and a plan for a minimum base wage are outside the scope of the TTC project.
- Introducing compensation before or during the title discussion may introduce an unintentional bias towards higher or lower titles. Focus on the work being performed and the job alignment.
- It is important to have market-informed titles because it allows the UW System to compare what other employers are paying for similar work.
- One of the ways UW System retains and recruits top talent is by having a sound approach and philosophy that allows us to compete for talent with those organizations we hire employees from and lose employees to.
- The goal is to keep people at the UW System and provide them the ability to grow within the new Job Framework and compensation structure. Once a market-informed structure is created, the project data will be used to address issues for current employees as well as in recruitment. The TTC Project allows UW System leadership to gather the necessary title and compensation data to look for solutions instead of admiring the problem.

Dec 2019


Phase II Mapping at UWSP is continuing! This phase is being extended within UWS overall due to the extent of reviews to ensure people mapped accurately.

Newer Resources:

4-minute Video: [Employee Conversations](#)

Learning Series Document: [What to Expect During the Employee-Manager Conversation](#)

Next Steps:

- For UWSP, managers will receive communication to start conversations on/by January 6, 2020.
 - For managers who are still mapping, the  [UWSP Mapping Reference Guide](#) may be helpful.
- Manager-employee conversations may start once they receive that communication for positions which are finalized from Phase II.
 - Since the manager-employee conversations are dependent on the Phase II mapping review being finalized, some manager-employee conversations may not occur until February or March.
 - The expectation is that if an impacted employee's mapping is still being reviewed beyond early January, the manager is keeping the employee up to date with as much information as possible regarding the timeline for the conversation.

Other Timeline Implications:

- In late spring employees will receive official communication from UWS regarding their updated title. The communication will be prior to the appeals process timeline.
 - Titles will not be official now until July 1, 2020.
- Business Titles:
 - During the manager-employee conversation, a Business Title may be discussed.
 - Please reference the [Business Title Guidelines](#) for initial guidance. Additionally, Business Titles are used when there is a legitimate business reason.
 - Business Titles will be finalized after/as we completely finalize mapping and are approved by HR.

January 2020

[UWS Update](#) sent via email to all Faculty and Staff on 1/23/2020.

February 2020

Updates made via Faculty Council, Academic Staff Council, and University Staff Council.

Information being reviewed for official updates.

March 2020

As this is an iterative process, many items over the last month have been in review for possible updates or confirmation. Shared Governance groups: FC, ASC, and USC have been kept up to date via council meetings.

Standard Job Descriptions (SJDs), Mapping, and Employee-Manager Conversations:

Many supervisors had employee conversations during that last couple of months. If your supervisor hasn't spoken with you yet officially for your mapping, that is okay! Several supervisors are waiting to have conversations as several job families had positions which were being reviewed for SJD updates such as title, responsibilities, education level, and/or FLSA exception status. HR is reviewing and coordinating with supervisors to make appropriate updates.

There are several items which have been reviewed or are being confirmed to ensure mapping is finalized accurately. These items are listed below.

- Employees need to be mapped to a role in TTC that is the best fit based on their current Fair Labor Standard Act (FLSA) status (i.e. exempt or non-exempt/hourly)
 - It is important to note that the role expectations should not change due to mapping
- Any ongoing changes to the role which are substantial or may impact FLSA exemption status (this includes title changes) must be done so outside of TTC via current UWSP HR processes.
- Functional Manager versus People Manager
 - SJDs with 'Manager' in the title reflect functional or people manager duties.
 - SJDs with 'Manager' in the title are being updated by UWS to ensure that supervisory duties are listed as 'may'.
- Lecturer Titles:
 - Official Title of Record: Lecturer
 - Business Titles may be used to differentiate between the Lecturer levels currently used by an institution
 - Faculty and Instructional Academic Staff shared governance will need to determine if they want to update any processes for initial or progression series.
 - For more information, an [IAS Town Hall Forum](#) will be on March 12, 2020.
- Teaching Professor must be reviewed and approved through the institution via Shared Governance:
 - Faculty and IAS shared governance review will be coordinated once further UWS guidelines are available.
 - Generally, this means that current Lecturer series roles will be mapped to Lecturer within TTC
 - Given the timeline to finalize mapping during this project, the Teaching Professor title, if approved for use within UWSP shared governance will not be ready when we finalize this project within UWS.
 - Thus, the timeline for any mapping changes which may be needed for those mapped to Lecturer will be done in a timeline in accordance with shared governance review versus the UWS mapping timeline.

Watch for More Guidance to Come:

- Lead versus Supervisor versus People Manager role guidelines

Benefits

Have you reviewed the current information on the benefits review and results? Reference the [UWS January Update PPT slides 15 – 24](#) to learn about how UWS compares in benefits, what Faculty and Staff value the most, and additional opportunities to improve.

April 2020

Due to the current situation of COVID-19, TTC implementation is delayed for at least three months. An official updated timeline will be available in the near future.

The project is expected to continue at a slower pace as HR departments continue to respond to COVID-19 related needs. Employee-manager conversations are considered on hold.

Updated items:

- The SJD Library is updated and considered closed for updates.
 - This means that all positions which are posted are the ones available and the information available within the SJDs are considered finalized.
 - UWSP HR will be reviewing any previous requests for mapping changes, FLSA needs, or new title requests to ensure employees are mapped according to the guidelines in place.
- Supervisor, Manager, and Lead Workers
 - SJDs with required supervision refer to employees whose principal work is different from that of the employee's direct or indirect subordinates and who has supervisory authority, in the interest of the employer. Refer to the [List of SJDs with Required Supervision](#) and [Manager and Lead Worker Responsibilities and SJDs](#) for more details.