Salary Structure

Title and Total Compensation
Agenda

1. Salary Structure Education
2. What Employees Need to Know
3. Appeals Overview
SALARY STRUCTURE EDUCATION
Why UW System updated the Salary Structure

**Quality Workforce:** UW System is committed to attracting, retaining, and rewarding a highly qualified and diverse workforce.

**Market Comparison:** UW System can create a market-informed salary structure to help keep and grow our outstanding workforce.

**Compensation Framework:** Market-informed salary structure will provide flexibility to compensate employees for their experience and performance.
Creating a Salary Structure

Peer Universities

Peer Businesses
Finding Reliable Market Data

Online salary sources can be unreliable due to self-reporting, incomplete participation, & outdated salary data

Glassdoor.com
Salary.com
Salaryexpert.com

Multiple Salary Survey Sources
Willis Towers Watson
CUPA-HR
Pay Range Distribution
UW System Pay Range

Minimum

Maximum

UW JOB
UW System Salary Structure

Peer data supported the development of 3 salary schedules for Madison (MSN), Milwaukee (MIL), and System Administration – Comprehensives (CMP)

1. **Salary Grades**
   - Salary grades 15-35 include most employees in Academic Staff, University Staff, and Limited Appointment jobs.
   - Executives, Faculty, Lecturers, Crafts workers, University Staff Temporary Employees, and Students are assigned salary grades outside the core 15-35 ranges based on current systemwide pay practices.

2. **Minimum Pay for grades 15-35**
   - $13.50/hr or $28,100/annual

3. **Leadership Ranges (Grades 28 – 35)**

   The salary grade maximum ranges are the same in all 3 salary schedules for salary grades for salary grades 15-27.
Market Pricing Example

Marketing Specialist

Job Summary
Contributes to strategy development and implements marketing projects in support of institutional or unit marketing goals.

Job Responsibilities
• Develops, implements, and maintains strategic marketing plans based on research and established strategies
• Develops, implements, and disseminates marketing materials through various communication mediums utilizing appropriate technologies and techniques
• Collects, analyzes, prepares, summarizes, and disseminates data and trends relevant to ongoing or future marketing
Possible Market Matches

**Public Information Specialist**
Writes brochures and articles for publication. Prepares and disseminates information to the internal college and university community as well as to local and state media. Promotes and publicizes institutional activities and programs. Requires a bachelor’s degree or equivalent plus 2-3 years’ experience. Excludes sports information positions.

**Communications/Marketing Professional – Editor**
Edits the production of a variety of printed material or electronic media. Prepare, rewrite and edit copy to improve readability to detect and correct errors in spelling, punctuation, and syntax. Plan the contents of publications according to the publication's style, editorial policy, and publishing requirements. Verify facts, dates, and statistics, using standard reference sources. May assign and/or supervise the work of others.

**Communications/Marketing Specialist**
Responsible for developing, designing, and carrying out marketing strategies. Provides creative direction through production and directorial efforts involving all collateral that supports enrollment, advancement, and marketing initiatives. Responsible for integrating the college community into a cohesive brand through media and technologies.
Market Pricing

• Marketing Specialist is benchmarked to Communications/Marketing Specialist in market survey

• Since median salary of Communications/Marketing Specialist from market data is $56,200, Marketing Specialist (the job we are trying to match in our library) target midpoint is set at $56,200
Market Pricing – Salary Grade Assignment

After finding appropriate midpoints for all jobs, assign them to salary grades based on the closest matches in our salary structure.

**Marketing Specialist**
The closest midpoint to $56,200 in the salary structure is Grade 19, with a midpoint of $56,800.

Thus, Marketing Specialist is assigned to Grade 19.
What is the (B) and (C) in some job titles?

• The title and salary structure continues the idea of creating additional job titles for some jobs found systemwide or university-wide based on a small, medium, and large designation. We call this scaling.

• Scaling is not title progression.

• Scaling is a type of further refining the market pricing for a job.

• For example, there is a

<table>
<thead>
<tr>
<th>HRS Title</th>
<th>TTC Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASSOC DIR, ATHL/L</td>
<td>Athletics Assoc Dir</td>
</tr>
<tr>
<td>ASSOC DIR, ATHL/M</td>
<td>Athletics Assoc Dir (B)</td>
</tr>
<tr>
<td>ASSOC DIR, ATHL/S</td>
<td>Athletics Assoc Dir (C)</td>
</tr>
</tbody>
</table>
Salary Structure Maintenance

A salary structure is typically assessed every 2-3 years
  o The structure is adjusted according to the compensation program objectives and the university’s ability to make the adjustment

External market data is used for comparison
  o “The Market” – it depends - how/with whom are we competing for talent in labor market
    o Industry/Institutional peers with whom we compete for labor (*i.e.* relevant labor market), which can have a geographic consideration as well as a private/public consideration.

Range adjustment
  o Ranges may be adjusted if there is evidence that the university structure has fallen out of alignment with the external market and/or compensation program objectives
    o Range adjustment may or may not impact employee pay
WHAT EMPLOYEES NEED TO KNOW
What Employees Need to Know

**Salary Range Visibility:** Salary information will be easier to access through the job library.

**Individual Salary Issues:** Project will not directly address your individual compensation issues.

**Future Compensation:** Create framework for UW System leadership to identify compensation issues, recommend, plan, and fund salary and benefits adjustments in the future.
Dear NAMES.FIRST_NAME,

Thank you for your continued service to the University of Wisconsin System. As a result of the Title and Total Compensation (TTC) Project, the following will become effective on November 7, 2021:

For Employee Record: «JOB.EMPL.RCD» on «EMPLOYMENT STATUS» status.

- Your standard job title (classification) is «JOBCODE.DESC».
- Your employment category remains «JOB.EMPL.CLASS».
- Your business title is «POSITION_DATA.DESC». Your business title is used in communications, directories, etc.
- Your job’s exemption status, in accordance with the U.S. Department of Labor and the Fair Labor Standards Act (FLSA) will be «JOBCODE.FLSA.STATUS». If you have questions about your FLSA status contact your human resources office.
- Your job title is assigned to salary grade «SALGRADE» in the salary structure. You may view the University’s new salary structure on November 1, 2021 at wisconsin.edu/ohrwd/title-and-total-compensation-study/salary-structure.

We appreciate all that you do and look forward to helping you achieve your career goals at the University of Wisconsin System.

Best regards,

University of Wisconsin System Human Resources

Title Appeals
Before you appeal, you must seek to resolve your request with your supervisor and total HR department. You cannot appeal your salary, a job’s assigned salary range, or language in the job description. Please contact your human resources office to discuss the title appeal process for your institution.

To review the Title and Standard Job Description Library, visit the UW System Job Library.

Salary Structure Information
UW System will provide opportunities for you to learn more about the new salary structure.

For more information on the Title and Total Compensation Project, visit the web page.

CC: **Human Resources**
Job Library

Job Library

Job Family
Information Technology

Job Subfamily
Application and Web Development

Job Title
Software Engineer/Developer IV

Title Details
Job Title: Software Engineer/Developer IV
Job Code: IT005
Salary Grade: 24
Family Name: Information Technology
Sub Family Name: Application and Web Development

Job Overview
Job Summary: Leads and directs the design, development, testing, debugging, and troubleshooting of software and applications. Conducts system analysis, contributes to strategy development, and provides training and technical guidance to lower level staff to support information technology business operations. May supervise staff.
What if my pay is below the minimum

• Employees who are paid below the minimum of their job’s salary range may be eligible for a raise to minimum based on their university’s policies, at the discretion of the chancellor.

• The raise would be effective November 7, 2021.
What if my pay at the top of the range

• Employees who are paid at or above the maximum of their job’s salary range will be eligible for lump sum payments.

• They will generally not be eligible for base-building salary increases until the top of the pay range increases above their current salary, as is current practice.
What if my pay is below the middle of my range

• If your pay is within the new salary range, it will remain the same.
• Your salary placement within the salary range is based on factors like the rate at which you were hired, experience, skills, quality of work, compensation management practices, and available funds.
How do I get a raise

**Pay Plan**
When legislature and Board of Regents approve funding for a systemwide increase to respond to the rising cost of living

**Performance**
Due to notable sustained performance that meets and exceeds established standards of a job

**Market**
Recognizes significant market changes in a job-specific industry

**Parity**
Maintains salary relationships for the same titles or closely related job titles, taking into consideration distinguishing factors such as performance, skills, and experience

**Equity**
Addresses salary differences relative to protected statuses (e.g., gender, race, age)

**Retention/Bonus**
Awarded to retain a valuable employee (e.g., specialized skill set, exemplary performer, hard to fill, etc.)
Salary Structure Town Halls

UW System is hosting a **Salary Structure Town Hall Meeting** on **November 9** and **November 18** for employees to learn more about the salary structure.

The Town Hall meeting will cover:

- How UW System’s salary structure was built;
- How jobs fit into the salary structure;
- How the salary structure will be maintained; and
- Answer commonly asked questions about employee pay.

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**Salary Structure Town Hall Meetings**

*Title and Total Compensation Project*

*Title and Standard Job Description Library*

*Job Framework - At-A-Glance*

*Total Compensation - At-A-Glance*

*Frequently Asked Questions (FAQs)*

*Find Your UW Institution*

*Project Structure*

*Resources*

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**Join Us in November**

Join UW System for one of the Salary Structure Virtual Town Hall Meetings to learn more about the updated salary structure. The Town Hall meeting will cover:

- How UW System’s salary structure was built
- How jobs fit in the salary structure
- How the salary structure will be maintained
- Answer commonly asked questions about employee pay

All the Town Hall Meetings will be held using WebEx. Click on the date to access the Town Hall Meeting at the listed time. Both Town Hall meetings will be recorded for additional viewing opportunities.

**Tuesday, Nov. 9**
3:00-4:00 p.m.

**Thursday, Nov. 18**
12:30-1:00 p.m.

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**Accessibility Services**

Please contact Tom Thedinga at [thedinga@wisc.edu](mailto:thedinga@wisc.edu) at UW System if you require accessibility services **ONE WEEK PRIOR** to the Town Hall meeting you want to attend.
APPEALS OVERVIEW
Title Appeals – the below is university-specific

Title Appeal Filing Period Begins November 22, 2021

Title Appeal Request Form will be available https://www.wisconsin.edu/uwsa/hr/

Email to uwshr@uwsa.edu with subject line: TTC Title Appeal – NAME

Title Appeal Filing Period Closes December 31, 2021
Title and Total Compensation Project
Title Appeal Filing Request Form

Employee to Complete

Purpose: Use this form to request a review of your position's title of record as part of the Title and Total Compensation Project. *Note: creation of a new title is not within the scope of a title appeal.

Employee Name: ____________________________
Employee ID (if known): ______________________
Employee Department/Unit: ____________________
Current Job Title (Job Code)(Title pre-TTC title): ____________________
New Job Title (Job Code)(Title as a result of the TTC project): ____________________
Employee Proposed TTC Job Title (Job Code)(Title): ____________________ found in the Job Library
Title Appeal Reasoning/Justification (attach additional pages as needed):

Please attach documentation that presents clear and convincing evidence that a different title and standard job description is a better fit for the position. Documents can include original job posting, hiring letter/officer letter, position description, performance reviews, standard job description (current assigned and proposed), organizational chart, and any other relevant documentation.

Employee signature/date: ________________________
Supervisor signature/date**: ________________________
*Signature acknowledges title appeal filing request; it does not signify agreement

Human Resources to Complete: Initial Review and Determination

Human Resources Approves Employee Proposed Title: Yes __ No ___
If no, Human Resources Recommended Job Title: ____________________
Decision Reasoning/Justification: ____________________

Human Resources Representative signature/date: ____________________
UWSHR, 10/19/2021

Instructions

Purpose of a Title Appeal

The TTC title appeal process is a one-time process that allows an employee to request a review of their position's title of record as part of the project implementation.

What can be appealed?
A position's title of record

What cannot be appealed?
* An employee's pay
* A job's assigned pay range
* A language of a standard job description
* Titles assigned to standard job descriptions
* An employee's exemption/non-exempt status as it relates to the Fair Labor Standards Act (FLSA)

Title Appeal Steps

Initial HR Review → Panel Review → Final Decision

When to File

UW System Administration title appeal filing period will begin Monday, November 22, 2021 and close Friday, December 31, 2021 at 11:59pm.

How to File

Employees must complete this Title Appeal Filing Request Form and email it to uwshr@uwce.edu with the subject line: TTC Title Appeal NAME to file an appeal.

More Information

Employees may work with their HR Strategic Partner to gather and provide the necessary documentation.

Documentation

- correspondence related to informal resolution process
- position description (if no formal P0, employee works with supervisor to validate what the employee does)
- standard job description (current assigned and proposed)
- original job posting
- hiring letter/officer letter
- performance reviews
- organizational chart
- any other relevant documentation

UWSHR, 10/19/2021
Can I appeal my job’s salary grade

• No, each job in the library is matched with one salary grade and salary range that is evaluated and assigned by compensation professionals based on market data using best practice market pricing methods.

• The only thing that can be appealed is if there is a better fit job in the job library.