Today’s Agenda

1. Where We’ve Been
   - Standard Job Description Creation Process Review
   - Standard Job Description Review
   - Job Mapping Process Review
   - Employee Conversations Process Review

2. Next Steps

3. Title Appeals Review

4. Instructional Academic Staff Feedback Review

5. Pay Progression Review
Where We’ve Been
## Work Completed

### Created Job Framework

Job Analysis → Job Documentation → Job Evaluation → Reconciliation of Internal & External Considerations

### Created Standard Job Descriptions

Drafted Job Families/Groups and Job Sub-Families/Groups that represent the type of work done across UW System. Classified the types of work currently performed in standardized job descriptions (SJD).

### Engaged Subject Matter Experts

SJD reviewer workshops delivered to over 500+ SMEs via 16+ training sessions. 99.5% of first phase reviewers provided feedback. Second phase reviewers—additional SMEs and compensation & titling experts—sorted through feedback and recommended edits to standardized job descriptions.

### Provided Opportunities for Feedback and Employee Engagement

2019-2020 Town Halls → Job Library Feedback Survey → Project Email Inbox → Systemwide Joint Governance/Advisory Council 2017-present

### Completed Market Assessment & Created New Salary Ranges

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

### Completed Benefits Value Assessment & Employee Benefits Preferences Survey

Received nearly 18,000 responses to the Benefits Preferences Survey from UW employees. Benchmarked how UW System benefits compares to peers in the private and public sectors.
Work Completed Timeline*

- **Writing Team**
  - Drafts Initial SJDs

- **QA Team**
  - Revises Draft SJDS

- **SME SJD Feedback**
  - November – December 2018

- **Online SJD Library Posted & Public Comment Period**
  - September – December 2019

- **Employee-Manager Conversations**
  - December 2019 – February 2020

- **Title & Total Compensation Project 2018 Kick off**

- **SJD Feedback Review Teams Recommend SJD Revisions**
  - March – June 2019

- **Original Project Implementation**
  - March 2020

- **Project Recalibration**
  - March 2021

- **COVID PAUSE**

- **Rescheduled Project Implementation**
  - November 2021

*Dates are approximated based on past presentations and communications*
Mercer Consulting & Huron Consulting provided training on creating SJDs.

SJD Writing Team examined current position and market data.

Each university had Subject Matter Experts (SMEs) to review 1 to 2 job families/groups and provide feedback.

UW-Madison and UW System SMEs reviewed university feedback and suggested revisions.

Quality Assurance (QA) Team trained in SJD methodology with access to market data, reviewed and incorporated suggested revisions.

1st Draft Title and SJD Library
Standard Job Description (SJD) Review

A summary statement about the role, scope, responsibilities, and other minimum systemwide shared elements of a job in an organization.

- Communicates an overall picture of the nature of work performed
- Communicates the job’s role in the organization
- Describes the kind of work, level of difficulty, and basic responsibilities the job requires
- Focuses on the job and **not tailored to a specific employee**
Where does the employee-specific job-related information go?
Job Mapping Process Review

**Quality Assurance Team***
*Compensation & Titling Specialists

- Created the initial proposed job mapping workbook
- Matched current employees to updated titles & SJDs by looking at current position descriptions 1:1, 1:many, and not mapped categories

**University HR Job Mapping Teams**

- Reviewed and revised the employee matches

**University Department Leaders**

- University HR job mapping teams engaged Division and Department leaders
- Reviewed the proposed job mapping matches
Employee Conversations Process

Review

University Department Leaders

- University HR job mapping teams engaged Division and Department leaders
- Reviewed the proposed job mapping matches

Managers reviewed their employee job matches

Employees reviewed their job matches & discussed business title
Next Steps
# Upcoming for UW System

## Timeline 2021-2022*

<table>
<thead>
<tr>
<th>September 2021</th>
<th>October 2021</th>
<th>November 2021</th>
<th>December 2021 / January – June 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CONFIGURE &amp; UPLOAD</strong></td>
<td><strong>EDUCATE</strong></td>
<td><strong>IMPLEMENT</strong></td>
<td><strong>RECALIBRATE &amp; RESOLUTION</strong></td>
</tr>
<tr>
<td>Prep, Configure, Audit Data</td>
<td>Virtual Resources Available</td>
<td>New Structures Effective Nov 7</td>
<td>Keep working to get it right</td>
</tr>
<tr>
<td>✓ Job Mapping workbooks due to TTC/UWSS teams</td>
<td>✓ Joint Governance update October 22</td>
<td>✓ Salary Structure available on TTC website November 1</td>
<td>✓ Joint Governance update December 3</td>
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<tr>
<td>✓ Joint Governance update September 24</td>
<td>✓ Salary Structure education/training</td>
<td>✓ New job codes and salary ranges effective November 7</td>
<td>✓ Feedback is considered and may be used to refine job titles, descriptions, salary grade, etc.</td>
</tr>
<tr>
<td>✓ Upload &amp; testing of new title and salary structure data in HRS</td>
<td>✓ Employee Notification Letters</td>
<td>✓ Virtual Town Halls/listening sessions</td>
<td>✓ Title Appeal requests close</td>
</tr>
<tr>
<td>✓ Data reconciliation</td>
<td></td>
<td>✓ Title Appeal requests open to submission – exact dates are university-specific</td>
<td>✓ All title appeals will be resolved by June 30, 2022</td>
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</tbody>
</table>

*Timeline may be modified based on needs and circumstances
Title Appeals Process Review
Title Appeals

What can be appealed?

Standard Job Description, specifically whether the majority of the work you do falls within the scope of the assigned job description.

What cannot be appealed?

Language of a Standard Job Description including title, job summary, responsibilities, education/degree, exemption status as it relates to the Fair Labor Standards Act, etc.

Salary Grade
Title Appeals Process Review

Core Components

- **HR Review and Determination**
  - Employee initiates appeal
  - HR initial review and determination

- **Panel Review and Recommendation**
  - HR representation/recommend knowledge of titling and compensation
  - Joint governance representation/recommend knowledge of job family/group(s) in question

- **Final Review and Determination**
  - University Chancellor Designee determination

TTC Process

Report out to TTC Project Team for data tracking and quality assurance

- Report appeals and determination to TTC Project Team

- TTC Project Team identifies trends and if necessary, notifies CHRO/HRD of any systemwide updates
Instructional Academic Staff Feedback Review
Points for Discussion

- The **title of record** and **business title** are both in the Human Resource Information System (HRS) and serve two different purposes to represent the work performed
  - Title of record – serves as a comparison tool and broad classification
  - Business title – serves to add more specificity about the individual role within the university

- **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
  - Current title & raise review processes can continue
Pay Progression Review
Pay Progression & Promotion

In the future, pay progression and promotion HR actions 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
Resources

- Project Website
- SJD Library
- Employee-Manager Conversations Toolkit
- Salary Structure *(Updates coming this Fall)*
- 1-Page Learning Series
- Videos & Online Trainings
For More Information

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