


TO: Andrew Leavitt, Chancellor
FROM: John Koker, Provost and Vice Chancellor 
DATE: December 9, 2019
RE: UWS 1277 Extraordinary Salary Ranges (ESR) Policy

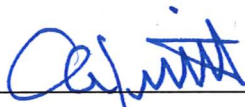
On the recommendations of the Faculty Senate, Senate of Academic Staff, University Staff Senate, and Oshkosh Student Association Senate, I am recommending your approval of the UWS 1277 Extraordinary Salary Ranges (ESR) Policy.

I have attached the policy for your review. Please contact me if you have questions regarding the proposal.

JK/eh
Attachment

Approve

Do not approve



Signature

12/17/2019
Date

The University of Wisconsin System
UPS OPERATIONAL POLICY: 1277 – Appendix 1
APPENDIX



SUBJECT: ESR

Original Issuance Date: July 16, 2019 [DRAFT]

Last Revision Date:

1. PURPOSE:

The purpose of this policy is to provide guidance on the creation of extraordinary salary ranges (ESR) at either an institution or system level. This procedure outlines minimum required documentation for establishing ESR in order to promote consistent and transparent compensation practices within the system. This procedure does not diminish the authority delegated to UW chancellors to establish an ESR.

2. BACKGROUND:

Although the salary range structure is designed to accommodate general market demands, there are significant market conditions for certain positions that require an extraordinary salary range in order to address documented recruitment, and retention needs.

Regent Resolution #9950 provides the UW Chancellors the delegated authority to establish extraordinary salary ranges when the institution finds evidence, by virtue of conducting a market survey, that an official salary range does not adequately capture the competitive market.

3. DEFINITIONS:

ESR: An ESR is an approved salary range that is greater than the assigned range for the title. An ESR can be either system-wide or institution specific. An ESR is associated with one of the following:

- A title (e.g., clinical anesthetist)
- A portion of a title series (e.g., nurse practitioners, within the clinical nurse specialist series)

An ESR can apply to any faculty, academic staff, university staff, or limited appointee position, including temporary or permanent positions.

4. PROCEDURE:

1. Establishing a Need for an ESR

A documented need must exist in order to establish an ESR. A request for an ESR can be initiated at the institution level by contacting the institution's Human Resources department or at a system level, by contacting System Human Resources. The human resources department that receives the request will document the need for establishing an ESR.

Reasons that may establish the need for an ESR include, but are not limited to, the following:

- a. It is determined that the UWSA assigned salary range will not be competitive based on market information;
- b. A search to fill a position yields poor candidate pools to a noncompetitive salary range;
- c. Negotiations with a candidate to fill a position exceeds the established salary range; or
- d. Repeated turn-over within a position where salary is a contributing factor

The human resources department shall maintain a document that summarizes the need for the ESR and the information upon which that decision was made.

2. Establishing an ESR

- a. Selecting market comparable data

Once the need for an ESR has been established, the human resources department will establish an appropriate salary range using the following guidelines:

A review of compensation data should include relevant data, including but not limited to appropriate salary surveys. For positions unique to higher education, institutions should use the established Faculty Peer Groups as a guide to establishing higher education peer groups. An institution may vary from this peer group where circumstances require (e.g. using athletic conferences to establish an ESR for athletic department positions, selecting a broader peer group where there is insufficient data within the peer group to identify an appropriate market match or where local market conditions justify a need for a different market).

For positions that are also in the market outside of higher education, a blend of survey data from higher education and other survey data may be appropriate. For management positions (e.g. Director level or higher), organizations should use an appropriate revenue scope when making comparisons to market data.

- b. Establishing Range

Based on the market data, a range should be established based on the median of the market data (50th percentile). The range width should be consistent with the range width of other positions at a similar scope and level.

If a salary range based on the market mid-point is deemed insufficient to alleviate the specific recruitment or retention problem identified in the need for the ESR, a salary range may be based on different market positioning.

The extraordinary salary range should be based on salaries paid for comparable positions in the external market.

3. Documentation of an ESR

- a. Documentation Maintained by the Institution Creating an ESR: When creating an ESR, the following information must be documented by the appropriate human resources department:

1. Documentation of the need for the ESR and a summary of the information that substantiated that reason;
2. A summary of the data used to establish the ESR, including an identification of any surveys used and the parameters/peer groups used to access the data;
3. A final calculation that shows the identified market median and proposed range

This documentation must be maintained by the institution that created the ESR until the ESR is no longer in effect.

- b. Documentation Sent to UWS-HR: When any institution creates an ESR, the institution shall transmit to UW-System Human Resources (UWS-HR) the following information:

1. Job code for which the ESR was established;
2. The intended scope of the ESR (e.g. whether the ESR applies to the full title or a portion of the title series);
3. The minimum and maximum of the new ESR
4. A statement certifying that the underlying documentation required under Paragraph (a) is being maintained by the institution

UWS-HR shall develop a reporting procedure to facilitate collecting and maintaining this information.

4. Final Approval:

- a. Final approval for an institutional ESR rests with the Institution's chancellor;
- b. Final approval for a system-wide or UW-System Administration ESR rests with the System President.

5. **RELATED DOCUMENTS:**
Regent Resolution #9950
UPG #4

6. **POLICY HISTORY:**

Reviewed by


HR – Presented Policy from System
USP Operational Policy- 12777 – Appendix 1 -
Extraordinary Salary Ranges (ESR)

1. USP Operational Policy – 1277-Appendix 1 – Extraordinary Salary Ranges (ESR)

2. REVISION HISTORY

10/22/2019	Faculty Senate
10/24/2019	Senate of Academic Staff
10/23/2019	Oshkosh Student Association Senate
11/13/2019	University Staff Senate

3. CHANCELLOR'S APPROVAL



Chancellor's Signature

12/17/2019
Date