



**WISCONSIN**  
UNIVERSITY OF WISCONSIN-MADISON

**UNIVERSITY OF  
WISCONSIN SYSTEM**





# **Project Update for the Advisory Council**

**Title and Total Compensation Study**

**January 31, 2020**

# Today's Agenda

1. Quick History & Project Progress
2. Recap from Last Meeting
3. Revisit of New Concepts
4. Instructional Academic Staff Feedback
5. Benefits Surveys Review & Results

# Quick History

2011



**Wisconsin Act 32:** Provided UW System and UW-Madison with an opportunity to create their own “separate and distinct” personnel systems

2015



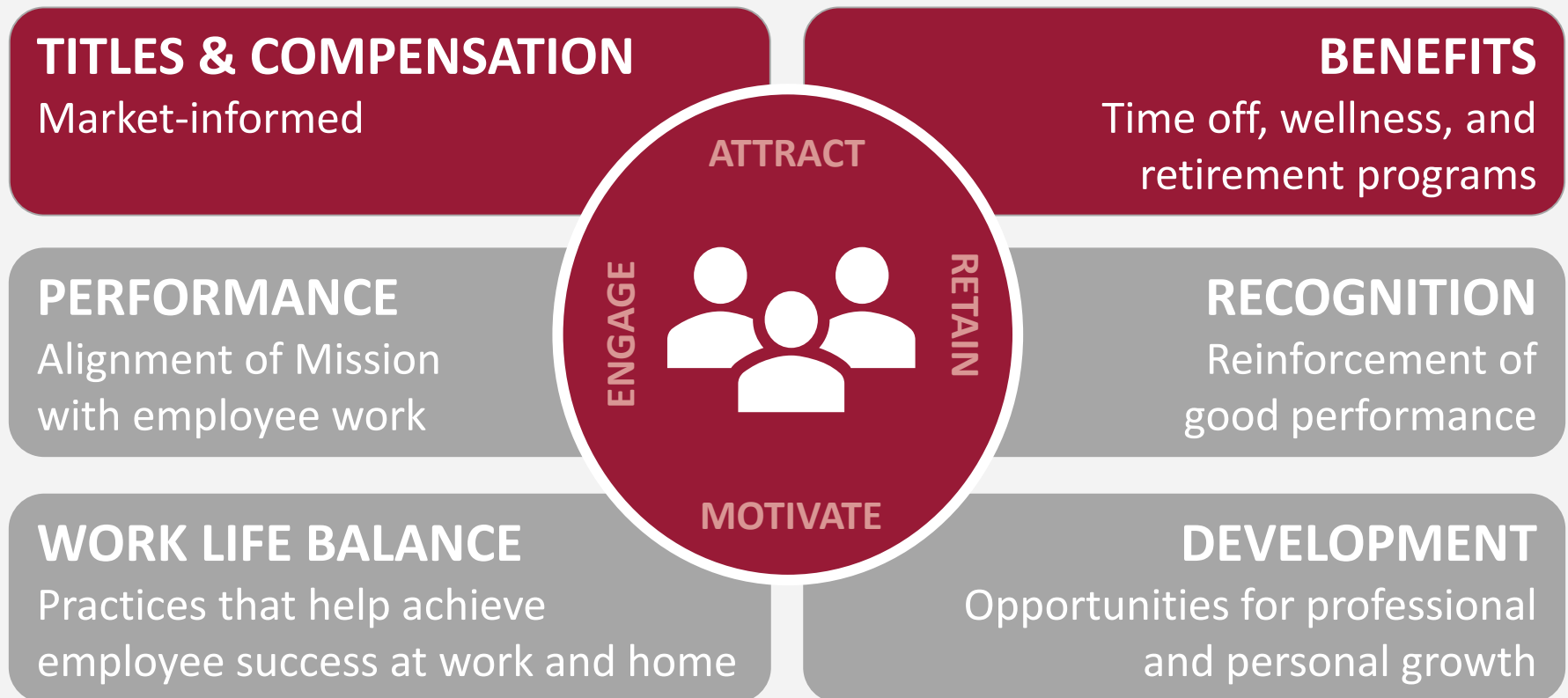
**University Personnel Systems (UPS/HR Design):** Effort to build more efficient and effective UW human resources systems

2017

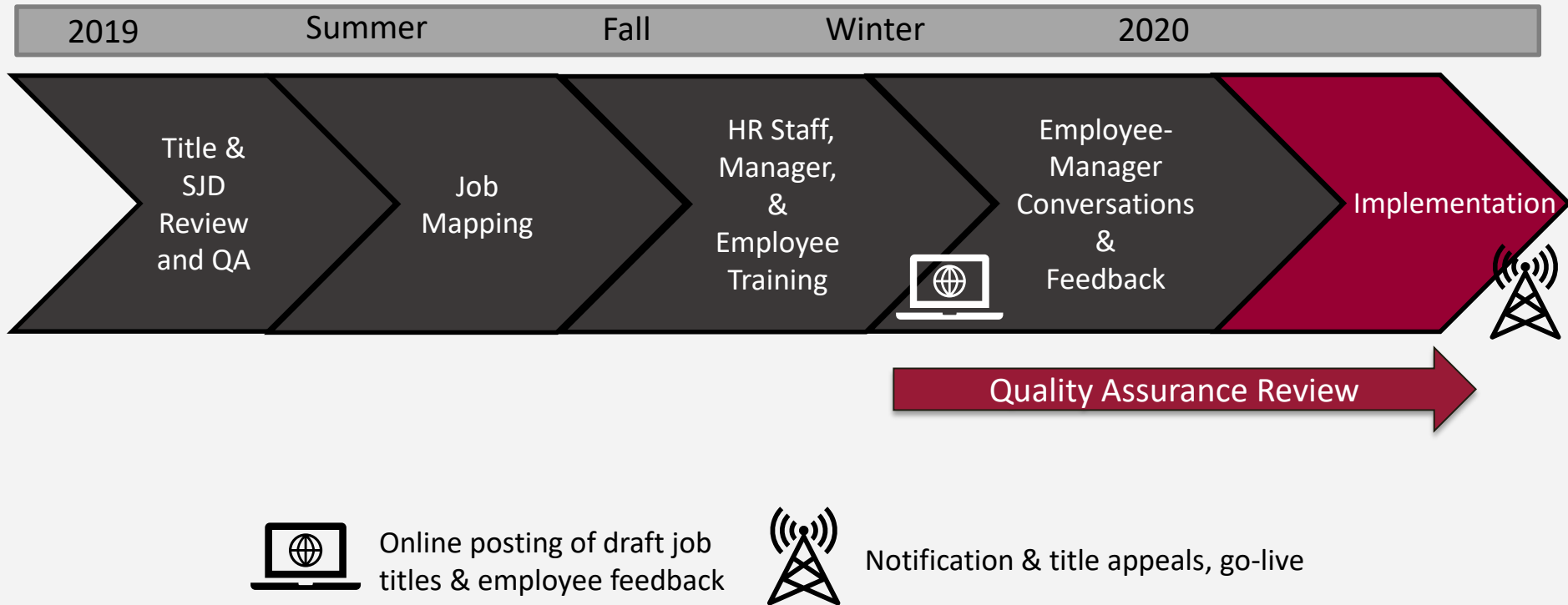


**Title and Total Compensation Project:** First review of UW System’s (non-faculty) compensation and benefits in 30 years

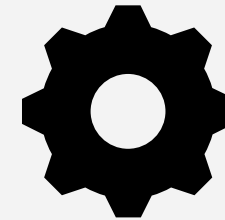
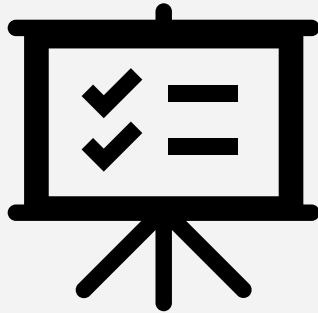
# Major Objectives



# Progress



# Recap From Last Meeting



## Recap

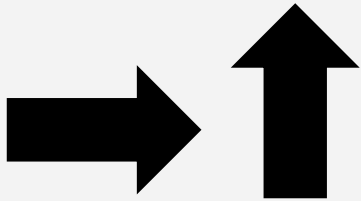
Provided an overview of:

- the learning and engagement resources available on the project website
- the processes for the creation and mapping of standard job descriptions
- the title appeal policy and process

## Progress

- Updated the UWS Title Appeal Policy language from CHRO to Chancellor and/or Chancellor's Designee
- Relayed governance concerns about bias in mapping/appeals to CHROs;
- Confirmed need for collaboration with governance groups for Step 2 review for the UWS Title Appeal Policy

# New Concepts



Pay Progression versus Promotion



Business Titles

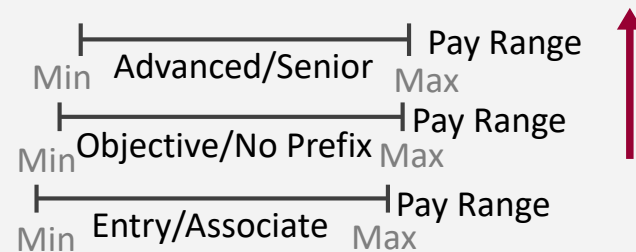


# Pay Progression Versus Promotion

## Today

- Pay progression and promotion are interchangeable terms
- You typically perform the **same work**, but your **title changes** and your **pay increases**
- Minimum requirement is often years of service

*What progression/promotion might look like today*



## After Spring 2020

*In the future, progression and promotion are defined separately*

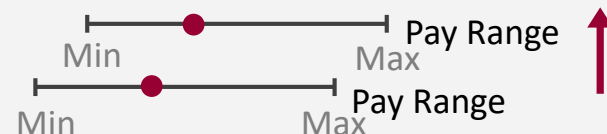
### ➡ PAY PROGRESSION Pay increases within the same job

- Based on **knowledge, skills, experience, and performance**
- Your **job title** and **core responsibilities** remain the **same**
- Reasons for pay increases continue to include factors such as pay plan, market changes, retention and parity



### ⬆ PROMOTION Advancement to a **new job** with a higher pay range

- Your **job title** and **responsibilities change**
- Based on work performed in standard job description
- Starting pay takes market data and parity into consideration

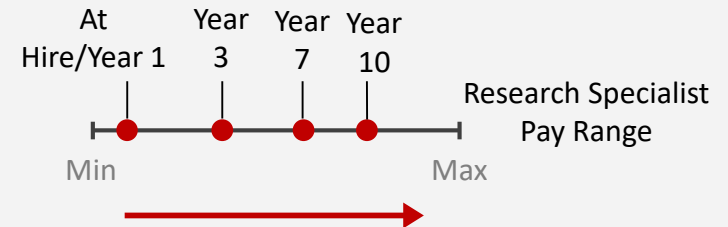


# Pay Progression Versus Promotion Examples

## ➡ PAY PROGRESSION EXAMPLE



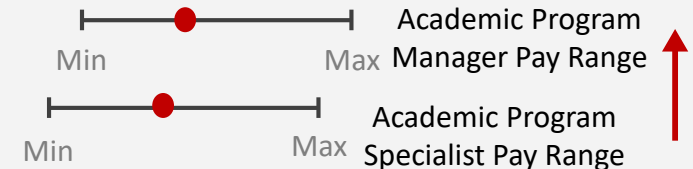
- Randall is a Research Specialist
- After two years on the job in year three, Randall receives a pay increase for high performance
- In the seventh year, Randall receives another performance increase
- In year 10, Randall receives an increase to account for market changes in research specialist jobs
- Randall has the same job title, responsibilities, and is in the same position
- As Randall's knowledge, skills and experience increase, Randall's high performance is recognized through progression in his pay range



## ⬆ PROMOTION EXAMPLE



- Helen is an Academic Program Specialist and has been in the current position for several years, gaining knowledge and experience
- An Academic Program Manager **position opens** in the unit
- Helen applies and **is selected** for the position
- As a result of the **promotion**, Helen takes the lead to manage two academic programs, and her new responsibilities include managing program budget, implementing new standard operating procedures, and representing the programs on and off campus
- Helen's new title is Academic Program Manager and moves into a higher pay range



# What Is A Business Title

A working title that is locally controlled at the campus level and created due to a business need, which can be used in lieu of the title of record/official title within established guidelines

A business title can:

- **Clarify** a position's role in the organization  
For example, a Benefits Analyst can use a business title of TSA Administrator to let people know to go to them for information about TSA
- **Describe** the work performed in a role  
For example, a Policy and Planning Analyst can use a business title of Senior Policy and Planning Analyst to let people know they are a lead and subject matter expert in this department
- **Align** with industry best practice  
For example, an Administrator Director can use a business title of Wisconsin Intercollegiate Athletic Conference (WIAC) Commissioner to better describe his role to athletics colleagues

# Business Title Guidelines

There must be a demonstrated need for a business title based on the following guidelines

A business title must:

- Be **approved** by institution Human Resources in consultation with the Chancellor, department/division lead, and employee supervisor

## Business Titles Cannot...

- **Duplicate** a title of record or official title
- **Misrepresent** the university or the authority of a position in any way
- **Use** words that are recognized as typically being associated with **executive titles** – president, chancellor, director – or any modified executive titles – vice president, etc. – without institution Human Resources, Chancellor, departmental, and/or division approvals

# Instructional Academic Staff Feedback

Non tenure-track Instructional Academic Staff provide instruction and training to students online or in a classroom, laboratory, and/or clinical setting

## **Official Titles/Titles of Record**

Lecturer  
Teaching Professor\*  
Research Professor\*  
Teaching Faculty I-IV: UW-Madison

## **Business Title Examples**

Senior Lecturer  
Distinguished Lecturer

\*subject to institution-level discussion/decision

The assignment of prefix business titles to reflect status at the institution-level is delegated to the institution's chancellor, if the modified titles comply with systemwide guidelines

# Instructional Academic Staff Points for Discussion

- ❑ The **title of record** and **business title** have **equal weight** in HRS system and serve two different purposes; both together represent the work performed
  - Title of record – serves as a market comparison tool or broad classification
  - Business title – serves to add more specificity about the relation of the individual role within the institutional setting
- ❑ **Salary progression** will be more flexible
  - Opportunity for salary progression will not be limited to the number of titles that are available in a series
- ❑ Addition of new **Teaching Professor** title provides:
  - New potential roles for Instructional Academic Staff
  - Improved alignment of UWS title structure to market data

# Benefits Surveys Review & Results

# Benefits Surveys & Strategy

## Benefits Value Analysis (BVA)

Compared UW benefits against the market\*

## Benefits Preferences Survey

Identified what benefit options UW employees' value

*\*"Market" includes public and private higher education peer institutions as well as private sector employers*

## Long-Term Benefits Strategy

Mercer provided comprehensive analysis of both

UW reviewed and developed options

Options and recommendations vetted with UW Stakeholders

Recommendations presented to leadership



# Peers

## UNIVERSITY PEER GROUPS

**Peer Group 1: Large Public Universities** (e.g. Big 10, AAU, UCLA, Berkley, Texas, Washington)

**Peer Group 2: Public and Private Universities** (e.g. AAU, Marquette, NC, SUNY, Cleveland)

**Peer Group 3: Large Private Universities** (e.g. Boston, Cornell, Duke, Harvard)



## WISCONSIN PEER GROUPS

**Peer Group 1: Large Private Corporations and Public Municipalities** (e.g. City of Madison, CUNA Mutual, Kohler, Madison Metro School District, TDS Telecom)

**Peer Group 2: Milwaukee Based Organizations** (e.g. Kohls, Lands' End, Northwestern Mutual)



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Benefits are valued using a sample, composite workforce made up of representative organizations that vary by industry, size, and geography

# Key Findings: Benefits Value Analysis

## UNIVERSITY PEER GROUPS

- **UW leads across university comparators by an average of 2% to 4% above the median of the group:**
  - Retirement/Savings: competitive to unfavorable, 3-16% below median
  - Health/Group: competitive to favorable, at to 20% above median
  - Time Loss: competitive, 5% below median

## WISCONSIN PEER GROUPS

- **UW leads across Wisconsin comparators by an average of 5% to 29% above the median of the group:**
  - Retirement/Savings: competitive to 1% above median
  - Health/Group: favorable, 9-62% above median
  - Time Loss: competitive, 4-18% above median

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University of Wisconsin System provides competitive benefit offerings across both University and Wisconsin Peer Groups

# Employee Benefits Preferences Survey

## Who took the survey?

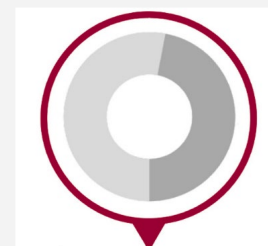
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**18,634**  
employees  
completed survey



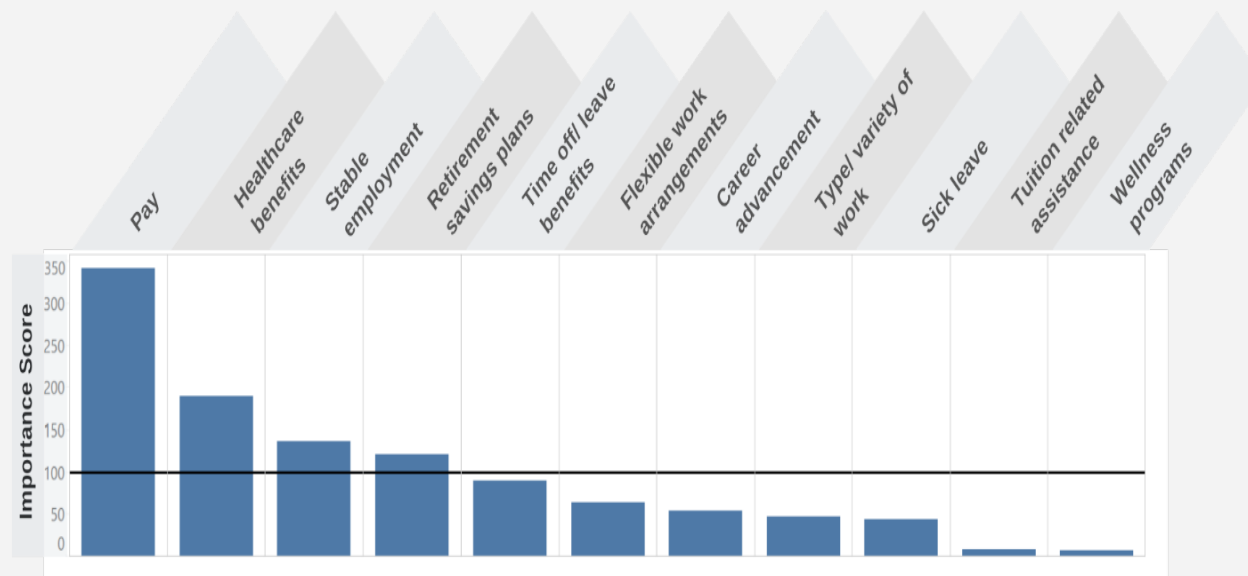
**DEMOGRAPHICS**  
By median annual  
pay, tenure, age,  
gender



**47%**  
participation

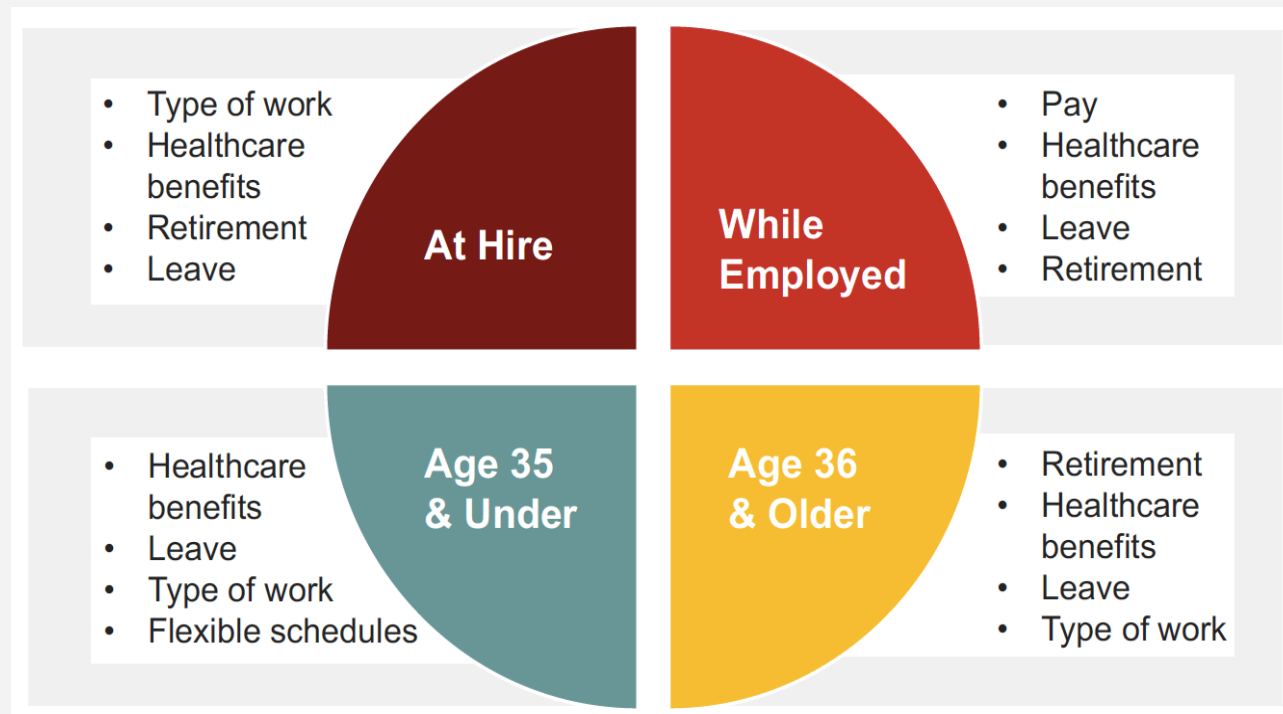
# Most Important Benefits to UW System Employees

**Pay** is ranked as the single most important element, followed by **healthcare**, **stable employment** and **retirement savings plans**, all of which are of 'above average' importance.



# Employee Life Cycle

## Most Important Benefits To UW System Employees



# Which Benefits Are Under Consideration

## Preferential consideration given to these items

### Potential Supplemental Benefits:

- Additional Paid time Off
- Flexible Work Arrangements
- Supplemental Health Benefits
- Other non-statutory additions/enhancements

## These items are not under consideration

### Foundational Benefits:

- Wisconsin Retirement System
- Health Insurance
- Dental Insurance
- Vision Insurance
- FSA/HSA
- State Group Life Insurance

# Opportunities To Do Better



Majority of respondents say **benefits** packages meets their needs and is a factor in retention



Approximately half of respondents are unfavorable regarding **pay**

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Relatively small numbers of respondents foresee the need to rely on credit cards to pay bills over the next six months. However, slightly more than **a third** of respondents **describing their financial situation as 'stressful'**.

While most feel they could manage an unforeseen expense of \$400, one third **do not believe they are doing enough to prepare for retirement**

# Additional Opportunities To Improve

Based on survey responses, UW System is beginning to identify areas that present opportunities for possible enhancements

- **Advancement Opportunities**
- **Parking Access & Costs (UW-Madison)**
- **Paid Parental Leave**
- **Paid Time Off/Time Loss**

| Very Important   | Important   | Extra perks   |
|--|---|---|
| <ul style="list-style-type: none"><li>○ Leave standardization</li><li>○ Paid parental leave</li><li>○ Income protection</li><li>○ Parking subsidy (UW-Madison)</li><li>○ Flexible work schedules</li></ul> | <ul style="list-style-type: none"><li>○ Tuition assistance<ul style="list-style-type: none"><li>○ Employee</li><li>○ Dependents</li></ul></li><li>○ Holistic wellness</li></ul> | <ul style="list-style-type: none"><li>○ Gym/fitness</li><li>○ Discount programs</li><li>○ Meal subsidies</li><li>○ Voluntary benefits/pet insurance</li></ul> |



# For More Information



[wisconsin.edu/ohrwd/title-and-total-compensation-study/](https://wisconsin.edu/ohrwd/title-and-total-compensation-study/)  
[hr.wisc.edu/title-and-total-compensation-study/](https://hr.wisc.edu/title-and-total-compensation-study/)



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Attract. Retain. Engage.  
TITLE AND TOTAL COMPENSATION