Title and Total Compensation - People Manager Training

NOVEMBER 21, 2019
Background

Overall goal is to develop new foundational structures that will help us continue to attract, retain, engage, and motivate the best people.

Project Goals:
• Consistent and relevant job titles and descriptions
• Market-informed pay and benefit structures
• A framework for long-term career development at UW System
Who is Impacted?

In Scope
- Academic Staff
- University Staff
- Limited Term Appointees

Out of Scope
- Faculty
- Student Workers
- Graduate Students
- Specific titles: Chancellor, Assistant Chancellor, Associate Chancellor, Vice Chancellor, Provost, Vice Provost, Coaches, and Assistant Coaches are all out of scope
What’s Actually Changing?

<table>
<thead>
<tr>
<th>Not Changing</th>
<th>Changing</th>
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<tbody>
<tr>
<td>• Job duties</td>
<td>• Job Framework</td>
</tr>
<tr>
<td>• Reporting relationships</td>
<td>• Job Titles</td>
</tr>
<tr>
<td>• Employee Categories</td>
<td>• Working Titles</td>
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<tr>
<td>• Benefits</td>
<td>• Job Descriptions</td>
</tr>
<tr>
<td>• Pay</td>
<td>• Compensation Structure</td>
</tr>
<tr>
<td></td>
<td>• Salary Administration</td>
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<tr>
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<td>• FLSA Exemption status of some job titles</td>
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</table>
FLSA (Fair Labor Standards Act)

**What is FLSA status?**

FLSA governs federal minimum wage and overtime pay requirements. Employees whose jobs are governed by the FLSA are either "exempt" or "nonexempt." Nonexempt employees are entitled to overtime pay, while exempt employees are not.

<table>
<thead>
<tr>
<th>Today</th>
<th>After Spring 2020</th>
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</thead>
<tbody>
<tr>
<td>University Staff → Nonexempt</td>
<td>University Staff → Nonexempt and Exempt</td>
</tr>
<tr>
<td>Academic Staff → Exempt</td>
<td>Academic Staff → Exempt and Nonexempt</td>
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*Will only affect a small number of employees and informational sessions will offered to those impacted*
Already Done:
Created Job Framework & Title Structure
Engaged SME’s across UW System
Conducted Market Competitive Assessment
Completed Benefits Survey

Summer

- Job Mapping

Fall

- HR Staff/Manager/Employee Training

Winter

- Employee-Manager Conversations /Feedback

2020

- Implementation

Online posting of DRAFT SJDs and employee feedback
Go-live, notification letters, appeals process

Project officially launched in 2017
Employee-Manager Conversations
Employees should receive their new title 72 hours in advance of their E-M meeting
Conversation Options

- Manager
- Supervisor
- Human Resources Staff

Individual Employee

Employees who share a title/SJD
Focus of Conversation

What will be covered in this meeting

• Review and confirmation of job title and job description
• Conversation on whether the job title and job description accurately reflect the work you do
• Review if FLSA status of job is changing based on mapping
• Manager and Human Resources answers questions about job titles and job descriptions

What will not be covered in this meeting

• Pay or Salary - the compensation structure is still being finalized and more information will be available in 2020 to address employee questions on updated pay ranges
Things to Keep in Mind

- The job title may not reflect everything you do, but should be the best fit (aim for 80%) for work that is done on a regular and consistent basis.
- An employee may perform duties in other job descriptions, but the title assigned should represent the best fit.
- It is possible a mismatch occurred and the title needs to get updated.
- It is possible to request a title be added to the SJD Library (this will only be done after a thorough review of current SJD, if there is market data to support the new title and with approval of the TTC Project Team).
- New or terminated employees will be reviewed on an ongoing basis.

“Does this title and standard job description accurately describe the MAJOR functions of your job?”
Appeals Process

• Will occur after official notifications are sent to employees in Spring 2020
• Employees will have 30 days to file an appeal
• Formal process still being discussed
• Will likely involve multiple levels of review
A business title should:

- **Clarify** a position’s role in the organization
- **Describe** the work performed in a role
- **Align** with industry best practice

A business title should not:

- **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

A business title must be **approved** by institution Human Resources in consultation with the Chancellor, department/division lead, and employee supervisor
Progression vs Promotion

Office of Human Resources

**Today**
- 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**

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<th>Min</th>
<th>Advanced/Senior</th>
<th>Max</th>
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<tbody>
<tr>
<td>Pay Range</td>
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<tr>
<th></th>
<th>Min</th>
<th>Objective/No Prefix</th>
<th>Max</th>
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<tr>
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<tr>
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**After Spring 2020**

_In the future, progression and promotion are defined separately_

**PROGRESSION**
- Based on **knowledge, skills, experience, and performance**
- Your **job title** and **core responsibilities** remain the same
- **Pay increases** within the same job
- 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

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Progression versus Promotion Examples

**PROGRESSION EXAMPLE**
- Randall is a Research Specialist.
- After two years on the job, 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.
Conversational Skills

- Listen first – reflect, summarize, provide affirmation, share information
- Some conversations may be difficult – conflict comes from differences in experience, attitudes and expectations
- Change management – change is a process, not an event
Steps to Complete E-M Meetings

1. Division leaders will be receiving workbooks from HR (same group that received initial mapping workbooks)
2. Leaders will decide how to distribute within area
3. Schedule E-M meeting with employee
4. Send employee new title and link to Standard Job Description Library (at least 72 hours in advance)
5. Hold E-M meeting
6. Allow time for more than one conversation
7. Document that all conversations have occurred in the workbook
8. All feedback and confirmation that meetings have been completed are due to HR by March 15, 2020
Resources

UW System [Project Website]

SJD Library

Virtual Town Hall Meetings (recordings online)

eLearning Module

HR Office
Questions?