

UNIVERSITY OF WISCONSIN TITLE AND TOTAL COMPENSATION STUDY



Campus Update 7/18/2017



UNIVERSITY of WISCONSIN
GREEN BAY

AGENDA

- Current State and Milestones
- Project Plan and Phases
- Phase 2- Job Frameworks and Career Streams
- Project Support Structure
- Additional Resources



WHERE WE ARE NOW

UPS and HR Design

- Title and Compensation Study originated from the UPS and HR Design projects.
- The projects focused on building new human resource systems, separate from the state, that are more efficient and effective.

Compensation and Title Redesign Study

- First study of it's kind in more than 30 years.
- Initial assessment of jobs and compensation reflect that titles do not clearly describe jobs they represent, are not used consistently across the campus and may limit opportunities for employees to progress.
- Purpose of the study is to clearly define a framework to help guide employees and supervisors.

UW System/ UW-Madison Collaboration

- Joint study on the redesign of current job titles and the compensation structure with two distinct, but connected project teams, UW System and UW-Madison.
- The joint study will cover the entire UW System. The UW System includes UW-Madison, UW-Milwaukee, two major research institutions, 11 four-year universities, 13 freshman-sophomore institutions and the statewide UW-Extension.

Attracting and Retaining the Best Talent

- The goal of the Title and Compensation Study is to best position the institutions to attract and retain the **best talent**.
- "This vital initiative will be key to maintaining and enhancing the excellence of our workforce." – *Laurent Heller*

Engaging Current Stakeholders

- Advisory Council, Institution Leaders, HR Representatives, Governance, and other key stakeholders provided initial communication regarding the study.
- Stakeholder meetings will occur in April and May.
- UW community members will have opportunities to provide input into the study through forums and focus groups.



KEY MILESTONES

	Activities	Timing (aligned with broader project plan)
Phase I Design and Study Strategy	Stakeholder interviews	<ul style="list-style-type: none"> Advisory Council – March 21, 2017 UW System – TBD UW-Madison – April 12 and 13, 2017
	Total compensation philosophy development	May 2017-June 2017
Phase II Assess Positions and Develop New Job Title Structure	<ul style="list-style-type: none"> Job validation framework and job mapping with stakeholders TTC Planning Team and/or Project Teams to engage with department/functional leads 	October 2017- December 2017
	Finalize descriptions of job families, sub-families, career streams and job levels based on feedback from stakeholders. Finalize slotting of jobs within job families and levels.	December 2017-February 2018
	Engage UW staff in adding content to the job description using JDXpert	TBD
	Communication with stakeholders on project status/milestones	February 2018 –April 2018
Phase III Create Compensation Structure	Pay practices and guidelines development	September 2018-November 2018
Phase IV Review Benefits / Work-life and Leave Structures	TBD	TBD
Phase V Implement New Structures	Implementation plan development	May 2018-November 2018
	Develop and deliver manager training	November 2018-December 2018
	Summary reports and stakeholder communications	November 2018-March 2019

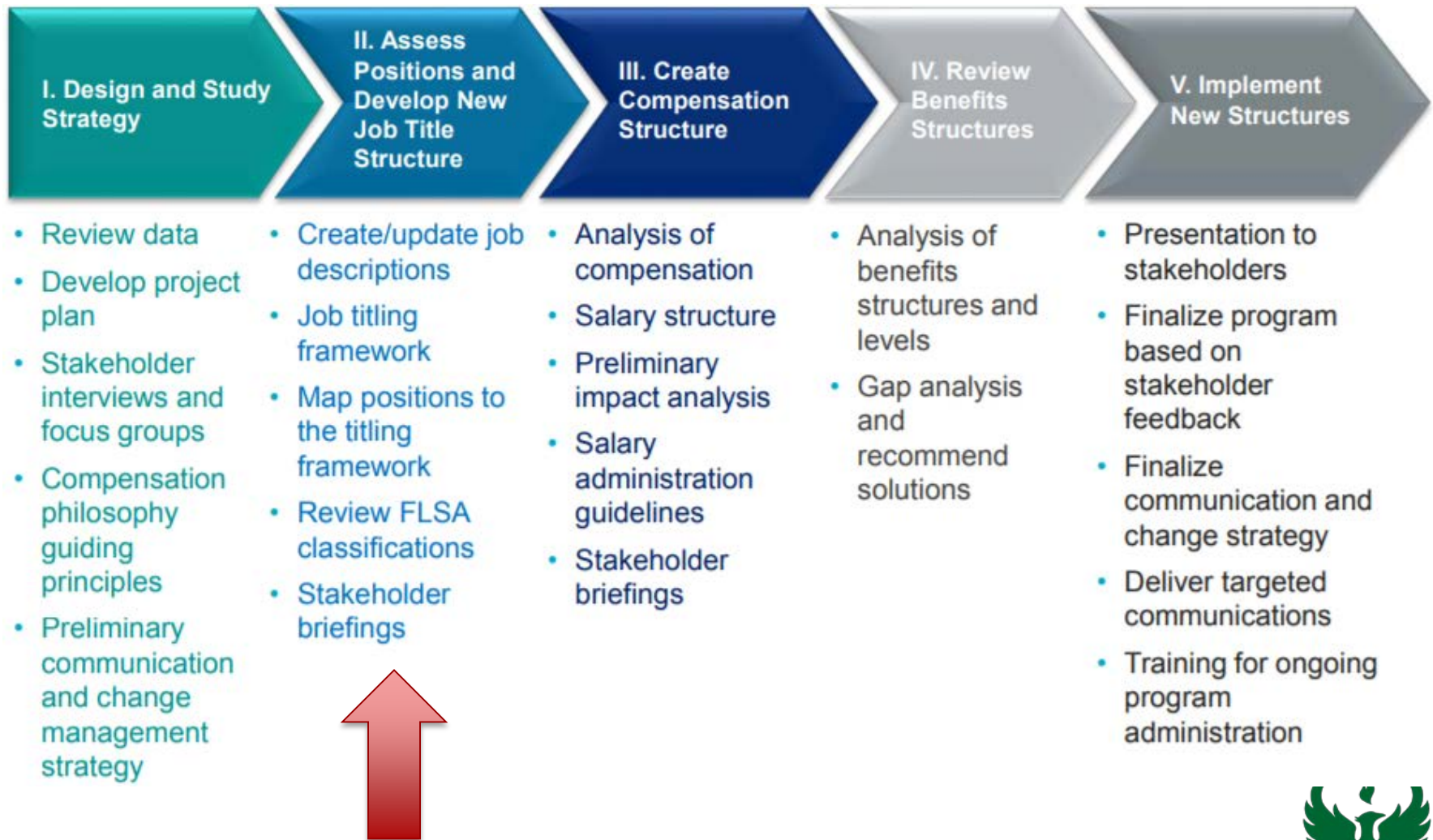


KEY MILESTONES, CONT.

- February 2017
 - Project Launch
 - Advisory Council appointed
 - Mercer Consulting hired as vendor
- Moving into Phase 2
 - Assess Positions and Develop New Job Title Structure



PROJECT BY PHASES



PROJECT PLAN PROPOSED TIMELINE

YEAR 1



Milestone Work Step	Estimated Timeline (Year 1)											
	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb
Phase 1: Design Study Strategy												
Phase 2: Assess Positions and Develop New Job Title Structure												
Phase 3: Create Compensation Structure												
Phase 4: Review Benefits Structures												
Communication and Change Management												



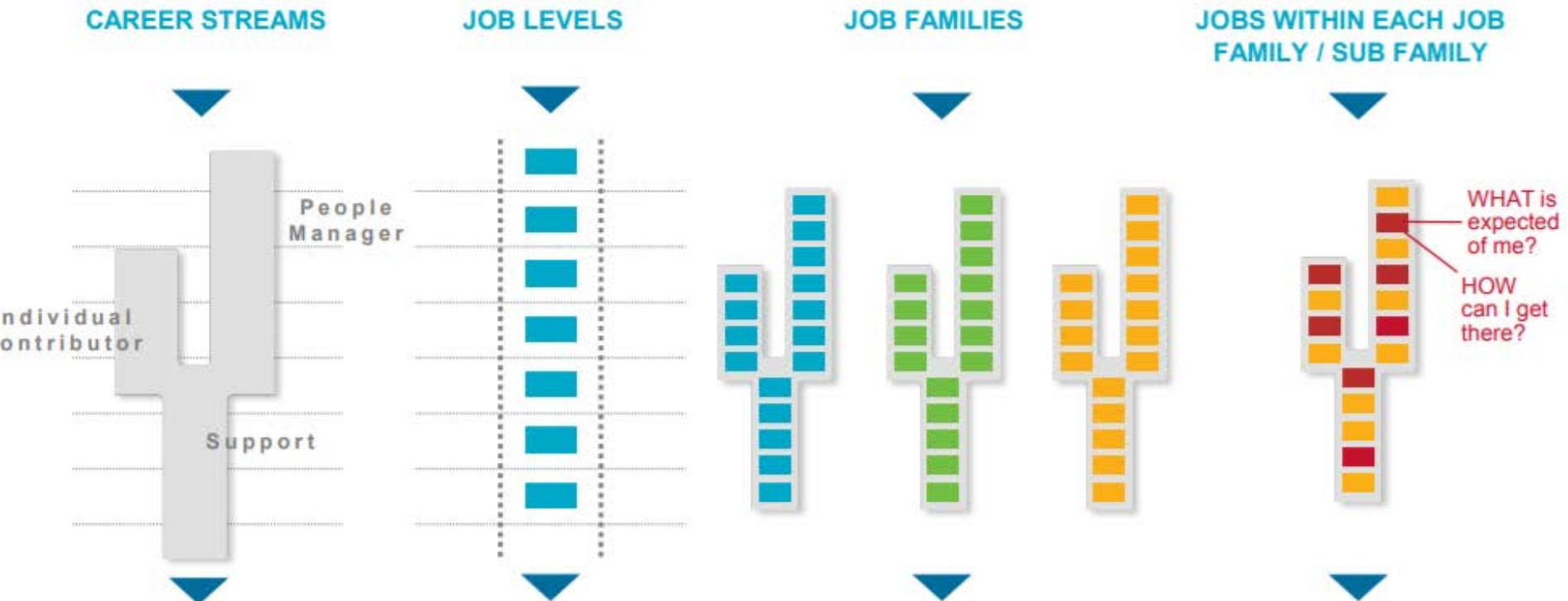
PROJECT PLAN PROPOSED TIMELINE

YEAR 2

Milestone Work Step	Estimated Timeline (Year 2)											
	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
Phase 3: Create Compensation Structure												
Phase 4: Review Benefits Structures												
Phase 5: Implement New Structures												
Communication and Change Management												
Phase 6: Conduct Formal Follow-up Reviews	Occurs 6 months, 1 year, 2 years and 4 years after implementation											



PHASE 2: ASSESS POSITIONS AND DEVELOP NEW JOB TITLE STRUCTURE



CAREER STREAMS

Career type within the organization, characterized by unique responsibilities. Typical streams are Support, Individual Contributor and Management.

JOB LEVELS

The hierarchical position of a job within a career stream. Recognizes incremental changes in job scope and responsibilities. Consistent across job families.

JOB FAMILIES/SUB-FAMILIES

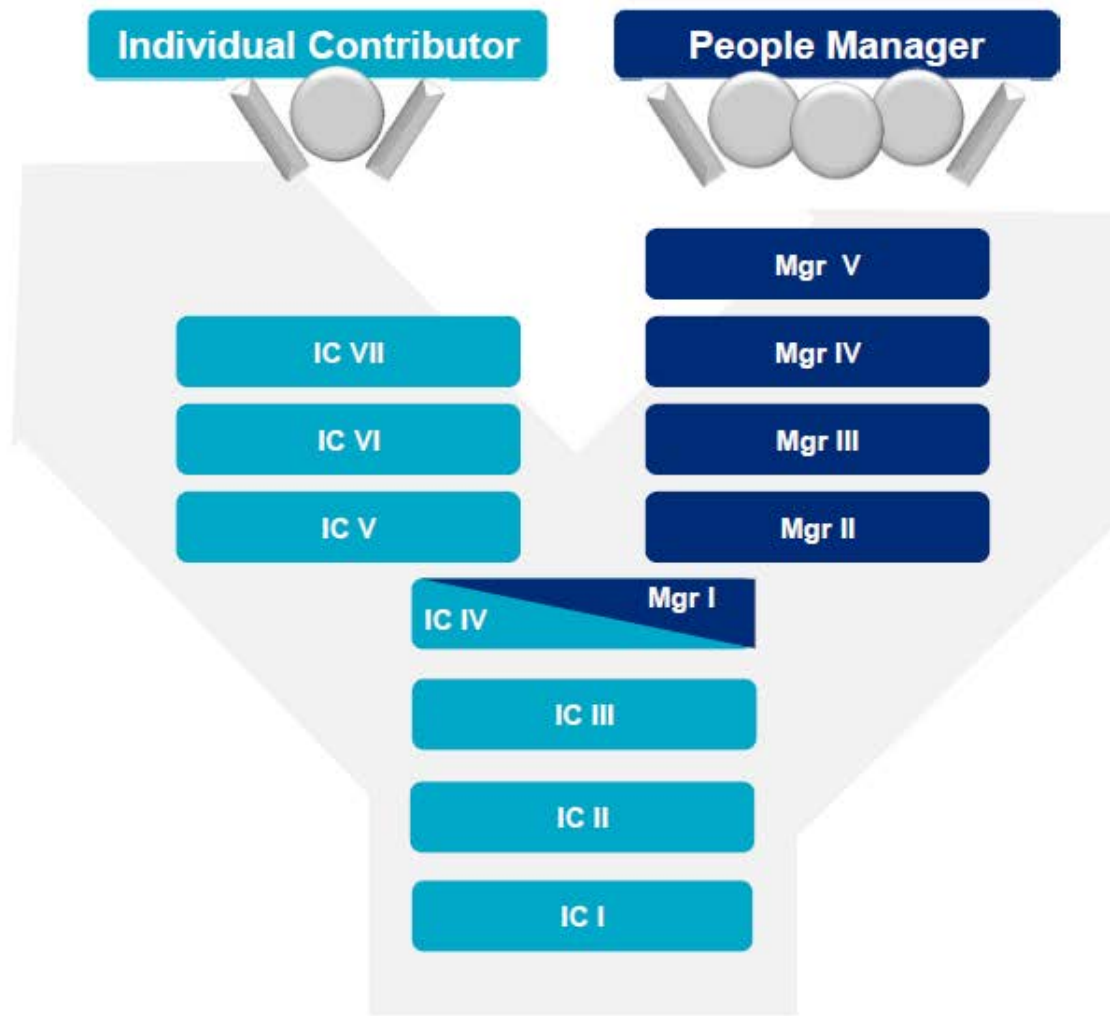
Generally recognized major professional area, often requiring a unique set of technical capabilities. Most career development occurs within a job family.

JOB/ROLE

Distinct set of responsibilities, usually requiring a different level/amount of experience and is difficult to directly compare to any other.

CREATING THE JOB FRAMEWORK

THE “Y” CAREER PATH – OPTION 2



– Illustrative –


OVERVIEW

- 2 career streams with dual career paths
- Provides distinction between Individual Contributor and People Manager tracks
- No further distinction between Individual Contributor and Support staff
- 8 overall career levels:
 - People Managers: 5 levels
 - Individual Contributors: 7 levels

JOB FRAMEWORK

CAREER LEVELS

- **Career level** represents the tiered position of a job within a career stream. The definitions for each of the job levels is consistent across job families.
 - This part of the Job Framework is focused on defining organizational contribution
- The career levels reflect the typical levels in the market and in published salary surveys, but may be customized. Linking the levels to market will enable UW to update and maintain the program in the future.



SUPPORT	INDIVIDUAL CONTRIBUTORS	PEOPLE MANAGERS
		M5 - Function/ Division Leader
	IC5 – Expert	M4 - Sub-Function Leader
	IC4 – Senior	M3 - Sr. Manager
	IC3 – Career	M2 - Manager
	IC2 – Experienced	M1 - Team Leader
S3 - Lead Support	IC1 – Entry Professional	
S2 - Experienced Support		
S1 - Entry Support		

– Illustrative –

JOB FRAMEWORK

JOB FAMILY STRUCTURE

- **Job Families** refer to a group of jobs performing broadly similar work. Examples of functions include Finance, Human Resources, IT, Facilities, and Development
- **Sub-families** are more specific sub-sets within job families. Examples include Compensation (within Human Resources), and Alumni Relations (within Development)

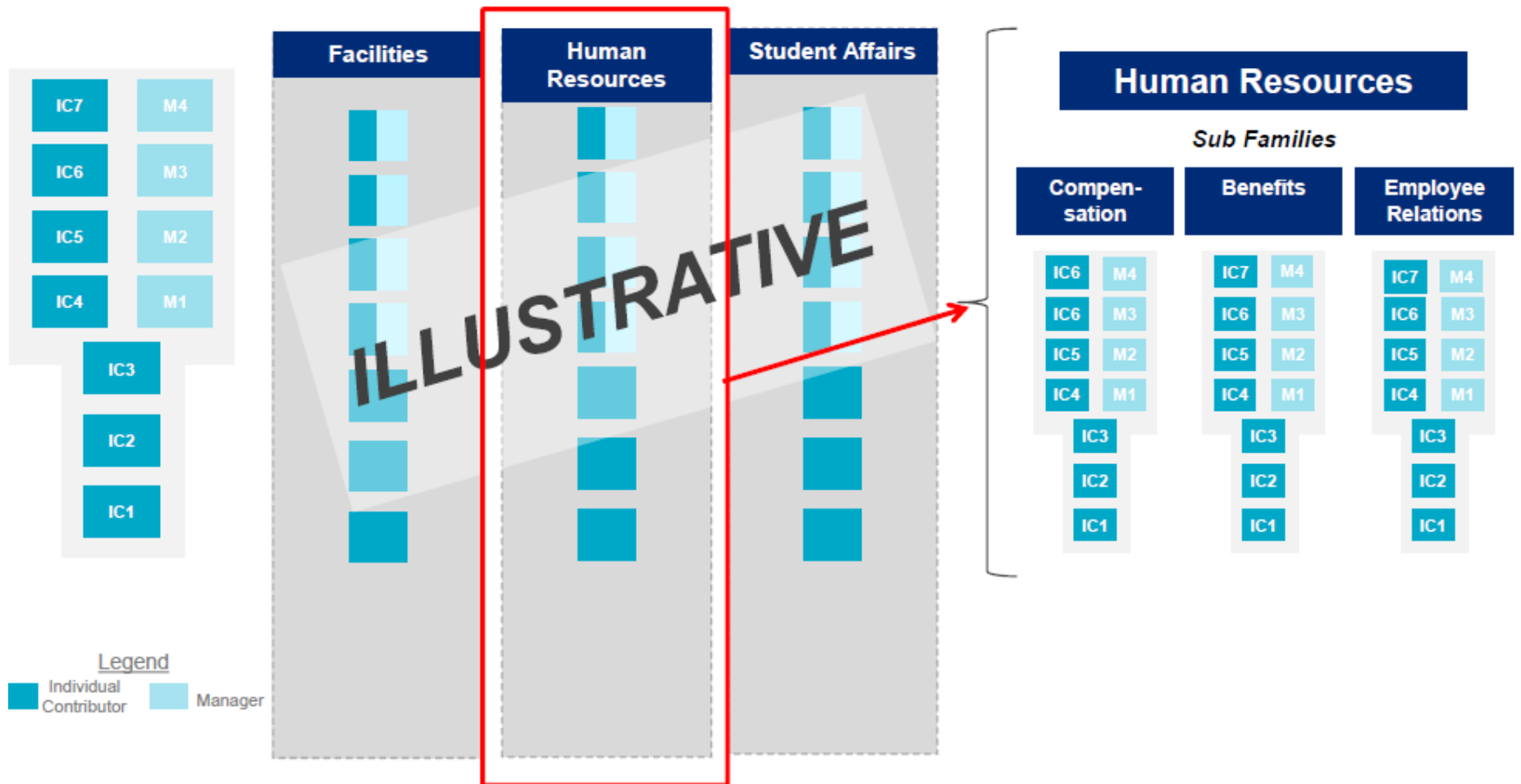
Guidelines for defining job families

- Distinguish functions and job families from organization design and the nature of work from reporting relationships
- Ensure that functions and job families are meaningful both internally and externally
- Provide a foundation for progression within the job family
 - ✓ Broader buckets ensure administrative ease, facilitates program update and maintenance, and flexibility to support employee progression
 - ✓ Avoid very specific sub-families to minimize the number of jobs “straddling” sub-families



JOB FRAMEWORK CAREER LEVELS

- Not all streams or levels will be populated by jobs in each family in each institution.



DEVELOPING A JOB FRAMEWORK WORK DIMENSIONS

*DISGUISED CLIENT
EXAMPLE*

Work dimensions (also called “Job Level Descriptors”) describe the characteristics of each job level and articulate the increasing responsibilities and requirements of jobs. This serves as a tool to evaluate jobs, to assign them to levels, as well as a create the foundation for career progression.

Work Dimension

Organizational Impact & Complexity

Nature and scope of influence the level has on its realm of responsibility. Degree to which the level needs to identify and devise solutions to problems

Leadership & Talent Management (for People Managers)

Responsibility for people development, including supervision, training, coaching, and performance management

Independence/Supervision (for Individual Contributors or Support)

Level of independence in performing work and autonomy to make decisions

Knowledge & Experience

Level of expertise required to fulfill responsibilities as defined by minimum levels of formal education and/or work experience



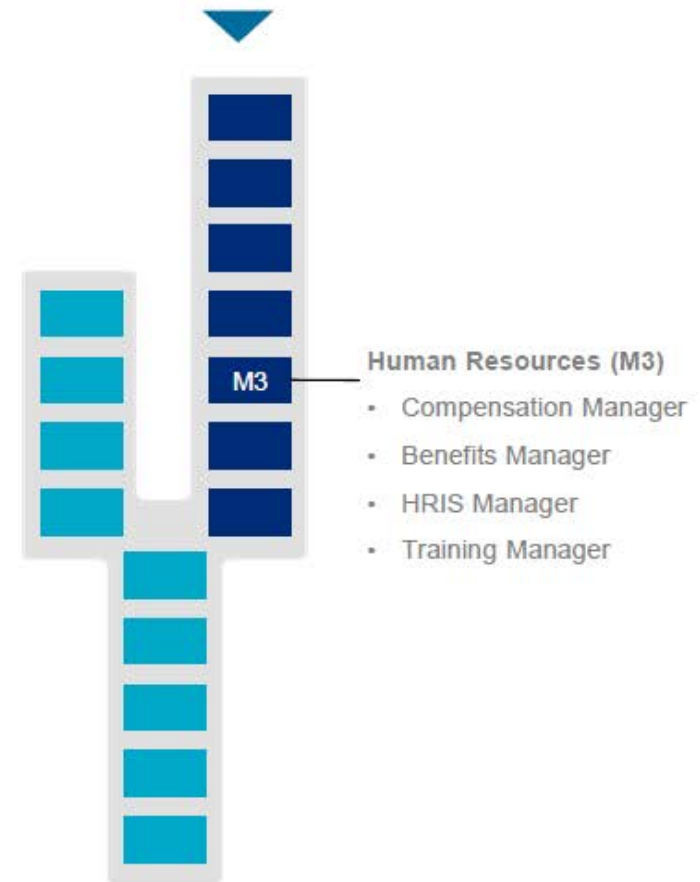
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DEVELOPING A JOB FRAMEWORK

MAP JOBS INTO THE FRAMEWORK

- Mercer will link survey benchmark jobs to the new framework using the defined streams, levels and work dimensions.
 - Benchmark jobs are jobs that are common in the market and for which reliable survey data are available (e.g. admissions counselors, accountant, budget analyst)
- The survey benchmarks will be used as reference points for the job mapping process. This will facilitate market pricing and program maintenance
- UW will work with subject matter experts and/or functional managers to map each of the current jobs to a job family, sub-family, career stream and level based on the defined work dimensions and using the survey benchmarks as a guide
 - The job mapping will be later validated using the updated job descriptions
 - The job description updating process is detailed on the next slide
- As part of the job mapping, Mercer and UW will develop University-wide titles that are standardized, contemporary, and aligned with the framework

JOBS WITHIN EACH JOB FAMILY / SUB FAMILY



PROJECT SUPPORT STRUCTURE

- Project Steering Committee
 - All UWS CHRO/HR Directors
- Responsibilities
 - Make decision recommendations
 - Raise institution issues
 - Responsible for institution implementation



PROJECT SUPPORT STRUCTURE, CONT.

- UWGB Project Team
 - Chair: Christine Olson, HR Director
 - Membership:
 - Compensation and Workload Committee
 - Melissa Nash, Human Resources
 - Project Assistant, Human Resources
 - Sheryl Van Gruensven, VC Business and Finance
- Responsibilities
 - Communication and Feedback
 - Education
 - Change Champions



PROJECT SUPPORT STRUCTURE, CONT.

- Subject Matter Workgroups as needed



ADDITIONAL RESOURCES

- Project Launch Overview:
 - <https://www.wisconsin.edu/ohrwd/download/Project-Launch-with-Mercer-Consulting.pdf>
- UW System Title and Total Compensation Study Website:
 - <https://www.wisconsin.edu/ohrwd/title-and-total-compensation-study/>



QUESTIONS?