

HR Resources at Tech

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Our Purpose

The purpose of this session is to learn about additional HR Resources that have been recently published. At the end of the session, participants will be able to:

1. Locate additional resources
2. Use decision matrices
3. Determine what collaborative partners should be involved and when to engage them in the process
4. Clarify roles and responsibilities throughout the various processes
5. Understand when to escalate through proper channels

“Georgia Tech is committed to creating an unmatched workplace experience where all faculty and staff members can grow and thrive.”

Our Approach



EDUCATE



EQUIP



PRACTICE

Working Group

- Kelly Baldwin, Program & Portfolio Manager
- David Bamburowski, Senior Director – Faculty Affairs
- Tineke Battle, Associate Director HR
- Dr. Cedric Franklin, AVP– Human Resources
- Antonyqua Knox, Sr. Compensation Consultant
- Scott McAtee, HR Consultant Sr.
- Kevin Merkel, HR Senior Advisor
- George Reutter, Sr. Compensation Consultant
- Kellye Terrell, Exec. Director - Human Resources
- Mandy Warfel, Compensation Manager
- Keisha Williams, Manager – Talent Acquisition

<https://hr.gatech.edu/managers/>
<https://faculty.gatech.edu/faculty-hiring-resources>

Compensation Resources

- Supplemental Pay
 - [Supplemental Pay Process \(One-pager\)](#)
 - [Supplemental Pay Decision Matrix](#)
 - [Supplemental Pay Process \(Flow Chart\)](#)
- Equity Adjustments
 - [Equity Adjustment Process \(One-Pager\)](#)
 - [Equity Adjustment Decision Matrix](#)
 - [Equity Adjustment Process \(Flow Chart\)](#)
- Counter Offers
 - [Counter Offer Process \(One-Pager\)](#)
 - [Internal & External Counter Offer \(Flow Chart\)](#)
 - [Internal Counter Offer Decision Matrix](#)
 - [External Counter Offer Decision Matrix](#)
- Market Adjustments
 - [Market Adjustment Process \(One-Pager\)](#)
 - [Market Adjustment Decision Matrix](#)
 - [Market Adjustment \(Flow Chart\)](#)
- Filling a Vacancy
 - [Filling a Vacancy Process \(One-Pager\)](#)
 - [Filling a Vacancy Decision Matrix](#)
 - [Filling a Vacancy Process \(Flow Chart\)](#)

Where can I find additional resources around compensation decisions?



What are the Additional Resources?

- Recognizing that everyone digests information differently, we aim to equip our HR teams with the most up-to-date resources tailored to their needs.
- For each process highlighted, we aimed to provide at least three different types of reference materials to assist with decision-making and improve the efficiency of transactional approvals.

Flow Charts

- Process mapping illustrating initiation of requests and handoffs to additional responsible parties
 - Yes or No Scenario mapping included
- Identify flow from the Requesting Department, HR Partners, and various HR collaborators until the end of the process flow
- May also include additional notes for approvals and transactions

Decision Matrices

- Highlight possible decisions to be made
 - Predetermined Questions to ask with Yes or No Scenarios
- Potential reference when Internal HR has follow-up questions
- Consistent decision matrix for everyone

One-Pagers

- Simplified Word document explaining what the process is, who is involved, and when it should be used
- Scope depth and breadth
- Links to additional resources (policies, procedures, etc.)

What's included in these additional resources?



Using the Additional Compensation Resources

Current Resources



As part of our ongoing strategic partnership, HR is publishing compensation resources for the following processes:

1. Supplemental Pay
2. Market Adjustments
3. Equity Adjustments
4. Counteroffers
5. Filling a Vacancy

Practical Application to determine compensation decisions



The HR partner identifies collaborative partners to engage as the unit initiates and seeks resolution on various possible compensation engagements.

Internal HR Teams can use these resource documents when there is ambiguity over the role, responsibility, or process flow toward completing and approving transactions.



Compensation decisions are often complex, and these resources are guides to assist with consistent application and clarity in process flow.

The unit leader and HR partner often collaborate to develop salary recommendations for various compensation initiatives. These recommendations are submitted (in some cases) to the Compensation team via the compensation intake in ServiceNow or GT-TRACS (faculty).

Collaborative Partner Engagement Guide

HR Partners	Compensation/Faculty Affairs Teams	Talent Acquisition Team
<p>Generic Role: The HR Partner reviews requests for compensation actions from the unit leader and employs the fundamentals of compensation, established processes and procedures to analyze the information and respond with the appropriate recommendation.</p>	<p>Generic role: Compensation collaborates with HR Partners to provide comp analysis on salary adjustments; evaluate and market price new and existing positions based on job descriptions and provide resources or other consultation related to the employee's pay.</p> <p>Faculty Affairs similarly collaborates with units on salary adjustments for faculty positions.</p>	<p>Generic Role:</p> <ul style="list-style-type: none"> Review classified staff offers to determine if it is in policy guidelines. If the offer is not in policy guidelines, TA engages the HR Partner to review the offer details. Once the offer has been approved, TA creates the offer letter via Careers for classified staff hires.
<ul style="list-style-type: none"> Complete analysis for offers and provide a range for pay recommendation to hiring manager. Consults with compensation consultants on matters above MRP, or with Faculty Affairs on faculty pay actions. Submit supplemental pay requests for interim assignments and additional duties for review and approval by Compensation. Faculty actions are submitted via GT-TRACS to Faculty Affairs. Consult with Compensation and Faculty Affairs for unit equity analysis. Maintain documentation associated with compensation decisions. Educate leaders on analysis and pay recommendation decision. 	<p>Staff MRP Example:</p> <ul style="list-style-type: none"> Compensation reviews all request that is above the MRP. Review justification documents (justification reason, pay equity tool reports, resume, comparable peer list, etc.) Analyzes the internal data (peer groups, experience, time in role, etc.) Collaborate with HR Partner (asking questions for clarity) Provides the compensation analysis Collaborate with HR Partner (if the proposed salary is not within the compensation analysis pay range) The department chooses the amount to offer based on the comp analysis. The HR Partner will follow the equity adjustment matrix to see if the amount requires an ASI request and if not, they will be able to identify the next steps to follow within the matrices. 	<ul style="list-style-type: none"> TA will advertise the range that is recommended which is the minimum to the MRP. If the hiring manager would like to extend an offer outside of the range, TA will engage with the HR Partner.



Using the Decision Matrix (Supplemental Pay)

Supplemental pay is compensation to an employee over the employee's annual base salary and it's appropriate only in limited situations. It is a temporary payment that should last from one month to one year (excluding faculty administrative supplements).

Using the matrix will help identify the following:

- The types of supplemental pay.
- How to request a supplemental pay.
- Understanding the differences between lump-sum payments & defined-term payments.
- Understanding student, staff, and faculty supplemental pay processes.
- Understanding when Compensation is involved.

Quick Supplemental Pay Links:

- [Supplemental Pay Process Map](#)
- [Supplemental Pay Decision Matrix](#)
- [Faculty Supplemental Pay Matrix](#)
- [Supplemental Pay Intake Form](#)
- [Overload Form](#)
- [Relocation Repayment Agreement Form](#)
- [Incentives & Rewards Form](#)
- [Incentives Awards & Website](#)
- [USG Business Process Manual \(BPM\)](#)
- [Extra Compensation Policy](#)
- [Interim Assignment Policy](#)

Supplemental Pay Decision Matrix

Decision to be made	Questions to Ask	Result of Answer is YES	Result of Answer is NO
What kind of supplemental pay needs to be requested?	Is this an interim assignment?	Please refer to the interim assignment policy .	This may be a Supplemental Pay request and more information is need.
	Is this an incentive or award?	Please refer to the incentives or award website and form .	This may be a Supplemental Pay request and more information is need.
	Is this request for a one-time lump sum payment?	This will go through the Smartsheet intake form as one of the following options: <ol style="list-style-type: none"> 1. Part of Job Description 2. Addition to Job Responsibilities 3. Research Subject Fee 4. Staff Temporary Assignment 5. Student Temporary Assignment 6. Faculty Temporary Assignment 	This could be a request for Part of Job Description or Addition to Job Responsibilities, which would go through the Smartsheet intake form . The request also may be one of the following types of requests: <ol style="list-style-type: none"> 1. Faculty Temporary Assignment (Administrative) 2. Academic Administrative Assignment 3. OMS CS (GT) 4. Taxable Moving Expenses 5. Car Allowance 6. Housing Allowance 7. Subsistence



Using the Decision Matrix (Equity Adjustments)

Salary increases for an individual or group of employees whose salary has fallen behind internal peers within the Institute.

- Equity adjustments can be done to compare employees in the same job code or job grade.
- An employee can be compared to similar employees in the unit or at the Institute.
- If reviewing equity for one employee, other employees in the unit should also be evaluated for the same equitable circumstances.

Note: Time in role adjustments, though sometimes referred to as equity, should be submitted as "In-Range Adjustments".

Helpful Resources:

- Pay Equity Reports (LITE)
- Departmental Analysis (Document from Compensation team)
- [Equity Adjustment Process \(One-Pager\)](#)
- [Equity Adjustment Decision Matrix](#)
- [Equity Adjustment Process \(Flow Chart\)](#)

Equity Adjustments Decision Matrix

Definition: Salary increases for an individual or group of employees whose salary has fallen behind internal peers with the Institute.

Decision to be made	Questions to ask	Result of answer is YES	Result of answer is NO
Is the request an equity adjustment?	Is there a budget for the request?	Review the data to make an informed decision.	This request cannot proceed. Reevaluate once funding becomes available.
	Is this request for an individual incumbent?	It is recommended to assess if this is rather a market/in-range adjustment and/or evaluate all the incumbents and peer groups (peer group #1: same job title & peer group #2: salary grade).	This may be an equity adjustment request and further analysis is required, as this could be an in-range adjustment or a market adjustment.
	Is this request for multiple incumbents?	This may be an equity adjustment request and further analysis is required. Consider peer grade and job code analysis. Also review for approval for group equity due to timing within budget season.	If it is considered a market/in range adjustment it is not an equity adjustment. Follow guidelines for market/in range adjustments.

Using the Decision Matrix (Counteroffers)

- **Internal Counteroffers:** A method to retain an employee who has received a competing offer within the Institute.
- **External Counteroffers:** A method to retain an employee who has received a competing offer outside of the Institute.

Counteroffers should be rare.

- **Internal Offer and Counteroffer:**
 - The employee's current unit has discretionary authority to make a counteroffer up to the hiring department's salary offer for a similar level role.
 - Neither the employee's current department nor the hiring department can offer more than the hiring department's original salary offer.
- **External Offer and Counteroffer:**
 - Employee's current Georgia Tech department, in consultation with GTHR/ Faculty Affairs, will determine if a counteroffer will be made following receipt of a signed offer letter or email from an authorized representative of the potential external employer.
 - No counteroffer may exceed the amount of the external offer.
 - No counteroffer may be made prior to written approval from GTHR or Faculty Affairs.
 - The current Georgia Tech department can negotiate with the individual, offering up to the amount approved by GTHR/OFA.
 - If the external offer changes, the department must follow the same process for approval of salary rate described above.

Resources related to counteroffers:

- [Counter Offer Process \(One-Pager\)](#)
- [Internal & External Counter Offer \(Flow Chart\)](#)
- [Internal Counter Offer Decision Matrix](#)
- [External Counter Offer Decision Matrix](#)



External Counteroffer Decision Matrix

Decision to be made	Questions to ask	Result of answer is YES	Result of answer is NO
Does the current Manager want to make an External Counteroffer?	Can the employee provide an offer letter including salary and job title?	If job title / job description of external offer is similar to current position a counteroffer can be considered based on grade and internal equity	If no offer letter a counteroffer cannot be made. This includes verbal offers, in the interview process, etc.
	Can the employee provide a job description relating to the new position?	Compensation will review job description to determine if the external job is similar in scope to the current position at GT.	If the new position is not similar to the current position no counteroffer should be made.
	Does the employee have an external offer for the same role they are currently employed?	Counteroffer can be made up to the salary offer based on equity review	If there is a different role no counteroffer should be made.
	Does the employee want to stay in their current role?	Counteroffer can be made up to the salary offer based on equity review	No counteroffer should be made.
	Are there any organizational changes that would impact the need to consider the counteroffer?	It is recommended to thoroughly review and assess the situation/impact of the organizational change.	Counteroffer can be made up to the salary offer based on equity review.

Using the Decision Matrix (Filling a Vacancy)

A job vacancy is a paid position that is open, unoccupied, or about to become vacant within an organization. The employer is actively looking for a candidate to fill the position, either immediately or within a specific time frame.

Filling a Vacancy

- The hiring department creates a job opening.
- Talent Acquisition schedules a recruiting intake meeting with the hiring manager. (Staff)
- Talent Acquisition conducts final approval of the job opening and proceeds to post the job.
- For Staff and Tech Temp openings, Talent Acquisition reviews resumes and routes qualified applicants to the hiring manager.
- For Academic Faculty openings, Talent Acquisition routes all resumes to the hiring manager.
- Hiring manager interviews and selects preferred candidate.
- Hiring Manager emails Talent Acquisition the offer details (Staff) or unit initiates GT-TRACS hiring package (Faculty).
- Talent Acquisition creates offers and routes for approval (Staff/Tech Temp). Upon approval of GT-TRACS package, unit submits Faculty offers for approval.
- Talent Acquisition emails the candidate and hiring manager the offer letter (Staff).
- Talent Acquisition sends the (Accurate) background check link to the candidate.
- Candidate successfully passes background.
- Talent Acquisition emails the Equifax onboarding link to the candidate.
- Candidate completes section one of the I-9 onboarding process.
- Candidate routed to WEA for processing in Onel ISG Connect

Quick Hiring Links:

- [Interviewing@tech](#)
- [Careers at Georgia Tech](#)
- [Hire a Staff of Tech Temp-Careers](#)
- [Administrative Services-Hiring & Recruiting](#)
- [Faculty Hiring Resources](#)

Faculty & Staff Filling a Vacancy Decision Matrix

Decision to be made	Questions to Ask	Result of Answer is YES	Result of Answer is NO
Is there a budget for the position?	Has the unit's budget/finance office been engaged?	Proceed.	Please engage with the unit's finance department.
	Has the funding source been identified.	Proceed.	Please engage with the unit's finance department.
What type of faculty or staff position are you seeking to fill?	Is this for a full-time employee?	Please refer to the Interviewing @Tech website .	Please identify the appropriate position.
	Is this for a part-time employee?	Please refer to the Interviewing @Tech website .	Please identify the appropriate position.
	Is this for an Affiliate?	Please refer to the Interviewing @Tech website .	Please identify the appropriate position.
	Is this for a Limited-Term Employee?	Please refer to the Interviewing @Tech website .	Please identify the appropriate position.
	Is this for a Tech Temp?	Engage with your HR Partner and Talent Acquisition.	Please identify the appropriate position.

Problem Solving and Escalation Paths

Differences between the Unit Leader, Compensation, Talent Services, Faculty Affairs, and the HR Partners can exist:

Engagement

Unit Engagement

- Unit wants to engage comp or other teams because of perceived “hard-stop” from HR Partners

HR Collaborative Engagement

- Collaborative engagement from HR Partner, Comp, FA, TA, and/or ER to resolve a problem

Guidelines & Guardrails

In 2023, we shifted our compensation in support of strategic decision-making for the unit

- As a result, HR Partners assist with comp analysis and guidance
- Consultative guidance around mitigating risk, not determining hard and fast lines around salary recommendations, etc.

Escalation

- Comp Consultant → Comp Manager → Comp Director → AVP-HR
- HR Consultant → HR Manager → HR Director → Exec Director HR
- TA Consultant → TA Manager → TA Director → Exec Dir Shared Service Center
- Faculty → Faculty Affairs → Vice Provost for Faculty

Workforce Toolbox

Georgia Tech has a vested interest in attracting, retaining, and ensuring employees grow their careers at the Institute. We have a vast toolbox leaders and practitioners can use to attract, advance, and celebrate our workforce.

"I want to address..."	Job Duties & Responsibilities	Pay	Performance
This includes....	Accountability Autonomy Complexity Experience KSAs Scope Temporary & Interim needs	Compression Financial Circumstances Retention	Cross-Training Dedication/Loyalty Extra-Curricular Projects High Performers Performance Challenges Longevity Succession Planning
Tools available to use include...	Acting Appointment Interim Assignment Goal/Expectation Update Reclassification Promotion	Compression Adjustments EAP Equity Adjustment In-Range Adjustment Market Adjustment	Awards & Recognition Job Rotation Programs Merit Increases Performance Management Stretch Assignments

Coming Soon!!!!

Transparency in Salary Decisions

Partnering together, the unit/department leader, HR partner, and Talent Acquisition formulate a salary range recommendation for the incumbent employee. Compensation and Faculty Affairs maintain the salary structures and help units mitigate the risk of decisions.


We are actively working on some additional guidance that will reshape how job positions are classified at the Institute:

- support
- professional
- manager
- director
- executive

As a result, we have drafted career-level matrices that define these various career levels and will start to engage with you this fall.

Additionally, we have prepared updated language in support of “Salary Placement Guidance” for the Institute and will engage with you for feedback, clarity, and understanding before implementation.

In spring 2025, we will start engaging with Learning & Development on e-learning solutions for developing People Leader Compensation Resources.



What else is being crafted to address compensation questions?

Key Takeaways: Resource Documentation

- Use the additional posted resources to strengthen the unit's decision-making process and create efficiencies for compensation transactions.
- Understanding the process flow and how to navigate decisions will enhance collaboration across our various units. In cases of escalation, knowing the designated leader responsible for handling escalations will help in resolving.
- Standard practices are identified for transparency and consistent application.



Quick Reference Guides:

<https://hr.gatech.edu/managers/#comp-resources>



Questions?

