TITLE & TOTAL COMPENSATION UPDATE

University of Wisconsin – River Falls
November 2018
UW-River Falls TTCS Project Team

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Title and Total Compensation Project

How the TTC Project evolved from the TTC Study

- The TTC Study began by reviewing current state (titles, compensation and benefits programs) and identifying a new job framework.
- The TTC effort has evolved into a TTC Project incorporating what was learned over the last year and ultimately moving towards a holistic project plan.
- The goal of the TTC remains the same: modernizing titles, compensation structures, and benefits programs for the UW.
Project Core Components

- **Job Families/Groups**: Categorizes work by function and type.
- **Level Guides**: Organizes work by level / type of contribution.
- **Defining Work**: Creates a baseline profile for roles.
- **Standard Job Descriptions**: Links jobs and benefits to market data.
- **Market Analysis**: Guides organizing workforce by level / type of contribution.
- **Total Compensation**: Matches pay and benefits to workforce.
- **Linking to Pay & Benefits**: Creates a baseline profile for roles.
TTC Project Recalibration

Recalibration Activities:

• Reviewed and updated the project plan, activities and timeline
  • Additional work steps identified that are crucial to successful implementation and sustainability were identified

• Identified resources and process improvements to respond to standard job description (SJDs) completion
  • Created process to ensure consistent outcomes with validation checkpoints
  • Adjusted timeline for standard job descriptions (SJDs) completion
TTC Recalibrated Project Work

TTC Project Timeline

August 2018

- Develop Standard Job Descriptions Drafts
- Develop Benefits Preferences Survey
- Mercer Continues Benefits Value Analysis

In Progress

Subject Matter Experts Review of Draft Standard Job Descriptions

- Mercer Conducts Employee Benefits Preferences Survey

Upcoming

- Mercer to Complete Market Analysis
- Finalize Drafts of Standard Job Descriptions
- Implement Updated Communications and Change Management Strategy
- Address HRS Needs and Implications

January 2019
Standard Job Description Process

**Standard Job Descriptions (SJD) Creation**

*Target Dates: June through December*

Socialization of standard job description processes anticipated to occur through the 4th quarter of 2018

- **SJD Writing Team**
  - Job Identification
  - Draft SJDs
  - Input to JDXpert

- **HR Representatives**
  - Review SJDs for content and consistency
  - Provide revisions

- **Subject Matter Experts & Stakeholders**
  - Vetting of SJDs
  - Identify Unique Components

Target Dates:
- June through December
- Socialization of standard job description processes anticipated to occur through the 4th quarter of 2018
## Standard Job Description Overview

**Why:**
Today, many of our descriptions are out of date, long, and don’t clearly show the work employees do.

**Definition:**
A standard job description represents work that is core to the job, commonly done in the role, and regularly needed within the institution. The majority of the work done by an employee will be described via their standard job description.

**Charge:**
Standardize the format and components of job descriptions, so they are consistent, clear, and concise.

### Standard Job Descriptions include...

<table>
<thead>
<tr>
<th>Summary</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• A <strong>clear, concise</strong> statement explaining the major functions of the position</td>
<td></td>
</tr>
<tr>
<td>• Describes the overall end-result the job produces and why it exists</td>
<td></td>
</tr>
<tr>
<td>• <strong>1-2 sentences</strong> to give an overview of the job’s main purpose</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Responsibilities</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Brief statements which summarize work performed that is critical to the job’s existence and success</td>
<td></td>
</tr>
<tr>
<td>• Typically <strong>4-7 responsibilities</strong> listed</td>
<td></td>
</tr>
</tbody>
</table>

### They do NOT include...

- Long lists of tasks
- Every possible responsibility the job title may have

Tasks will be identified and developed in supplementary personnel materials (e.g. performance management expectations, standard operating procedures).
Sample Outcome: Job Description (Before)

**Job Title:** Firefighter I

**Summary:**
This entry level position in the UW Fire Department performs entry level firefighting tasks. This position relates to standardized, routine response team activities at the scenes of emergencies, the maintenance of firefighting equipment and quarters quickly of fire alarms. The work is performed under direct supervision of the Firefighter II and Firefighter III titles, including firefighting tasks at the scene of the emergency, assignments resulting from the evaluation of the scene upon arrival, and responding to life threatening medical emergencies. The UW-Madison Fire Department covers a response area of 94 square miles with over 105,000 households.

This position is physically demanding and will require routinely handling 80 to 100 lbs. of equipment. At the scene, firefighters will constantly evaluate personal safety by examine structures and equipment, and will require certification in CPR. This position will also be required to perform paramedic duties, and to obtain specific information about victims, load victims into an ambulance, and locate and free trapped victims.

This position functions under direct supervision. The person in this position must be prepared to receive orders, follow a regimented set of processes, and carry out orders without question. Personal preference for hair length, nail length, and jewelry may be overruled for firefighter safety. Individuals in this position must be prepared to work in unusual or catastrophic events.

**Responsibilities:**
- Enter burning structures and follow instructions of team leads to search for victims, fire sources, by cutting doors, windows, or roofs, and to assist response teams
- Make forced entries into grounds and structures by cutting locks, breaking doors, windows, or roofs
- Operate tools such as axes, hammers, and battering rams to assist response teams
- Use ladders to reach inaccessible structure areas or to reach victims
- Clean up fire scenes, carrying burnt furniture, clothing, appliances, etc. from buildings to reduce fire hazards
- Use systematic approaches to locate and rescue trapped victims
- Determine safest path of evacuation for rescued victims and perform necessary emergency medical assistance
- Maintain fire station and keep equipment in excellent operating condition under guidance from supervising officers
- Assist with inspections for fire code violations

- Inconsistent structure, length, and level of detail
- Difficult to comprehend quickly
- Varying number of listed responsibilities
- Includes either too much or too little detail
- Inconsistent grammatical structure
Sample Outcome: Standard Job Description

Job Title: Firefighter I

Summary: Engages in firefighting and fire prevention activities and maintains fire department property and equipment, under direct supervision to support response team firefighting efforts.

Responsibilities:
• Responds to fire alarms and fights fires by using various types of firefighting equipment
• Maintains and repairs station emergency equipment by following established guidelines and operating procedures
• Monitors fire station fire alarms and transmits alarms to response teams
• Assists in delivering fire prevention community outreach activities

- Concise summary
- Clear purpose
- Drawn from responsibilities
- Focuses on 4 to 7 core responsibilities
- Consistent structure
- Active tense
- Bullets summarize similar work performed
Position Mapping

Positions will be mapped to a standard job title based on the core work performed and the associated market-based standard job description.
Upcoming Spotlight: Benefits Preferences Survey

About:
This survey is designed to assess employee preferences regarding available benefits. The results of this survey will be used to evaluate employee benefit preferences and determine if current programs are meeting employees’ diverse needs. Companion piece to the Benefit Value Analysis (BVA)

Purpose:
To provide faculty and staff the opportunity to communicate their preferences and satisfaction with current benefits and share their desires for future benefit updates.

Details:
• All benefits eligible employees will have the opportunity to participate
• Target survey dates are November 26, 2018 – December 14, 2018
• Results anticipated in February, 2019
• Will be administered electronically with anonymous responses
• Translation sessions will be available

Your Benefits
Please indicate the degree to which you agree or disagree with the following statements.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neither Agree nor Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. XYZ Co’s benefits as a whole are as good as, or better than, the benefits offered by other companies in the local marketplace.</td>
<td>□ □ □</td>
<td>□ □ □ □</td>
<td>□ □ □</td>
<td>□ □ □ □</td>
<td>□ □ □ □</td>
</tr>
<tr>
<td>3. The benefits offerings played a significant role in my decision to work at XYZ Co.</td>
<td>□ □ □</td>
<td>□ □ □ □</td>
<td>□ □ □</td>
<td>□ □ □ □</td>
<td>□ □ □ □</td>
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<tr>
<td>4. The overall amount I pay for medical and prescription drug coverage (payroll deductions plus out-of-pocket expenses like deductibles and coinsurance) is reasonable.</td>
<td>□ □ □</td>
<td>□ □ □ □</td>
<td>□ □ □</td>
<td>□ □ □ □</td>
<td>□ □ □ □</td>
</tr>
<tr>
<td>5. I would like to reduce the value of some benefits I receive in order to increase the value of other benefits.</td>
<td>□ □ □</td>
<td>□ □ □ □</td>
<td>□ □ □</td>
<td>□ □ □ □</td>
<td>□ □ □ □</td>
</tr>
<tr>
<td>6. The benefits offered by XYZ Co meet my needs (including those of my dependents, if applicable).</td>
<td>□ □ □</td>
<td>□ □ □ □</td>
<td>□ □ □</td>
<td>□ □ □ □</td>
<td>□ □ □ □</td>
</tr>
<tr>
<td>7. I can easily find answers to questions I have about my XYZ Co benefits.</td>
<td>□ □ □</td>
<td>□ □ □ □</td>
<td>□ □ □</td>
<td>□ □ □ □</td>
<td>□ □ □ □</td>
</tr>
<tr>
<td>8. XYZ Co does a good job communicating benefits information to employees.</td>
<td>□ □ □</td>
<td>□ □ □ □</td>
<td>□ □ □</td>
<td>□ □ □ □</td>
<td>□ □ □ □</td>
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Next Steps: January Through May 2019

Estimated TTC Project Timeline – Subject to Change

January 2019
- Develop Salary Structure with Mercer
- Begin Baseline Mapping to Standard Job Description
- Analyze Benefits Preference Survey Results

May 2019
- Develop Options for Future Benefits Program
- Implement Training for Employee/Managers
- Begin Employee/Managers Review Standard Job Descriptions
- Develop Job Description Training Plan for Employee/Managers
- Review Baseline Mapping with HR and Department Managers