Title and Total Compensation Project

In Summary

University of Wisconsin
Stevens Point
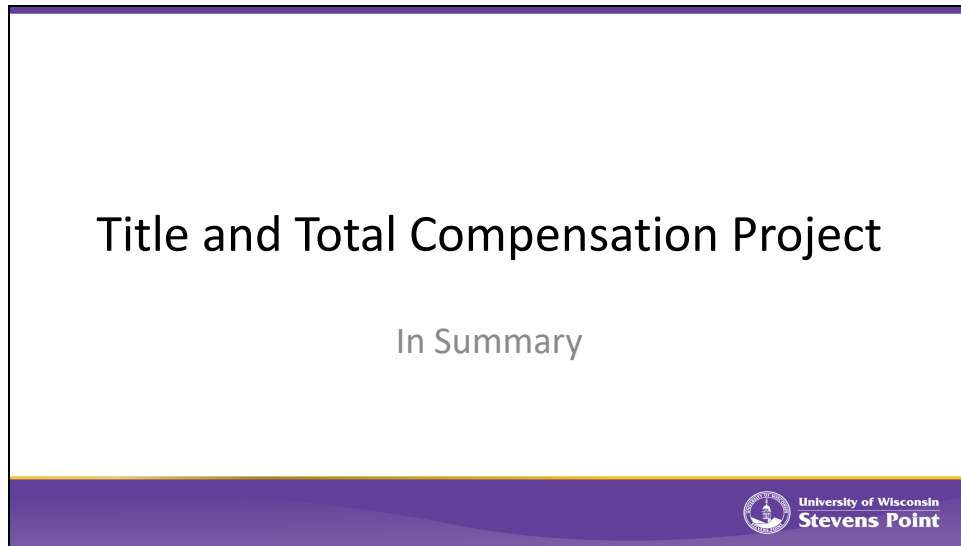
Welcome to the Title and Total Compensation (TTC) Project, In Summary session. This video is for any UWSP employee who is interested in learning, in summary, about the TTC project as of spring 2021.

Slide 2

The Title and Total Compensation (TTC) Project was a collaborative effort between the University of Wisconsin (UW) System and Mercer to ensure that the outcome was reflective of contemporary market practices at top universities and systems, and appropriate for the UW System.

The foundation of the project is an updated compensation philosophy for all UW institutions which articulates the overarching principles for the program.

Next the job framework, which includes Job Families, Job Sub-Families, standard job descriptions, and career levels establish the organizing framework for jobs, and the foundation for the pay program

Market pricing methodology & Process ensures consistency in managing, updating and maintaining the program
An updated Salary Structure includes Salary grades based on market-informed ranges
Salary Administration Guidelines – Recommendations for managing salaries and different pay actions
Last reviewing the state benefits offerings provides the information to better understand the value of our offerings within the market and identify strategic priorities going forward

I referenced the compensation philosophy, let's talk a little bit more about that.

The University of Wisconsin System ("UW System") is committed to attracting, retaining, and rewarding a highly qualified and diverse workforce, both now and in the future. The UW System's job framework and total compensation program support and facilitate these goals by:

Encouraging excellence by rewarding individual contributions that support the UW System's mission and goals.
Supporting competitive and equitable compensation practices through a job framework, salary structure and clear and flexible salary administrative guidelines.
Establishing a foundation for career progression both within and across job families and sub-families.
Developing a comprehensive benefit package that is competitive and market-informed.
UW institutions may further define compensation parameters within the UWS guidelines and policies and create updated professional development programs to address institution-specific needs.

Now that you have a foundation of the project's aspects, let's talk about the goals.

Slide 4

The project has 4 key goals.

The project rebuilds a system-wide titling (classification) and compensation structure for all positions other than faculty
To accomplish this goal, UWS is setting salary ranges based on market data and the project provides consistency in titling across the organization – for example, a budget analyst is a budget analyst at every institution

Create Shorter, Consistent Format for Job Descriptions
To accomplish this the project reduced long position descriptions (to 5 to 7 key responsibilities) to help employees and supervisors better understand core job responsibilities and function

## Create a UW System Compensation Center of Excellence
To accomplish this UWS will Serve as a resource to institutions to improve consistency and understanding across the system of our compensation strategy and practices. Many processes are becoming more standard within the UW institutions to support consistency and fairness.

And finally, the project's last goal is to be
Responsive to Employee Needs
The project accomplishes this through establishing a long-term benefit and compensation strategy aimed at employee retention

Now, we will move into the understanding a bit more about the project details.

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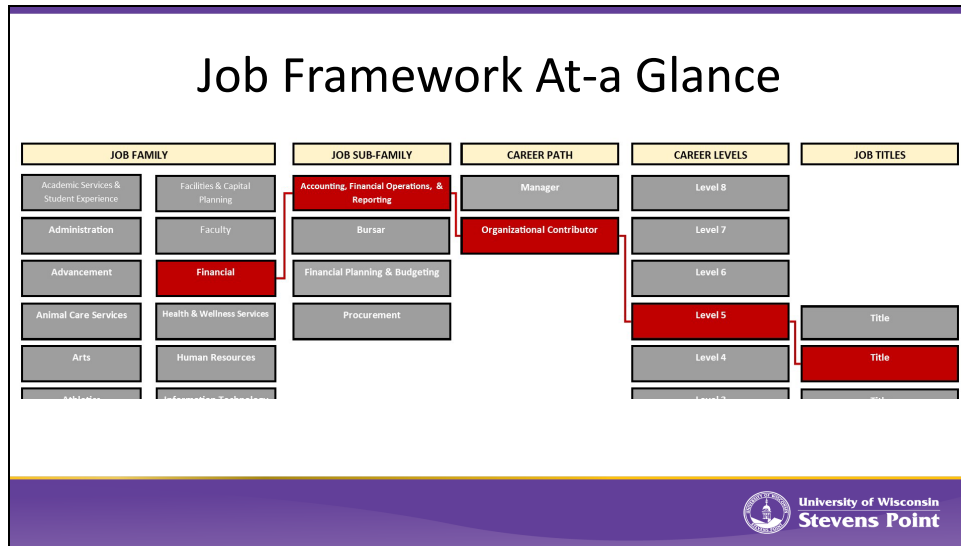
The **Job Framework** is the overall organization of jobs. The Job Framework components include:
- **Job Families and Sub-Families**
- **Career Paths**
  - Manager
  - Organizational Contributor
- **Career Levels and Level Descriptors**

A **job family** is made up of jobs that involve similar work and require similar training, skills, & knowledge. Each job at UW System belongs to a single job family, which is determined based on the answers to the following questions:
- Why does the position exist?
- What are the most important duties in the position?
- What duties take up most of the time?

A **job sub-family** consists of jobs within a larger job family. Job sub-families describe specialized functions. Each job is mapped to a single sub-family within a job family.

Please note that the information on this slide is for example only, there are many job families and the finalized job families, or sub-families compared to the slide may differ.

The framework provides staff with two career path categories.

Slide 6

Career Level & Paths

| Organizational Contributor | | | | Manager | |

Organizational Contributor Level Descriptor Example

Level	Organizational Impact	Complexity of Work	Independence & Supervision	Leadership & Talent Management	Knowledge & Experience
OC 2	Executes day-to-day activities as directed by supervisor…. Selects correct processes or decisions based on defined processes/procedures	Work is typically well defined. Most solutions are achieved through following established procedures.	Works under moderate supervision for routine tasks….	May guide work of volunteers and/or student workers	Typically requires some relevant experience and/or knowledge….

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The career path categories will be:

A Manager supervises employees and contributes at the organizational and/or system levels

An Organizational Contributor is an employee who contributes within the organizational level

Career levels are based on organizational impact, complexity of work, level of independence, whether the role supervises, guides, or trains others, and knowledge and experience needed. There are many career levels. This slide shows an example of 1 career level.

A career level is NOT associated with a salary range. The career levels are based on the work performed.

The descriptor level information is for example only as you can see since its incomplete. Like the previous slide, finalized descriptor information for the OC2 level, may differ than what is provided here.

Related to career development is promotion and progression.

Slide 7

With the new titling structure, pay progression and promotion are defined separately and have updated definitions.

Pay progression is defined as increases within the same job. Increases are based on **knowledge**, **skills**, **experience**, and **performance.** Under pay progression, the **job title** and **core responsibilities** remain the **same**. Reasons for pay increases continue to include factors such as pay plan, market changes, performance, retention, parity, and equity. Parity is the alignment of salaries based on the factors such as same or similar role, years of service, education level, and performance. Equity is ensuring that there is not pay discrimination occurring between gender, race, veteran status, or disability status.
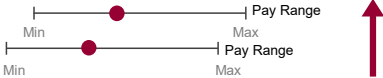
Promotion is defined as the advancement to a new job in a higher pay range. Under promotion, the change occurs due to a **job title** and **responsibilities change** due to evolving responsibilities, attainment of new certifications/experience which is driven by a need within a unit to fill a gap of responsibilities, or application to a new job in accordance with HR processes. The reason for the promotion is based on work performed in standard job description. Starting pay takes market data and parity into consideration.

The main point is that employees will have multiple ways to advance both by growing in their current jobs and by moving into new roles.

Let's take a moment to look at the aspects of the job framework from a higher level to see how the updated structure improves career development.

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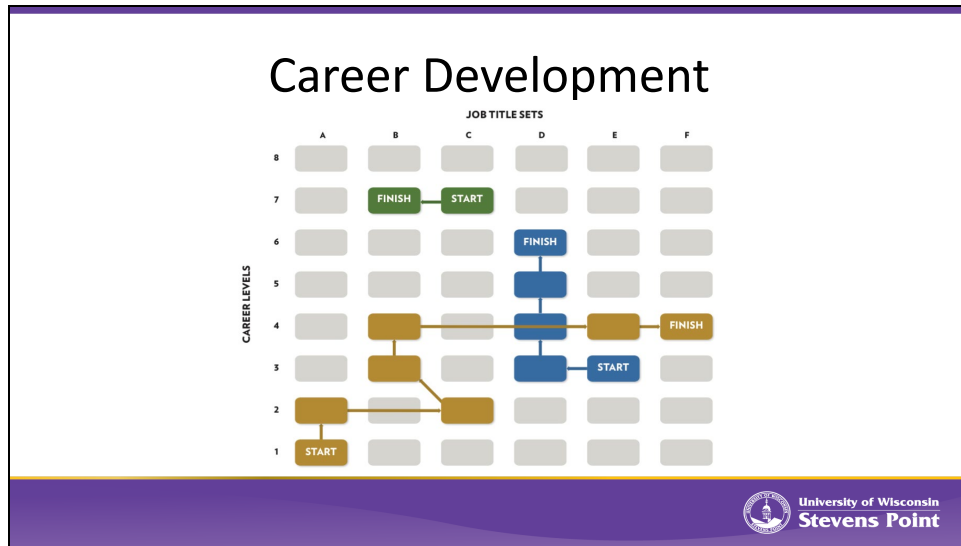
Currently, if an individual would like to develop skills and knowledge for a career, they typically follow a linear career path and use open positions to determine the knowledge and skills needed for a position. Qualifications between units may differ for the same job. This current state makes it difficult to create a career development plan. Additionally, only those within a promotional series have a transparent mapping for promotional opportunities.

In the future state career paths can be linear, lateral, or diagonal. They will be easily identified since the knowledge, skills, and abilities for a job will be much more consistent and readily available through all SJDs. Thus, providing an improved structure to support career development planning.

Therefore, the updated structure provides a lot more flexibility and opportunities.

With that we will talk about what has been accomplished in the project so far and what's still needed.

Slide 9

TTC Accomplishments and To Be Completed

What Has Been Accomplished	To Accomplish
• Job Families and Subfamilies • Standard Job Descriptions • Several Phases for Employee Mapping • Employee Benefits Preferences Survey and Benefits Value Analysis • Review Fair Labor Standards Act (FLSA) Impacts • Initial Drafted UWSP Professional Development and Compensation Framework materials	• Employee-Manager Conversations and Appeals • Review New Teaching Professor and Research Professor (possibly) Titles for Institutional Use • Review and Revise UWS Title and Compensation Policies and Practices • Final drafts and review for UWSP framework materials and framework implementation • Benefits/Total Rewards and Compensation Recommendations: Phase II/A new project

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Much has been accomplished since TTC was launched.

• We have finalized Job Families, Subfamilies, and Standard Job Descriptions
• We have gone through Several Phases for Employee Mapping
• UWS in collaboration with Mercer completed the Employee Benefits Preferences Survey and Benefits Value Analysis
• UWS and institutional HR departments reviewed for Fair Labor Standards Act (FLSA) Impacts and there are
• Initial Drafted UWSP Professional Development and Compensation Framework materials

We actually still have quite a bit to complete:

• The immediate next phase of this project is the Employee-Manager Conversations and Appeals
• In fall, UWSP will review New Teaching Professor and Research Professor (possibly) Titles for Institutional Use, this will be considered a phase II implementation at UWSP and the goal is to have the program updates finalized by the end of academic year 2021 to 2022. Faculty Council and Academic Staff Council will be the primary groups to support this change.
• Currently, UW System and UWSP HR are Reviewing and Revising UWS title and Compensation Policies and Practices.
• Final drafts and review for UWSP framework materials and framework implementation. This will be spoken about a bit more in a moment.
• Finally, UWS will need to make the Benefits/Total Rewards and Compensation Recommendations to state legislature based on the findings and analysis of the

benefits and compensation studies. This will be a Phase two or A new/seperate project given the undertaking it will need.

So, what's next?

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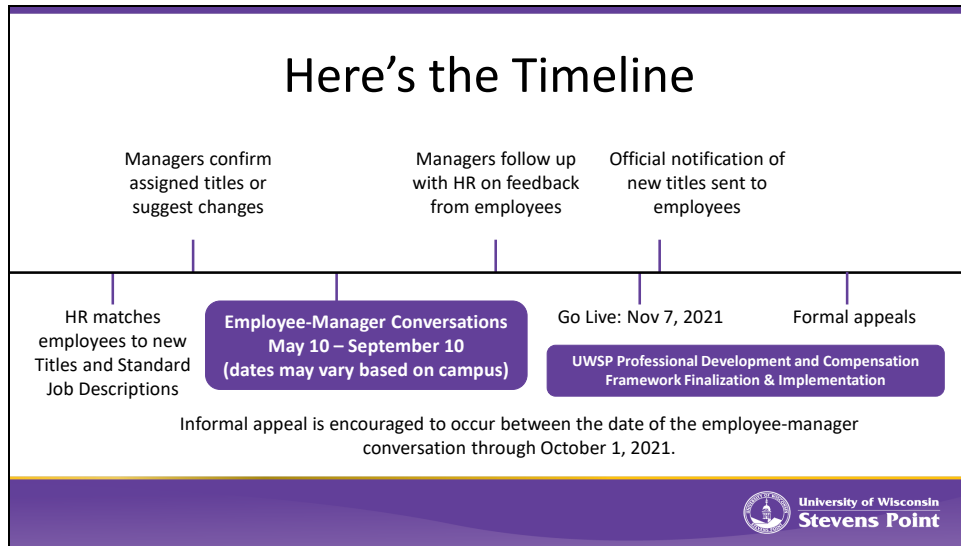
Here's a high-level timeline focused on employee-manager conversation and new titling structure go-live. We gathered feedback on changes to Standard Job Descriptions and requests for new Job Descriptions and submitted it to the UWS central Project team. UWSP Human Resources matched employees to new titles and job descriptions, and managers confirmed the mapping. Institutions are re-engaging in TTC now. Employee-manager conversations can occur as earlier as May 10th or as late as September 10th. Informal appeal can occur immediately following the employee-manager conversation as long as the manager does not have follow-up items to do from the conversation. Around the time of go live this fall, employees will receive an official notification of their new titles sent centrally from HRS (our human resources information system). Once they receive this letter, if an individual disagrees with the finalized mapping, the individual may engage in the formal appeals process.

To learn more about the employee-manager conversation, please watch the video about the employee-manager conversations for employees.

Let's also take a quick moment to talk about the UWSP professional development and compensation frameworks.

UWSP's professional development framework will provide trainings and materials to staff, managers, and HR to support employee professional development plans and growth. For example, the framework will provide assessments, examples of activities, and more for every staff member at UWSP to create and act on their professional development plan. Long-term goals for the professional development framework include programs related to succession planning and other professional development related programs. Through this program staff will be able to Understand themselves, Waken their Possibilities, Specify their plans, and Produce their future. Take a moment to see if you caught what I did there? Listen again to the activities within the framework to see if you can "hear" it. This framework will make professional development a foundation of employment and performance at UWSP.

UWSP's compensation framework will provide trainings and resources to provide managers with the effective knowledge and tools to review, strategize, and determine compensation for their unit/division. The framework will also provide improved transparency to support employees to understand compensation strategies and decisions.

Both frameworks will be finalized with shared governance and leadership feedback. Watch for a quick survey in the fall to gain your feedback on professional development and compensation.

This project has been a large change and as discussed, more change is to come. Ensure you are staying up to date with the changes. To support you to so, there are many quick and easy resources available.

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The UW System TTC Project website has an abundant amount of information for each part of this project. Information is provided in short chunks and easy to understand. Within the TTC website, there is a Resources page. This page provides quick guides which are 1 to 2 pages of information. Also on the page are several short videos to learn more about some of the topics discussed in this video in more detail. Additionally, to stay on top of what is happening at UWSP specifically and to obtain UWSP specific resources, you can visit the UWSP TTC Project Update page.

Ensure you review all of the UWSP May 2021 update and the resources provided for employees. Even if you have reviewed some of the resources before, take some time to re-review to re-engage in this change. This will support you to have an effective employee-manager mapping conversation as well as identify additional questions or concerns you may have about the project in general.

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If you have questions about TTC, you can talk with your manager, contact Lisa Schaufenbuel, Associate Director of HR, or anyone on the UWSP TTC Project Team.

Thank you for watching this video.