UNIVERSITY OF WISCONSIN SYSTEM

Attract. Retain. Engage.
TITLE AND TOTAL COMPENSATION

People Manager Project Resource Guide

Contents

How to Use this Guide

This People Manager Resource Guide will help you understand your role in effectively communicating about the Title and Total Compensation Project with your staff and answering common employee questions. It includes a brief project background in addition to specific information for each component of the project. The guide also includes key project messages to share consistent and accurate information with employees across the UW System.

Each project component section includes:

Background: An overview of the project components

Employee-Manager Meeting Key Messages for Employees: A summary of what you will be discussing with your employees during the face-to-face meetings

Commonly Asked Employee Questions: Answers to some commonly asked employee questions

This People Manager Resource Guide is intended to give you a general overview of the project; It is not an exhaustive document that covers specific scenarios. Institution Human Resources will communicate additional training resources to managers.

Learn more at wisconsin.edu/ohrwd/title-and-total-compensation-study.

Project Background

The University of Wisconsin System is creating concise and consistent job titles and job descriptions to help us attract and retain the best people. This is being done through the Title and Total Compensation Project.

For the first time in 30 years, the UW System is conducting a comprehensive review of non-faculty title and compensation structures for Academic Staff, University Staff, and Limited Appointees. By conducting this review, the UW System can compare what is being offered within the UW System to other comparable employers.

The project provides UW System information to better understand the value of our title and compensation offerings within the market and identify strategic priorities going forward. Using this information, UW System leadership can design a *total rewards* program that equitably compensates employees, supports employee well-being, and provides employees meaningful and fulfilling work that matters.

The goals of the project include:

- Consistent and relevant job titles and job descriptions
- *Market-informed* pay and benefits structures
- A framework for long-term career development at the UW System

Key Terms *(will be italicized throughout document for easy reference)*

Best Fit: A subjective consideration of facts and factors to determine a result that best expresses a match of skills, knowledge, and abilities.

Job Framework: The overall organization of jobs used for administering pay and managing career development.

Market-informed: A term used to indicate the other higher education institutions and private industries to which UW System job titles and job descriptions, pay, and benefits can be compared.

Pay Range: The minimum to maximum pay for a job.

Total Compensation: Everything the company provides to an employee in exchange for working, like pay and benefits.

Total Rewards: A term that reflects a more holistic consideration of all the factors that attract employees and keep them engaged with that employer.

Project Timeline

Draft Job Titles and Standard Job Descriptions

The job titles and standard job descriptions will remain in draft form until after employee-manager conversations. Institution Human Resources units will communicate the timeline at your institution.

Job Mapping

Institutional Human Resources staff will align jobs and provide a proposed match for each current job title to an updated job title and standard job description, consulting with managers as needed. Employees will then discuss their updated job title and standard job description with their direct supervisor. The standardized job titles and standard job descriptions are posted online in the [Job Library](#).

Institutional Resources and Toolkits

Institution Human Resources units will communicate where to find resources and toolkits that will help prepare you and your employees for the shift to standardized job titles and job descriptions. Communications and timeline may vary across institutions, but everyone will receive the same core messages and materials. If you would like to check out available resources, go to the [Resources Page](#) of the project website.

Employee-Manager Conversations

Managers will receive a list of their employees' updated job titles and standard job descriptions and schedule a time to review discuss the updated job titles and job descriptions with employees. Institution Human Resources units will provide managers with guidance to track meeting outcomes. It is the expectation that managers share their employee's updated title information 72 hours in advance of their scheduled meeting.

Key Project Messages: Communicate this Information to Employees

What's Staying the Same

- You will <u>not</u> lose your job.
- You will <u>not</u> have to re-apply for your job.
- The work you do will <u>not</u> change.
- Your supervisor and reporting relationships will <u>not</u> change.
- Your pay will <u>not</u> change.[1]
- Your benefits will <u>not</u> change.

What's Changing

- The current *job framework* is being updated and modernized. Jobs within the new *job framework* are grouped into job families and job sub-families that represent groups of related jobs based on the nature of the work performed.
- As a result of this project, job titles will be updated based on what is commonly found at other comparable higher education institutions and private industries. Job titles will capture the work currently being done across the UW System in a standardized way. In the instances where current job titles do not accurately capture the work that is being done in the role or does not match job titles used for similar work in the market (private and public organizations), new titles have been created.
- Once the *job framework*, *pay ranges*—<u>not a person's pay</u>—will be updated to reflect the market data. There will be no change in an individual's pay.
- This project creates the foundation for a *market-informed* UW compensation structure for UW System and institutional leadership to identify compensation issues and advocate for employees but does <u>not</u> address compensation issues.

What's in it for me?

- Systemwide consistency for organizing jobs across the system and workforce planning, meaning greater consistency of job titles making it easier to look at other careers in the UW System.
- Alignment of similar jobs in the UW System with similar jobs in the market, so UW System can better match our jobs to appropriate *pay ranges*.
- It will make it easier for employees to see long-term career potential in the UW System within the new standardized *job framework*.

Summary:

We will be creating new job titles and new job descriptions for many Academic Staff, University Staff, and Limited Appointee employees. As a result of this project, the work an employee does on a day to day basis will not change and it is really only the descriptor or label of that work that may change.

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[1] Specifically, base pay—the base rate of pay for a job or activity, excluding additional payments such as overtime or bonuses—is staying the same.

Job Titles and Job Descriptions

Background

The project reviewed job titles across the UW System, resulting in comparisons to existing UW System job descriptions and comparable jobs at peer institutions and other industries. The review resulted in the development of about 900 job title and standard job description drafts that are consistent and standardized across the UW System. The drafts were then reviewed by Subject Matter Experts—employees from across the University System who work in, or are familiar with, the kinds of jobs they reviewed in a job family. Then the Quality Assurance (QA) team—compensation and titling specialists from UW System and UW-Madison—revised the job titles and standard job descriptions based on reviewer feedback. This process ensured consistency in methodology and changes to the job titles and job descriptions structure systemwide.

Employee-Manager Meeting: Key Messages for Employees

Managers will meet with employees to discuss and confirm updated job titles and standard job descriptions. Employees and managers can anticipate communications and resources (including this project guide) in preparation for employee-manager conversations. These resources will explain where to find the updated job titles and standard job descriptions and immediate next steps. The employee-manager conversation will focus on a review of an employee's updated job title, standard job description, and how the job fits into the *job framework* by looking at the job family and sub-family. You will ask your employee, "Does this title and standard job description accurately describe the MAJOR functions of your job?" We know there will likely be questions about pay, but discussion about pay will occur after the *job framework* is finalized. More answers to commonly asked questions about pay can be found under the **Pay** project component section of this guide.

Commonly Asked Employee Questions

How will my job change?
This project will not change an employee's day-to-day job. The focus of this project is on the foundational structure of job titles within the UW System and will apply to Academic Staff, University Staff and Limited Appointment employee categories.[2]

What is included or not included in a standard job description?
Each standard job description will include three sections: a job <u>summary</u>; a list of essential job <u>responsibilities</u>; and <u>qualifications</u>, which includes knowledge, education, certifications, or licenses to perform the job. It will not include a list of tasks or every possible responsibility the job may have. Task lists can be moved into standard operating procedure documents, performance evaluation documents, recruitment documents, or checklists managed at the department or unit level.

For the education requirement, all preferred education can be fulfilled with comparable experience, unless education is listed as required for the job in the standard job description library.

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[2] Zero-dollar and Temporary Staff employees will be impacted if their job title is also a job title in one of the in-scope employee categories. UW System HR will provide more guidance to institution HR and managers on job title changes for in-scope employees.

When will I know about changes to my job title and job description?
The library of job titles and standard job descriptions is posted online on the UW System project website prior to employee-manager conversations. Before these conversations begin, managers will also have their employee's updated job title information. Managers are then expected to share this information with their employees 72 hours prior to their scheduled meeting.

What if I perform some responsibilities found in other job titles and standard job descriptions?
We are looking for a *best fit* job title and standard job description for the work an employee does on a regular and consistent basis. Although an employee may sometimes or occasionally perform the duties of other job titles and standard job descriptions, a *best fit* job title and job description must represent the core function of their job. A trick to find a best fit is to ask, if that position was open right now, what job title would I use recruit for that job?

What if I believe my job title or job description is not correct?
If an employee disagrees with the title change after the employee-manager conversation, each institution will have a title appeal process—that aligns with systemwide minimum standards—effective after the anticipated implementation of the project. Instructions on the institutional title appeal process will be included in the official title change notifications that will be sent to affected employees.

Appeals will be handled at the institution level, with the involvement of governance representatives. The specifics of the appeal process will look different at each institution, but all appeals will follow systemwide minimum standards. Information will flow out from the institution-level to the UW System-level to monitor systemwide titling issues, however, the title appeal decision ultimately resides at each institution. Only title can be appealed, not wording of the standard job description.

Can I keep my working title or choose a new one?
During the employee-manager conversation, working titles will be discussed. By default upon implementation, your working title will be updated to your official job title. If there is a business need, you can request a working title.

Working titles will be called "Business Titles" in the new structure and they will have some guidelines. For example, a business title cannot duplicate a title in the official title structure (job library); misrepresent the university or the authority of a position; or use words that are recognized as typically associated with institutional officers like president, or vice president, etc.

For more information, please consult your institutional HR unit.

I want a voice on the front-end in what my title will be. I fear that it will be difficult to argue for a change in title once it is set. Can you speak to this?
The goal of the project is that there is engagement between employees and their direct supervisors to be able to work through this process in a conversational manner. Employee feedback and questions are completely valid and expected at these meetings. If there is not informal resolution as the result of these conversations, then the next step is for the employee to ask for a review of the title in the form of a title appeal.

To clarify, when do direct supervisors get involved and know their employee titles?

Right now, institutions are in the middle of the mapping process of aligning current job titles to updated job titles. Some positions are easy to match and others are more complex, taking more time to match. The exact timing of when direct supervisors will get involved will be determined at an institutional level. Direct supervisors will have this information prior to Employee-Manager Conversations, which may start as early as December 2019, as directed by your institution Human Resources units.

Pay

Background

UW System is working with Mercer Consulting, a third-party research firm, to help determine improvements or changes that should be made to the UW System compensation structure. Mercer compared all current UW System job titles and *pay ranges* to similar jobs in the market. Using this *market-informed* analysis, the revised job titles will be mapped to *pay ranges* informed by market *pay ranges*. UW System will update current compensation policies to incorporate the changes made by the project.

Employee-Manager Meeting: Key Messages for Employees

This project creates the foundation for a *market-informed* UW System compensation structure. The employee-manager conversation this winter will focus on whether the job title and standard job description accurately reflects the work employees do. Finalized *pay range* information will not be available at this time. More information about *pay ranges* will be available after the *job framework* is finalized.

Market in its simplest form really becomes the place in which we are competing for talent. For some jobs that means we are looking nationally to secure talent to fill a particular role, and in other jobs it is regionally or locally.

The reason that it becomes so important in having *market-informed* titles, is it gives us a look into what other employers are paying for similar work in those places that we want to be competitive.

One of the ways we retain and recruit top talent is by having a sound approach and philosophy that allows the UW System to position itself with those organizations in which we are competing for talent.

Commonly Asked Employee Questions

What will happen to my pay?

The implementation of the new *job framework* does not change current pay. Employees' pay will <u>not</u> change. After the *job framework* is finalized, the compensation structure can be finalized, which means that an employee's job title will have an updated *pay range*.

If I am not expecting a change in pay, what is the point of this project?

This project is about getting the data so UW System and institutional leadership can make informed decisions and advocate for equitable pay, and benefits.

What happens if my pay doesn't change, but the *pay range* minimum for my updated job title is more than what I am currently paid?
One of the project's next steps, after the job title structure (*job framework*) is finalized, is to propose a strategy to UW System and institutional leadership to address what happens when employees end up outside of their *pay range* in their updated job title.

Why haven't I heard anything about compensation? Do you realize pay is an important issue for employee morale?
The work the project team is currently doing—aligning employees to standard job description's in the *job framework*—informs the compensation structure. Your current job is being aligned to a job description based on your work performed. This allows for minimal bias, like making title decisions based on perceived salary implication, and keeping the focus on finding a *best fit* for your current job responsibilities to one of the job titles and job descriptions in the job library.

Absolutely. Part of the reason why this project is so important is that if UW System wants to be able to advocate for the best competitive pay for employees, UW system needs to be able to have data that supports that advocacy. The project allows UW System to gather the necessary title and compensation data so that leadership can look at solutions. This phase of the process does cause a lot of anxiety, but UW System wants to be in a good place for all UW System employees.

If my job title stays the same, how do I get a raise because many of the updated job titles do not have title sets or levels like 1, 2, 3, or senior?

The updated compensation policies and practices are more focused on how to move employees through their range of pay (progression) instead a range of titles (promotion). As a result of this project, there will be more systemwide guidance for institution Human Resources units and managers on how to move employees through their *pay ranges* based on a number of factors like performance, knowledge, and skills. This practice will provide the opportunity for employee pay systemwide to be more market competitive and equitable.

Will having the job titles adjusted separately from compensation make it tougher for me to advocate for myself? How can I make knowledgeable decisions on my new job title without knowing potential pay consequences?
Introducing compensation before or during the title discussion may introduce unintentional bias for perceived higher or lower job titles. Right now, it is best to focus on the work being performed and the job alignment, rather than to look at compensation.

Managers will have no more info than employees on compensation. Managers will look at job titles and job descriptions based on same amount of information as the employee to try and help align jobs to the work performed as accurately as possible.

After the project is done, can I expect a raise or pay cut based on my new title?
No, there will be no pay cut. UW System compensation is controlled by the Legislature and budget constraints, so pay increases are generally outside of the scope of the project. However, the project will obtain data to be able to create the right structure so UW System can advocate for competitive compensation for employees.

Benefits

Background

In 2018, nearly 40,000 benefits-eligible employees in the UW System were asked to participate in taking an Employees Benefits Preference Survey. The survey assessed the priorities, needs, and wants of employees related to their benefits. Forty-seven percent of all UW System benefits-eligible employees completed the survey. The survey helps UW System stay in the forefront of what is important to our employees, and to help UW System enhance our benefits offerings.

UW System is working with Mercer Consulting, a third-party research firm, to compare the benefits currently offered to those of peer institutions and other industries through a Benefits Value Analysis. UW System will use the results of that analysis along with the Employee Benefits Preferences Survey to develop and recommend enhancements to current benefits. The goal is to maintain, strengthen, or enhance employee-valued benefits offerings as allowed under state statute.

Check out the results of the benefits surveys on the UW System [project website](#).

Employee-Manager Meeting: Key Messages for Employees

UW System is reviewing the survey data and results. A summary of the results is available to employees on the UW System [project website](#). Based on the benefits review and analysis, the project team will identify potential benefits enhancements recommendations that will be socialized with stakeholders and presented to the Board of Regents. Changes to any benefits offerings are subject to Board of Regents and legislature reviews and approvals.

Commonly Asked Employee Questions

What is included when we talk about 'benefits'?
The term 'benefits' applies to a variety of offerings or programs that, combined with pay, make up an employee's *Total Compensation*. These programs include time off and leave, financial wellness, health and wellness, employee engagement, and professional growth opportunities.

If I am not expecting a change in pay and benefits, what is the point of this project?
This project is about getting the data so UW System and institutional leadership can make informed decisions and advocate for equitable pay and benefits.

Will I see changes in my benefits?
You will not see any immediate changes to your benefits as a result of this project. The goal is to maintain, strengthen, or enhance benefits offerings. Benefits plans need to be competitive while meeting the needs and preferences of employees.

UW System will identify potential benefits enhancement recommendations to share with stakeholders and present to the Board of Regents. Changes to current benefits offerings are subject to Board of Regents and legislature reviews and approvals and will not change prior to Board of Regent and legislature review and approval.

Key Project Messages: Our Ask to Managers

We will ask you to do three things during the employee-manager conversations, which may start as early as December 2019, as directed by your institution Human Resources units.

- Step 1 – Review and Confirm Your Employee's Updated Job Title Information

- Step 2 – Engage Your Employee in Conversation to Review and Confirm Updated Job Title Information

- Step 3 – Act to Document the Conversation Outcome and Follow Up If Needed

Why are we asking you to participate in the implementation of this project?

- You know best the work and contribution of your employees.
- Knowing your employees and their work allows you to be the best advocate for equitable pay practices in your department or unit.

Human Resources is your support and backup. Reach out to UW System or institutional Human Resources units for questions, comments, and concerns.

- UW System HR Project Team email: TTC@uwsa.edu
- UW System HR Project Team website: wisconsin.edu/ohrwd/title-and-total-compensation-study/total-compensation-benefits/