

TITLE AND TOTAL COMPENSATION PROJECT

JOINT GOVERNANCE

UPDATE

FEBRUARY 1, 2019; UPDATED FEBRUARY 25, 2019

Agenda

1. Welcome and Introductions
2. Advisory Council Proposal
3. Project Update & Advisory Role: An Exercise
4. Thank You

The Title and Total Compensation Project

Project

- The Title and Total Compensation (TTC) Project aims to modernize the UW System's title, pay, and benefits programs.

Goal

- Its goal is to develop new systems that will help UW institutions attract and retain the best people.

Advise

- The TTC Advisory Council (AC) was created to provide the opportunity for all UW System stakeholders, including governance groups, to participate in the project in an advisory capacity representing their constituents.

Advisory Council: Current State

The original composition of the Advisory Council includes 12 members representing a cross-section of the UW System and UW-Madison employee population. Included are one chancellor, one provost, two senior level financial executives, two faculty, two academic staff, two university staff and two limited appointees. This configuration represents only seven UW System institutions.

In the initial of the phases of the project, we had success in the following areas:

- ✓ Advising on vision and mission for the project, including the distinctions between the needs of UW-Madison and the UW System Institutions
- ✓ Acting as representative of, and liaison to, respective stakeholder groups
- ✓ Advocating for the project with all stakeholders
- ✓ Endorsing the business case for the project
- ✓ Participating in meetings of the Advisory Council
- ✓ Informing the UW System TTC project team of expressed or potential stakeholder concerns
- ✓ Supporting the UW System and Institutional TTC project teams

Advisory Council: Discussion

Based on the recent discussions with the current Advisory Council and systemwide Joint Governance, the consensus is that all institutions should have representation in an advisory body for this project.

Here are the specific goals we want to achieve in the iteration:

- ❖ Enhance communication
- ❖ Broaden outreach
- ❖ Support institutional TTC project teams
- ❖ Deepen interest and engagement in the project implementation efforts
- ❖ Provide change leadership for institutions and employees

Advisory Council: Future State

Proposed Strategy: In order to facilitate increased representation and broaden communication, outreach, and engagement, it is proposed that the UW systemwide governance body, Joint Governance, assume the role of the TTC Advisory Council. In this reconfiguration, the Joint Governance body serves as the official liaison to institution stakeholders, including human resources leaders, and UW System and Institutional TTC project leadership. The advising body of the TTC project would heretofore be referenced as systemwide Joint Governance.



Advisory Council: Roles & Responsibilities

What we need from systemwide Joint Governance Representatives. Prior to an institutional TTC or systemwide Joint Governance meeting, representatives will gather feedback by actively engaging with their constituents using the provided resources and email communications from UW System and Institutional TTC leadership. Representatives will then share this feedback with UW System and Institutional TTC leadership during regularly scheduled governance or project meetings or at other designated times.

- Serve as a representative for their employee group at their institution; providing information, collaborating with shared governance and TTC leaders, and advocating on behalf of their constituency
- Participate in and share feedback at the systemwide Joint Governance meetings
- Participate in and share feedback at the institutional TTC Project team meetings
- Advise and partner with institution Chief Human Resources Officers/HR Directors and project teams

Key takeaways for Joint Governance:

- TTC advisory meetings will take place during scheduled systemwide Joint Governance meetings.
- Representatives are expected to engage with their institution's TTC project team (contact information will be provided) to provide feedback on the project.
- Representatives will serve in an advisory capacity. Project decisions are made by project leadership.

Provided Resources:

- Project Update PowerPoints from the scheduled systemwide Joint Governance meetings (these can be shared with constituents to elicit feedback)
- Materials provided to institution project teams (these can be shared with constituents to elicit feedback)
- Contact information for institution CHRO/HR Director and project team chair
- Project websites

Next steps: Joint Governance Representatives contact their institution's CHRO/HR Director, TTC Project team chair, and Governance/Senate leadership to communicate their role and responsibility advising and participating in TTC Project team meetings and serving as a critical partner for providing project feedback.

Project Update and Advisory Role

An Exercise

Points of Pride: What we have accomplished so far!

Created Job Framework

24 Job Groups/Job Families and 112 Job Sub-Groups/Job Sub-Families, and Career Levels developed

Created Standard Job Descriptions

645 draft standard job descriptions (SJDs) developed

Engaged Subject Matter Experts

Subject matter experts (SMEs) currently engaged in review process and 91% of Qualtrics surveys are active or completed

Delivered TTC SJD Reviewer Workshops

SJD reviewer workshops delivered to over 400 SMEs via 15+ training sessions

Completed Market Assessment

Collaborated with Mercer to benchmark positions for completion of market assessment and draft pay structure

Rolled out Employee Benefits Preferences Survey

Received nearly 18,000 responses to the Benefits Preferences Survey from UW employees

Subject Matter Experts Review is Underway

SMEs reviewing the SJDs for the job group/family for which they are an expert.

	Number of Surveys	Number of Jobs
Academic Services and Student Experience	34	65
Administration	46	25
Advancement	12	22
Animal Care Services	15	9
Arts	9	4
Athletics	13	25
Communications and Marketing	21	47
Compliance, Legal, And Protection	25	43
Dining, Events, Hospitality Services, and Sales	18	25
Equity, Diversity, and Inclusion	19	14
Facilities and Capital Planning	26	48
Financial	28	22
Health and Wellness Services	23	57
Human Resources	21	35
Information Technology	50	52
Libraries, Archives, and Museums	13	23
Outreach and Community Engagement	24	17
Public Broadcasting	7	8
Research	23	70
Sponsored Programs, Grants, and Contracts	25	9
Teaching and Learning	32	26
TOTAL	484 *numbers subject to change	645

Subject Matter Expert Review is Underway

Completed

- Recruited & trained 440 SME reviewers
- SMEs providing feedback via Qualtrics survey, to be completed Feb. 28, 2019
- SJD survey metrics as of Jan. 28, 2019:
 - ✓ 484 surveys sent out (surveys cover multiple SJDs)
 - ✓ 60 percent (292 surveys) completed
 - ✓ 30 percent (148 surveys) in progress
 - ✓ Total in progress/completed: 91 percent (440 surveys)

In Progress

- Responses measured with a 5-point Likert scale to assess job description appropriateness based on the provided information, with 5 = very appropriate
- SME feedback discussed and incorporated into DRAFT standard job descriptions – further engagement strategies determined based on feedback

Feedback Methodology – Overview

Prioritization

Determine priority order of job revision through Likert scale review, with priority given to title series containing descriptions with low average satisfaction ratings.

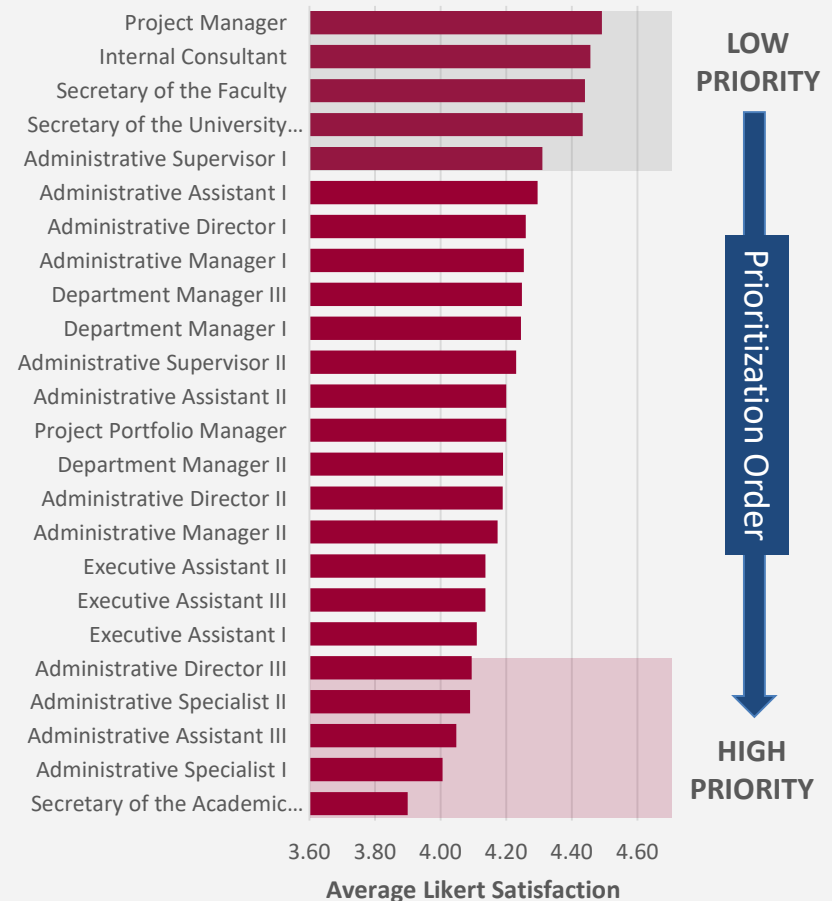
Familiarization

Conduct holistic review of survey respondent feedback for prioritized title series.

Revision

Implement survey respondent feedback based on revision guidelines and documents justifications for change.

Likert Satisfaction by SJD



Feedback Methodology – Revision

- TTC Team will aggregate and utilize quantitative Likert and qualitative written feedback data to identify possible revisions for SJDs.
- All feedback will be reviewed and considered regardless of weighted Likert average.
- SJDs will be revised based on feedback and vetting (e.g., SMEs, HR Reps). Vetting methodology will occur based on magnitude of changes.

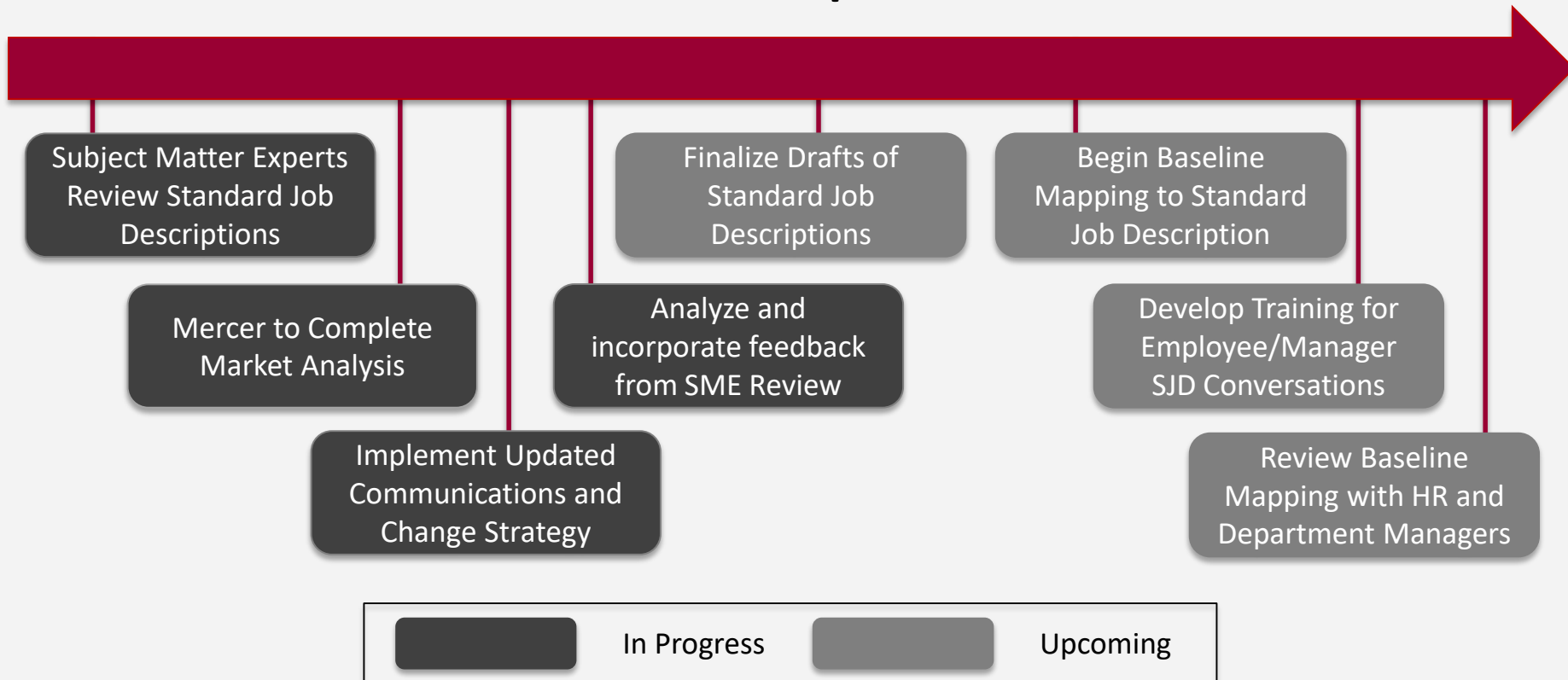
Title Comments and Revisions					
Current Job Title - SJD Library	Title - Suggestions	Revised Title	Revision Comments - Title		Current
Administrative Assistant I					Administ
Administrative Assistant II	I would add the word 'academic' to th				Administ
Administrative Assistant III					Administ
Administrative Director I	Assistant Dean Administrative Direc				Administ
Administrative Director II	Assistant Dean Administrative Direc				Administ
Administrative Director III	Assistant Dean Administrative Direc				Administ
Administrative Manager I	The summery says "servces as a STAF				Administ
Administrative Manager II	Not clear about 'supervises OR manag				Administ
Administrative Specialist I	Administrative Manager I Administr				Administ
Administrative Specialist II	Administrative Manager II Administ				Administ
Administrative Supervisor I					Administ
Administrative Supervisor II	Administrative Supervisor (Medium)				Administ
Department Manager I	Department Administrator (Small) D				Administ

TTC Project Timeline

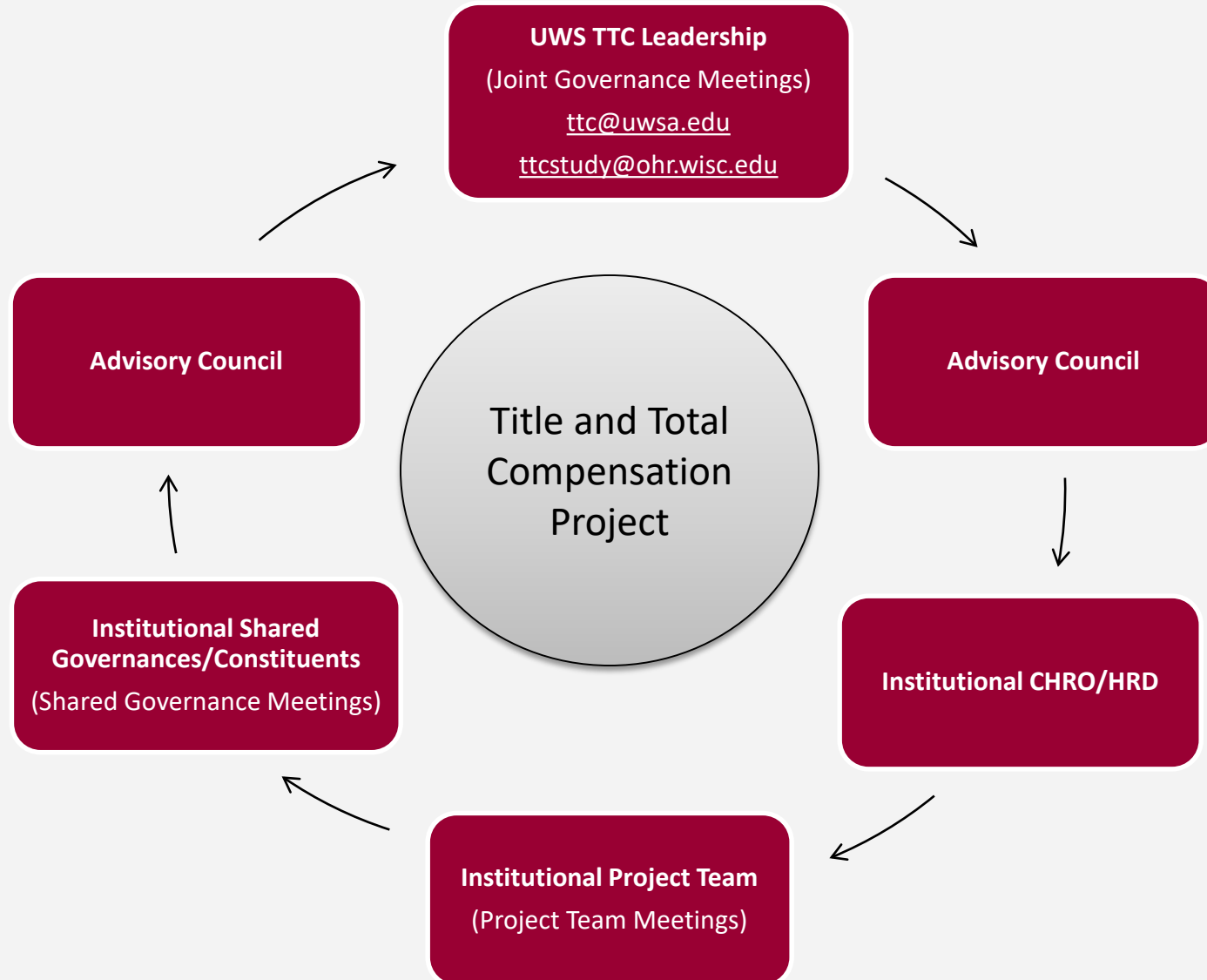
Q4 2018

Standard Job Description Timeline

Q3 2019



Advisory Feedback



TTC Project leadership is eager to hear **Joint Governance feedback**. The following format is a **proposed template** to facilitate a focused, productive, and positive feedback process.

Feedback **Setting**

Scheduled Systemwide Joint Governance Meetings

Feedback **Groups**

TTC Project leadership is interested in hearing from the following groups:

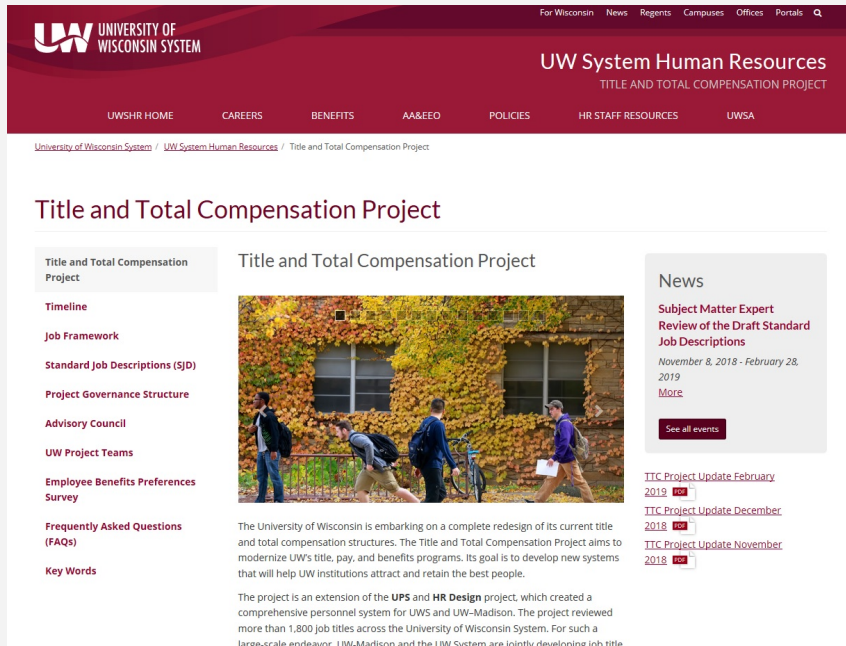
1. **Employment Categories:** Academic Staff, Faculty, University Staff
2. **UW Institutions**

Feedback **Format**

When providing feedback, here are some suggested categories that may be useful for discussion:

1. **Major Challenges**
2. **Proposed Solutions**
3. **Recent Successful Project Communication** (*which can be used as a learning tool for other institutions*)
4. **Most Pressing Questions**

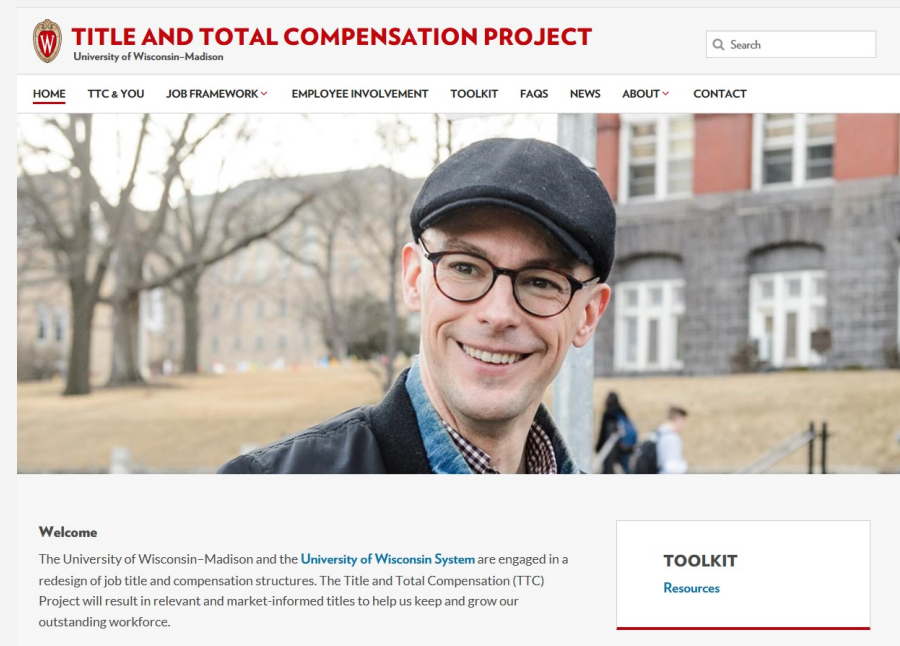
Websites



The screenshot shows the UW System Human Resources website. The header includes the UW logo and navigation links for various university departments. The main content area is titled "Title and Total Compensation Project" and features a sidebar with links to Timeline, Job Framework, Standard Job Descriptions (SJD), Project Governance Structure, Advisory Council, UW Project Teams, Employee Benefits Preferences Survey, Frequently Asked Questions (FAQs), and Key Words. The main text area contains a large image of people walking on a path, followed by a news section titled "Subject Matter Expert Review of the Draft Standard Job Descriptions" dated November 8, 2018 - February 28, 2019. Below this, there are links to "TTC Project Update February 2019", "TTC Project Update December 2018", and "TTC Project Update November 2018".

<https://www.wisconsin.edu/ohrwd/title-and-total-compensation-study/>

Email: ttc@uwsa.edu



The screenshot shows the University of Wisconsin-Madison website for the Title and Total Compensation Project. The header includes the UW-Madison logo and navigation links for Home, TTC & YOU, Job Framework, Employee Involvement, Toolkit, FAQs, News, About, and Contact. The main content area features a large image of a smiling man wearing a cap and glasses. Below this, there is a "Welcome" section with text about the project's goal to redesign job title and compensation structures. A "TOOLKIT Resources" button is visible on the right side of the page.

<https://hr.wisc.edu/title-and-total-compensation-study/>

Email: ttcstudy@ohr.wisc.edu

A wooden-framed chalkboard with the words "Thank You" written in white chalk. The chalkboard is placed on a rustic wooden surface. To the left of the chalkboard is a vintage orange rotary telephone. To the right is a portion of a black typewriter. Above the chalkboard, a green leafy plant is visible.

Thank
You

