Welcome

UW-River Falls TTC Project Team

• Michelle Drost, HR Director
• Deb Schwab, HR Manager
• Saige Bierman, HR Specialist
• Mialisa Moline, Ph.D., Chair, Faculty Senate
• Kathleen Hunzer, Ph.D., Chair, Academic Staff Council
• Michael Martin, Academic Staff Council UWS Representative
• Kathy Young, Chair, University Staff Senate
Vision for a Comprehensive HR System

Phase I. University Personnel Systems (UPS) Project 2012-2016

Phase II. Title and Total Compensation (TTC)
- Study – 2016 – 2018
- Project – 2018 – Today
Phase II: Title & Total Compensation (TTC)

• The UW System is committed to attracting, retaining, and rewarding a highly qualified and diverse workforce, both now and in the future.

• The UW’s Title and Total Compensation (TTC) Project is a collaboration between UW-Madison, the UW System, and in consultation with Mercer and Huron Consulting.

• The goal of the project is to update the pay and benefits programs for employees to be more in tune with the market.
TTC Project Goals

Clear, consistent, and relevant job titles and descriptions.

Market-informed pay and benefits structures (total compensation) so excellent employees can be rewarded.

A framework for career development.
Why are We Engaged in this Work?

**COMPENSATION**
Market-informed pay structure

**PERFORMANCE**
Alignment of mission with employee work and goals

**WORK LIFE BALANCE**
Practices that help employees achieve flexibility

**BENEFITS**
Direct and indirect benefits

**RECOGNITION**
Reward employee contributions

**DEVELOPMENT**
Opportunities for professional and personal growth

**ATTRACTION**
- Employees
  - Clearer expectations
  - Career opportunities
- Managers
  - Simpler job descriptions
  - Relevant market comparisons
  - Consistent approach
- Leaders
  - Consistent market comparison
  - Connection to institutional goals

**ENGAGEMENT**
- Employees
- Managers
- Leaders

**RETENTION**
- Employees
- Managers
- Leaders

Why are We Engaged in this Work?
Major Components of the Project

Title and Compensation

- Titles & Standard Job Descriptions (SJD)
- Analyze Market Data
- Modernize Title and Compensation Structure(s)

Benefits Analysis

- Benefits Valuation Analysis (BVA)
- Employee Benefits Preferences Survey

[Diagram showing the flow between Title and Compensation and Benefits Analysis]

(The diagram illustrates the process flow with arrows connecting the components as described in the text.)
How are Decisions Made?
Agenda

01 | WELCOME
02 | WHY TTC & WHY NOW?
03 | TITLES & STANDARD JOB DESCRIPTIONS
04 | MARKET ANALYSIS
05 | BENEFITS
06 | PROGRESS & RECAP
Job Title

A job title represents a job commonly found in the market.

- Indicates the nature of work performed
- Indicates the job’s role in the organization
- Suggests the level of difficulty and responsibilities
Standard Job Description (SJD)

A summary statement of facts about the nature, role, scope, responsibilities, and other key 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, responsibilities, and working conditions required of the job
- Focuses on the job and not tailored to any specific employee
Current State

- Job A – Department A
- Job A – Department B
- Job A - Department C
- Job B - Department C

Position Description A
Position Description B
Position Description C
Position Description D

Future State

- Job A – Department A
- Job A – Department B
- Job A - Department C
- Job B - Department C

Title & SJD 1
Title & SJD 2

To market
To market

Titles & SJDS
**Titles & SJDs**

**Current State**
- Can be written per employee (one-to-one)
- Can be inconsistent
- May contain statements that are not commonly found in the job
- Job titles inconsistently applied

**Future State**
- Will be written per job (one to many)
- Will be consistent (one SJD per job)
- Will contain statements that are commonly found in the job
- Job titles consistently applied
Standard Job Description Includes ...

- **Job Title**
  - Clearly describes the work that is performed in the job; market-informed

- **Summary**
  - A **concise** statement explaining the major functions of the job
  - **1-2 sentences** to give an overview of the main purpose of the job and overall end-result

- **Typical Responsibilities**
  - Brief statements indicating the major work responsibilities
  - Support the job summary and form the basis for development of specific objectives or performance standards
  - Typically **4-8 responsibilities**

- **Education, Experience, Certifications & Licenses**
  - Identifies the knowledge, education, certifications/licenses, experience or abilities required for a job
Current State

Employees in positions at this level work under close progressing to limited supervision, and through training, self-education and on-the-job experience progress towards mastery of locksmith trade knowledge and skills for the full range of locks and security systems for which the employee will be responsible. Employees apply knowledge of provisions of the Americans with Disabilities Act and applicable fire and safety codes to ensure that locks, doors and security systems comply with these regulations. Positions install, repair, replace, re-key, and adjust mechanical and electrical locks and electronic access control systems, and fabricate and install related door components and hardware.

Examples of work performed include:

• installing and maintaining mortise and key-in-knob locks • duplicating keys using hand and automatic key milling machines • issuing keys and maintaining electronic or manual records of key-holders • maintaining key inventories and work records • replacing worn components of locks and cylinders • re-pinning old and new pin tumbler lock cylinders • performing complete door adjustments, including butts, strike plates and alignment • devising master-subordinate key systems • designing and implementing key code systems • making keys by code, impression, or by hand • installing and maintaining exit devices and panic door lock hardware • installing hard-wired, battery-powered, and self energy-generating locksets • working with vaults and safes • installing proximity readers • installing and maintaining electronic card access systems • installing and maintaining handicap power door operators • installing and repairing alarms and video monitoring systems • repairing and fabricating parts using shop equipment such as lathes, milling machines, drill presses • making repairs on magnetic door openers • opening locks by means other than the use of the normal key • preparing specifications for new construction and purchasing • acting as locksmithing consultant for planning of new buildings

Draft Future State

Summary: Installs and maintains locks and control systems to ensure the safety and security of students and employees. Maintains and updates computerized key and lock records to ensure availability of up-to-date facility security information.

Typical Responsibilities:
1. Installs and services various electronic control systems and locks.
2. Collects, enters and updates computerized key records.
3. Analyzes and interprets hardware, door schedules and lock patterns, updates information based on user requests and needs.
Standard Job Descriptions **Do Not Include**...

- Long lists of tasks
- Every possible responsibility a job may have

Tasks and additional information that do not belong in standard job descriptions will be placed in supplementary personnel materials.
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Market Analysis

Is used to place a job into a pay range centered around a compensation target to ensure that employees are paid competitively.

Guides the setting of compensation levels and pay structure necessary to attract, engage, and retain employees.

Salary and total compensation data collected through compensation survey vendor.

Provides insight to total compensation paid for specific jobs throughout different regions and types of organizations.
Market Analysis

Current State

Decentralized and data sources are varied

Employees performing similar work may be in different pay ranges

Future State

Centralized and data sources are common

Employees performing similar work will be in the same pay range

It is the intention that employees will not lose jobs or have a reduction in pay as a result of this project
Comparing UW Job to Market

<table>
<thead>
<tr>
<th>UW</th>
<th>Market</th>
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<tbody>
<tr>
<td>Job A</td>
<td>Standard Job Description 1</td>
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<tr>
<td>Job B</td>
<td>Standard Job Description 2</td>
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<tr>
<td>Job C</td>
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<tr>
<td>Job D</td>
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**Benefits Strategy**

<table>
<thead>
<tr>
<th>Benefits Valuation Analysis (BVA)</th>
<th>Benefits Preferences Survey</th>
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<tbody>
<tr>
<td><strong>UW benefits</strong> data <strong>compiled, analyzed, and compared</strong> against peer organizations</td>
<td><strong>UW employees participated</strong> in benefits preferences survey</td>
</tr>
<tr>
<td><strong>Purpose:</strong> Analyze benefit offerings compared to market*</td>
<td><strong>Purpose:</strong> Identify what UW employees value</td>
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**Long-Term Benefits Strategy**

- Mercer to provide comprehensive analysis of both BVA and Benefits Preferences Survey
- UW to review BVA and Benefits Preferences Survey to develop options
- Options and recommendations vetted with UW Stakeholders
- Recommendations presented to leadership

*“Market” includes public and private higher education peer institutions as well as private sector employers.*
Employee Benefits Preferences Survey

UW partnered with Mercer Consulting to administer the survey electronically through a secure site. Responses are confidential.

Employee preferences regarding desired benefits were collected. The results were used to determine if current programs are meeting employees’ diverse needs.

47% System-wide completion rate.

Mercer Consulting indicated, and UW Survey Center agreed, the level of survey completion is statistically valid (95% confidence).
## Progress to Date

<table>
<thead>
<tr>
<th>Created Job Framework</th>
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<td>24 Job Groups/Families (including Clinical Faculty, and Executive Leadership), 116 Job Subgroups/families, and level guidelines developed to date.</td>
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<thead>
<tr>
<th>Created Standard Job Descriptions</th>
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<td>645 draft standard job descriptions (SJDs) developed to date.</td>
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<th>Engaged Subject Matter Experts</th>
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<td>440 subject matter experts (SMEs) were engaged in first review phase and attended reviewer workshops via 15+ training sessions with 99.5% providing feedback.</td>
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<tr>
<th>Delivered Standard Job Description Reviewer Workshops</th>
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<td>99.5% of first phase reviewers provided feedback. That feedback is now being reviewed by additional subject matter expert teams and quality assurance teams.</td>
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<th>Conducted Competitive Assessment</th>
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<tr>
<td>Collaborated with Mercer to conduct market competitive assessment.</td>
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<tr>
<th>Completed Employee Benefits Preferences Survey</th>
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<tr>
<td>Received nearly 18,000 responses to the Benefits Preferences Survey from UW employees.</td>
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Estimated Project Sequence

Present
- Title & SJD
- Review and QA

Summer
- Employee Engagement

Fall
- HR Staff/Manager Training

Winter
- Employee-Manager Conversations / Feedback
- Title & SJD Resolutions

Benefits Analysis
What Does This Mean for Me?

When will I see the titles and standard job descriptions?
We anticipate the titles and SJDs will be posted publicly on the TTC Website by the end of this calendar year.

When will I see my updated job description?
We anticipate employees and managers will review updated job descriptions together later this year.

How will my actual job change?
The intent is that your job responsibilities will not change as a result of TTC.

My current job has elements of different jobs. Which title and SJD will be applicable to me?
These types of instances will be treated on a case by case basis.

How will I get a pay raise or promotion?
Pay raises are out-of-scope for this project.
Questions?
Thank You for Attending!

Website:
https://www.wisconsin.edu/ohrwd/title-and-total-compensation-study/
https://www.uwrf.edu/HumanResources/Title-and-Total-Compensation-Project.cfm

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