

An aerial photograph of Madison, Wisconsin, taken at sunset. The sun is low on the horizon, casting a warm, golden glow over the city and the water. The city's skyline is visible on the left, with various buildings and a prominent dome. The Lake Monona is in the foreground and middle ground, with several sailboats anchored. The water reflects the sunset colors. The overall scene is peaceful and scenic.

UNIVERSITY OF WISCONSIN – MADISON

# **TITLE AND TOTAL COMPENSATION PROJECT – APRIL 2019 CAMPUS FORUM**



## Mark Walters

Chief Human Resources Officer  
Office of Human Resources  
UW-Madison

Feel free to use the index cards to jot down your questions during the presentation.



# Agenda

01 | WELCOME

**02 | WHY TTC & WHY NOW?**

03 | TITLES & STANDARD JOB DESCRIPTIONS

04 | MARKET ANALYSIS

05 | BENEFITS

06 | LEARNING OPPORTUNITIES & OUTREACH

07 | PROGRESS & RECAP

# Vision for a Comprehensive HR System



A STRATEGIC PLAN FOR  
A NEW UW—MADISON  
HUMAN RESOURCES SYSTEM

Accepted by the UW System Board of Regents  
December 7, 2012



A campus-wide effort to build, through thoughtful design, a more efficient and effective UW—Madison human resources system to best serve the needs of the university, its employees and to serve the citizens of Wisconsin

# Goal – Becoming a Model Employer

- Thoughtful design of policies and processes as a foundation for a new HR system
- Enhance the workforce and community for the 21<sup>st</sup> century
- Facilitate the university mission and represent UW-Madison values

# Two Phases

## I. HR Design Project

- 2012-2016

## II. Title and Total Compensation

- Study – 2017 – 2018
- Project – 2018 – Today

From: *A Strategic Plan for a New UW-Madison Human Resources System* (2012)

# Phase I: HR Design Project

- People
  - Implement Living Wage
  - Emphasizing employee onboarding
  - Enhanced employee career and learning opportunities
  - Transition from Classified Service to University Staff
  - Greater accountability and support to enhance diversity, inclusion and employee engagement
- Policies & Structures
  - University Staff Governance structure
  - Policies to reward performance
  - Update of HR policies to include greater flexibility
- Technology
  - Online Job Application and Tracking System (TREMS)
  - Performance Management and Development Program (PMDP)

# Phase II: Title & Total Compensation



- The University is committed to attracting, retaining, and rewarding a highly qualified and diverse workforce, both now and in the future.
- The University'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

**Develop mechanisms so that employee contributions can be more easily recognized and rewarded.**

**Clearer identification of career development opportunities.**

**Compensation structure and benefits will be market-informed.**

**There will be an ongoing title and total compensation review cycle.**

# TTC Project Guiding Principles

**Employee base pay will not be reduced as a result of the project.**

**No employee will lose their job as a result of the project.**

**The structure and the framework will provide guidance on how to address market issues over time.**

# TTC Project Guiding Principles

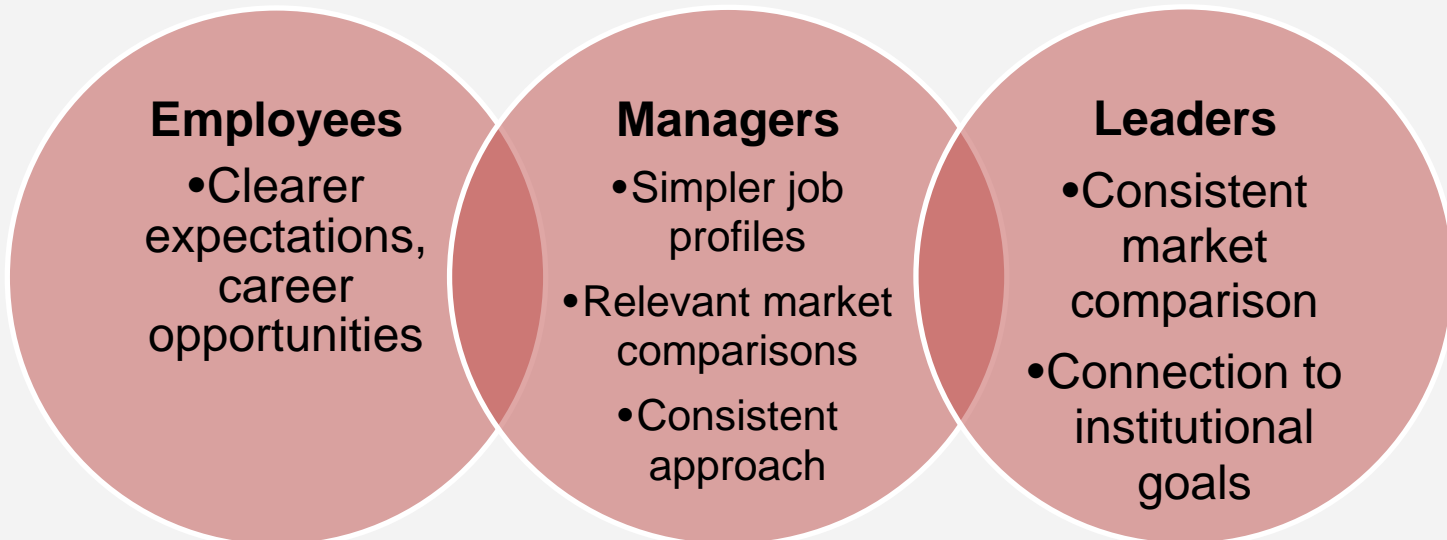
**Multiple opportunities for involvement that will allow employees to participate and provide feedback.**

**Employees will have the opportunity to review their job descriptions with their supervisor.**

**Employees will be able to easily compare their jobs and titles to those across UW and at other organizations.**

**An extensive review such as this has not been completed in 30 years. The results will help UW–Madison sustain and grow its outstanding workforce.**

# TTC Project Impact



# Title & Total Compensation

## TITLE & COMPENSATION PROCESS

Draft Standard Job Descriptions	Analyze Pay Data (Market)*	Develop Compensation Structure
UW project teams participated in drafting standard job descriptions	UW analyzes and compares pay data against market data	UW develops policies and practices that will allow UW to recruit, retain, and reward top talent
<b>Purpose:</b> Identify the core work	<b>Purpose:</b> Develop market-informed pay structures	<b>Purpose:</b> Develop market-informed policies

## BENEFITS PROCESS

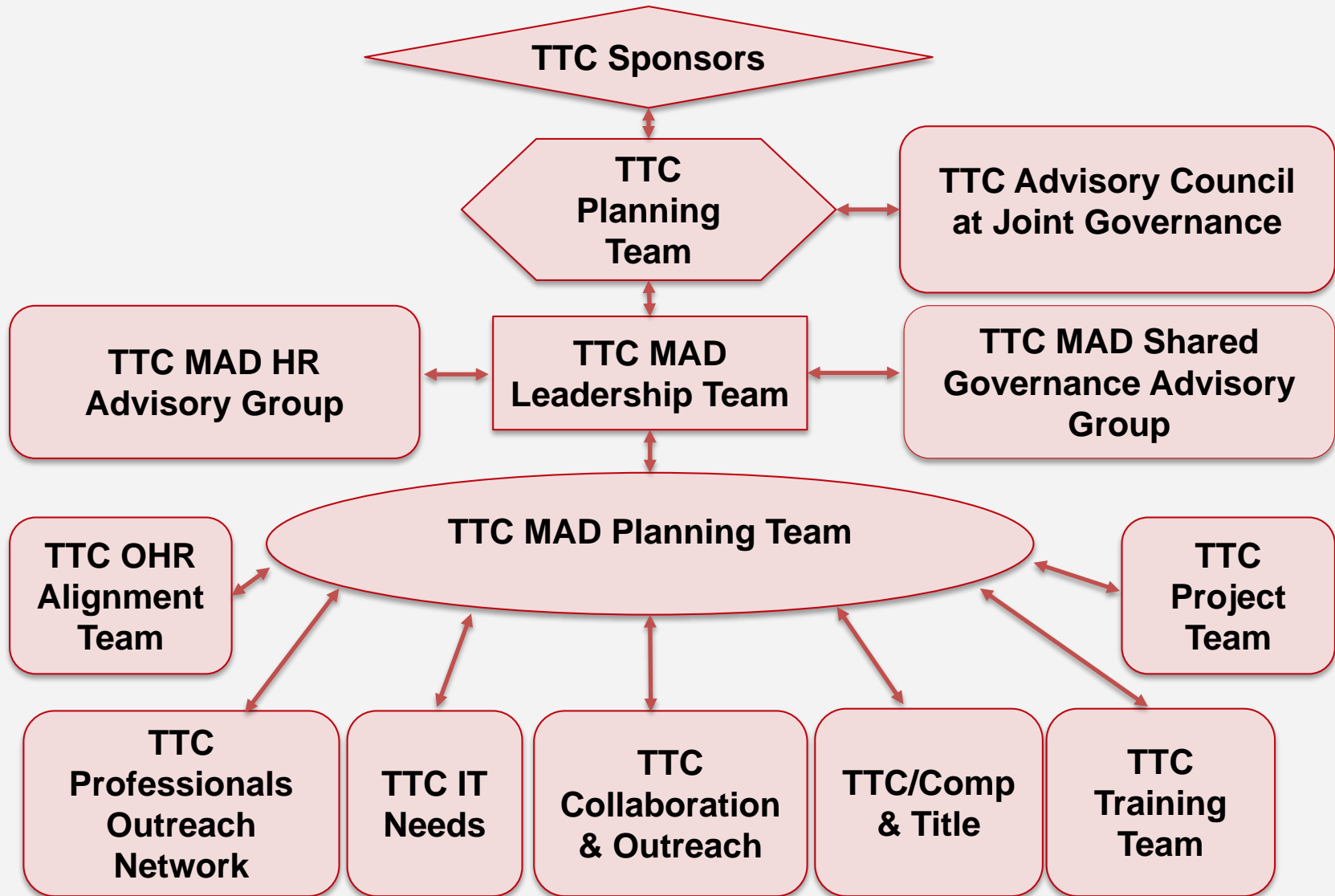
Benefits Preferences Survey	Benefits Valuation Analysis (BVA)
UW employees participated in Benefits Preferences Survey	UW benefits data will be analyzed, and compared against market data
<b>Purpose:</b> Identify what benefits employees value	<b>Purpose:</b> Analyze benefit offerings compared to market

## TITLE & TOTAL COMPENSATION PROGRAM

\* "Market" includes public and private higher education peer institutions, professional organizations as well as private sector employers



# How Are Decisions Made?



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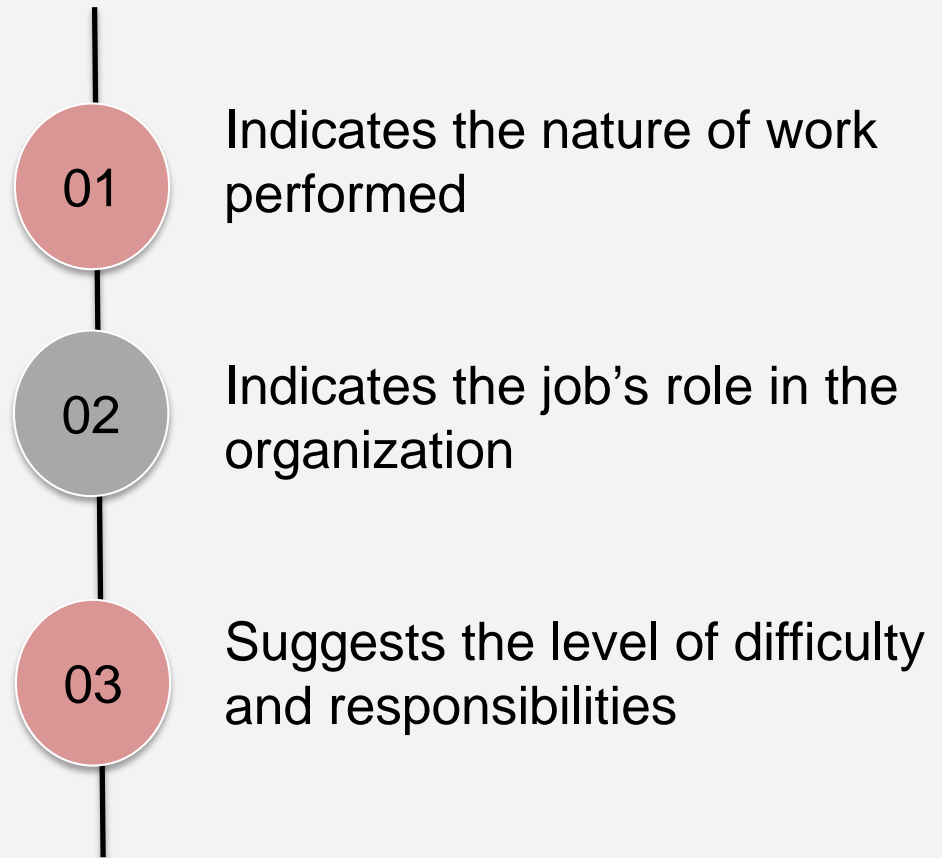
04 | MARKET ANALYSIS

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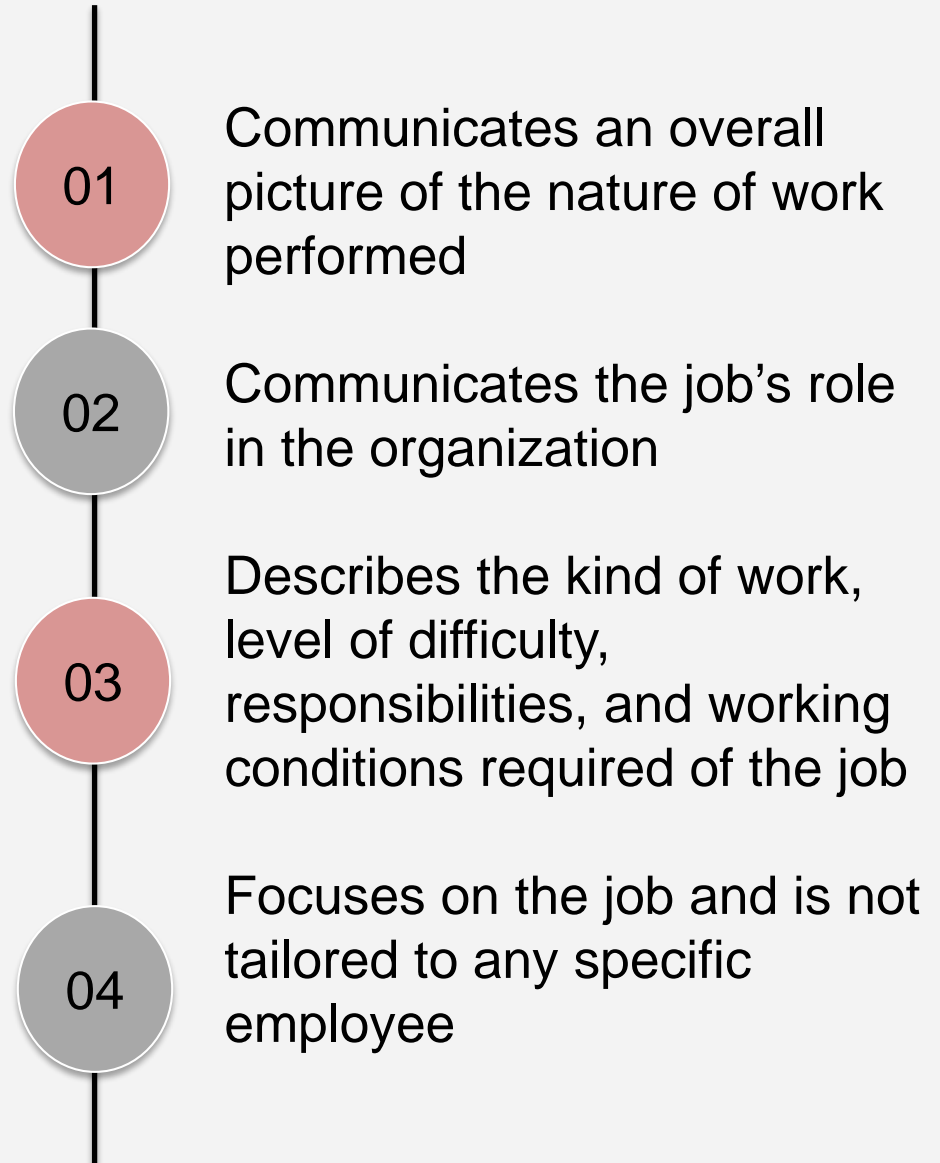
07 | PROGRESS & RECAP

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



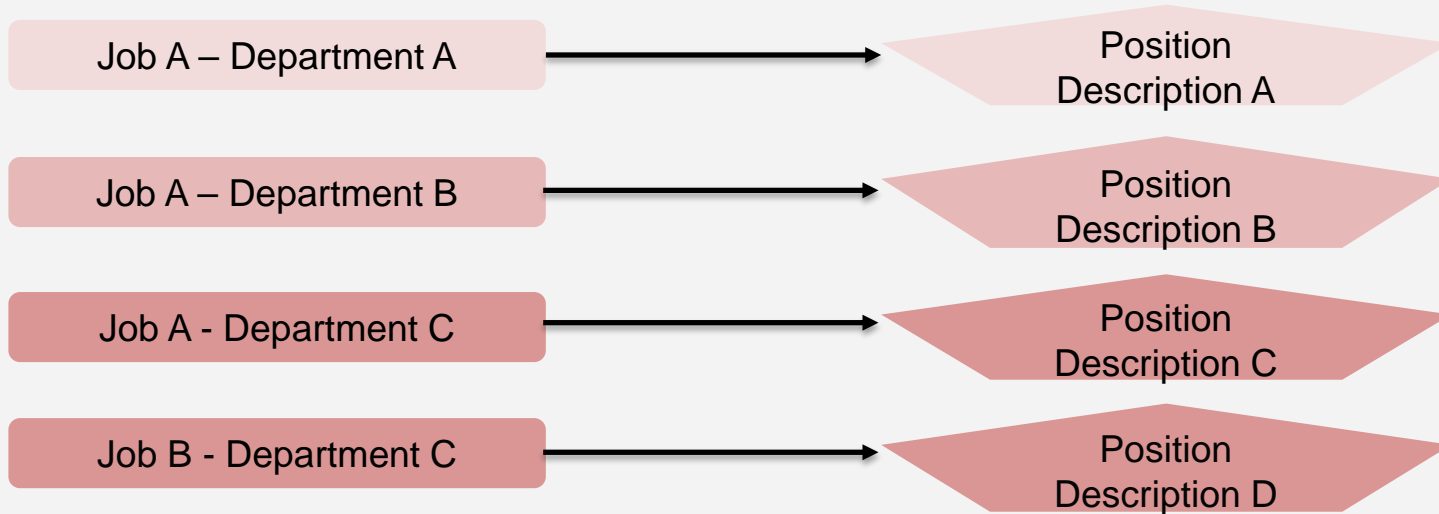
# Standard Job Description (SJD)

A standard job description is a summary statement of facts about the nature, role, scope, responsibilities, and other key elements of a job in an organization.

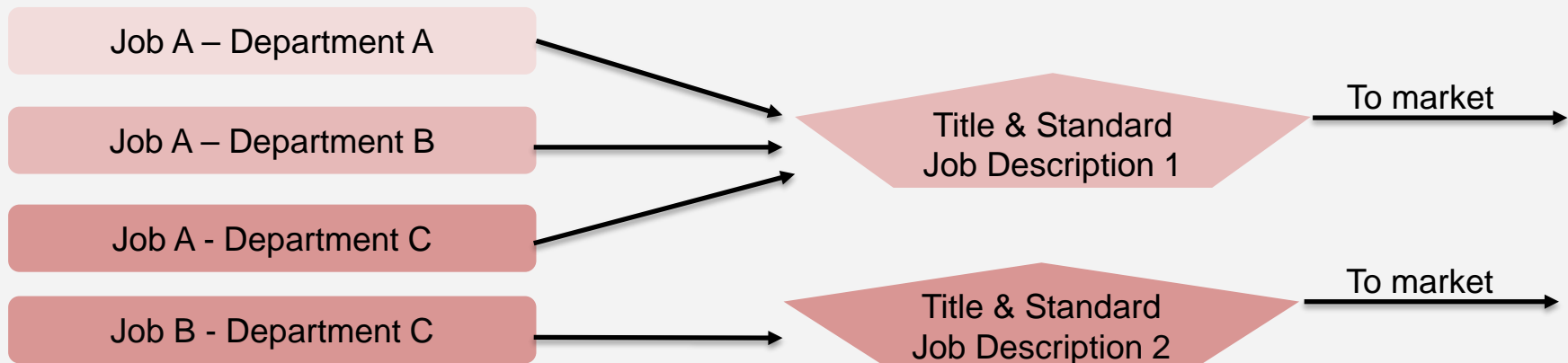


# Titles & Standard Job Descriptions

## Current State



## Future State





## Current State

01

Can be written per employee  
(one-to-one)

02

Can be inconsistent

03

May contain statements that  
are not commonly found in  
the job

04

Job titles inconsistently  
applied

## Future State

01

Will be written per job (one to  
many)

02

Will be consistent (one SJD  
per job)

03

Will contain statements that  
are commonly found in the  
job market

04

Job titles consistently applied

# Standard Job Descriptions Include...

## Job Title

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

## Summary

- A **clear, 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

# SJD Example - Locksmith

## 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

Position Descriptions may include,  
if needed, additional information,  
experience expectations, and tasks  
(up to 20%)

# Standard Job Descriptions & Position Descriptions



## Standard Job Description (SJD)

<b>JOB INFORMATION</b>	
Job Title:	Compensation and Titling Analyst
Job Group/Family	Human Resources
Job Sub-Group/Sub-Family	HR Specialist
<b>JOB SUMMARY</b>	
Develops, implements, and executes compensation, market, and titling analysis for the institution in alignment with institutional goals on total compensation.	
<b>TYPICAL RESPONSIBILITIES</b> (Other duties as assigned)	
<ol style="list-style-type: none"><li>1. Develops, interprets, maintains and provides consultation regarding compensation policies and procedures consistent with overall objectives.</li><li>2. Serves as subject matter expert and unit liaison with institutional human resources staff, providing organizational information, reviewing data and recommending solutions for complex pay scenarios in accordance with established policies, procedures, regulations and applicable laws.</li><li>3. Conducts studies and analyzes title and compensation market data, reviews current practices and recommends improvements to leadership to align with strategic initiatives and objectives.</li><li>4. Receives, reviews and approves institution-wide title and compensation changes and new entries and ensures adherence to existing policies and procedures.</li><li>5. Contributes to the development of, and executes strategic compensation and titling planning initiatives and objectives.</li></ol>	

## Position Description (PD)

<b>JOB INFORMATION</b>	
Job Title:	Compensation and Titling Analyst
Job Group/Family	Human Resources
Job Sub-Group/Sub-Family	HR Specialist
<b>JOB SUMMARY</b>	
Develops, implements, and executes compensation, market, and titling analysis for the institution in alignment with institutional goals on total compensation.	
<b>TYPICAL RESPONSIBILITIES</b> (Other duties as assigned)	
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80% to 100% match



At least 80% match



Job Market

0% to 20%  
Additional/Unique Responsibilities



# Position Description Example



Job Title: Accountant

Exemption Status: Exempt

Job Group/Family: Financial

Job Sub/Family: Accounting, Financial Operations, and Reporting

## JOB SUMMARY:

Performs professional complex accounting duties, develops and maintains automated account systems, and assists higher level accountants with general accounting work to ensure the accurate recording and reporting of the business unit's financial transactions.

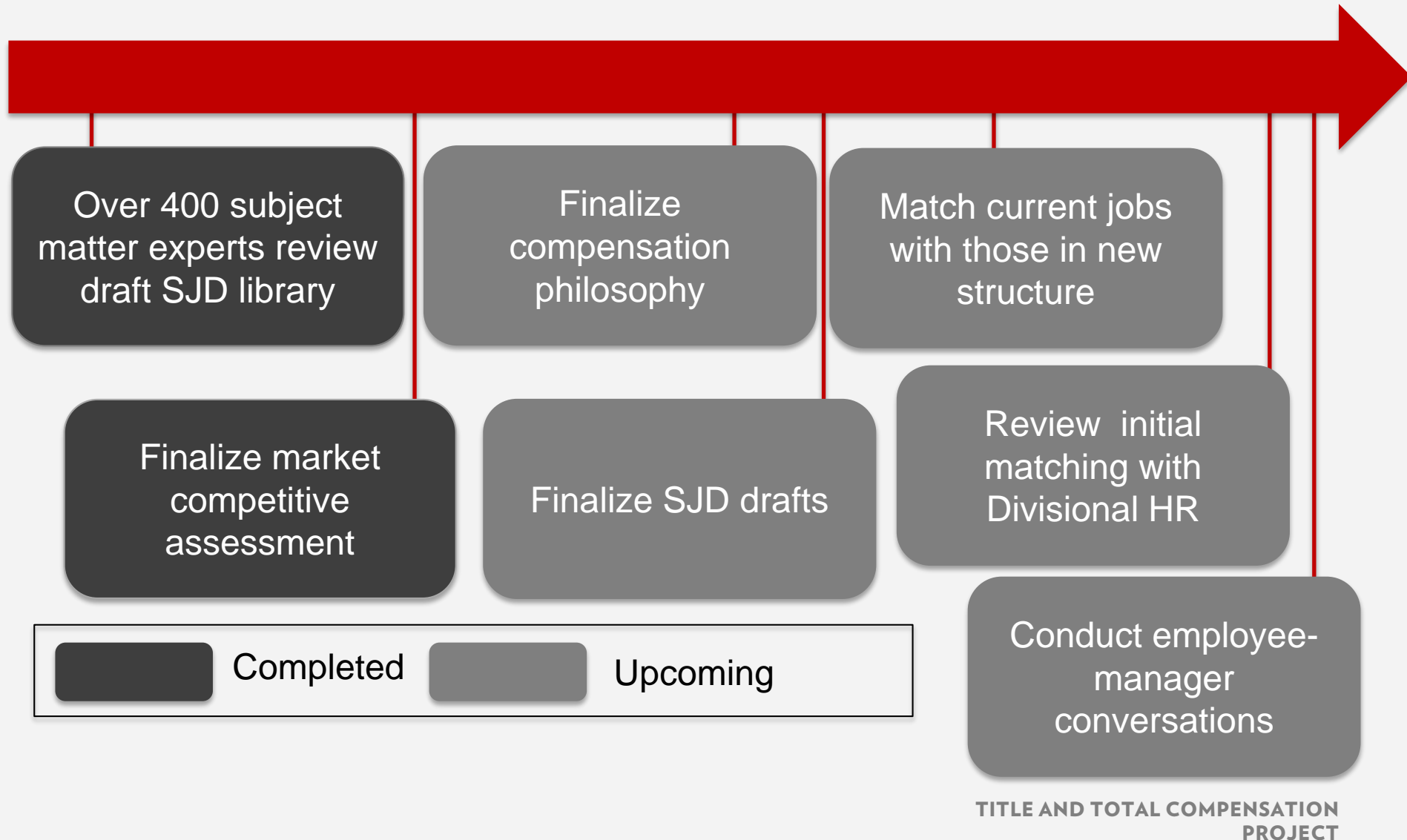
## TYPICAL RESPONSIBILITIES:

1. Develops, organizes, prepares, and updates complex financial statements, journals, accounts, ledgers and reports for various financial needs within an automated financial system to ensure accurate recording and reporting of financial transactions.
2. Analyzes financial reports, data and records, identifies discrepancies, investigates and recommends solutions as needed.
3. Develops and maintains automated financial systems, recommending controls to ensure system reliability and data integrity.
4. Audits reconciliations, journal entries, schedules and reports and preparing working papers.
5. Provides budget information and projections based on existing data and established policies and procedures.
6. Answers questions and provides accounting related information to internal and external stakeholders according to established policies and procedures.
7. Interprets International Financial Reporting Standards (IFRS) documents to GAAP as needed by the division.

# Standard Job Description Timeline

Late Fall 2018

Late Fall 2019



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# Market Analysis

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

01

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

02

Salary and total compensation data collected through compensation survey vendor.

03

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

# Market Analysis

## Current State

01

Decentralized and data sources are varied

02

Employees performing similar work may be in different pay ranges

## Future State

01

Centralized and data sources are common

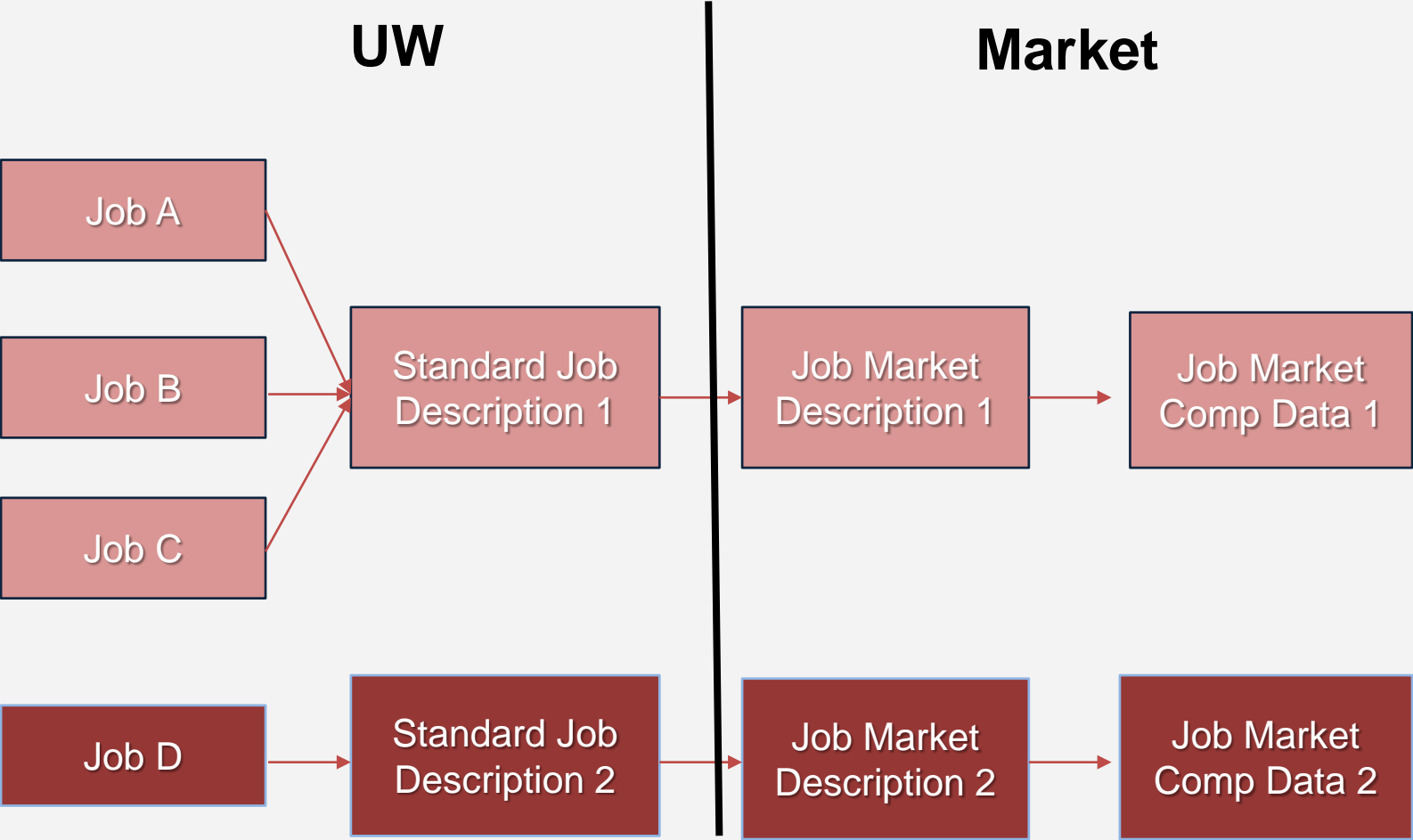
02

Employees performing similar work will be in the same pay range

**Employees will not lose jobs or have a reduction in pay as a result of this project**

**TITLE AND TOTAL COMPENSATION  
PROJECT**

# Comparing UW Job to Market





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# Benefits Strategy

## Benefits Valuation Analysis (BVA)

**UW benefits data compiled, analyzed, and compared** against peer organizations

**Purpose:** Analyze benefit offerings compared to market\*

## Benefits Preferences Survey

**UW employees participated** in benefits preferences survey

**Purpose:** Identify what UW employees value

## 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.

# Benefits Preferences Survey

## Purpose and Objective:

- Evaluate how well our UW benefit plans are meeting the diverse needs of our faculty and staff
- Help shape our benefits offerings in the future
- Offers employees an opportunity to share opinions and let us know what they value
- No intent to reduce benefits
- Goal is to enhance current benefit offerings
- Summary of results will be shared

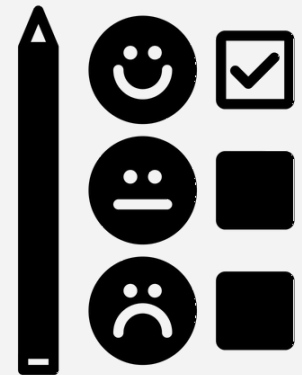
# Benefits Preferences Survey

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

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

UW-Madison's completion rate was 45% (9,601 responses) - 47% System-wide.

UW-Madison responses accounted for 54% of the total number of completed surveys UW-System-wide.



# Benefits Review – Next Steps

Fall 2018

Fall 2019

Benefits Value  
Analysis (BVA)

Benefits Preferences  
Survey

Evaluate BVA results  
in conjunction with  
Benefits Preferences  
Survey

Develop Options for  
Future Benefits  
Enhancements



Completed



Upcoming

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# Learning Opportunities

## Current Classes Provided:

### **Change:**

Thriving in a Time of Change  
Understanding & Leading Change

### **Communication:**

Communicating Effectively for Authentic Collaboration  
Face-to-Face Communication

### **Feedback:**

Giving & Receiving Constructive Feedback

**All courses are free!**

<https://hr.wisc.edu/title-and-total-compensation-study/home/involvement/>  
or [www.talent.wisc.edu](http://www.talent.wisc.edu) for a full schedule & to register



# Outreach

- Future Campus Forums (July and November 2019)
- *Inside UW* Articles
- *M.A.N.A.G.E.* Newsletter for campus supervisors
- Working@UW Newsletter
- FAQs on the TTC Website
- Webinars
- Information Videos
- Conference Participation
  - Employee Career Conference (3/7/19)
  - Academic Staff Institute (3/27/19)
  - Showcase (4/17/19)

- TTC MAD Shared Governance Advisory Group
  - Collaborating and providing input on draft policies, project structures, project initiatives and timelines; providing perspectives on project planning and implementation strategies; serving as a liaison to governance bodies and constituents
- TTC MAD HR Advisory Group
  - Collaborating and providing input on draft policies, project structures, project initiatives and timelines; review the project progress for divisional HR implications across campus; providing perspectives on project planning and implementation strategies
- TTC Professionals Outreach Network
  - Leads TTC related communication and efforts in their School, College or Division and departments
- TTC Collaboration & Outreach
  - Advises and informs on TTC communication efforts across campus

# TTC Website



## TITLE AND TOTAL COMPENSATION PROJECT

University of Wisconsin-Madison

Q Search

[HOME](#)

[TTC & YOU](#)

[JOB FRAMEWORK](#)

[EMPLOYEE INVOLVEMENT](#)

[TOOLKIT](#)

[FAQS](#)

[NEWS](#)

[ABOUT](#)

[CONTACT](#)



### Welcome

The University of Wisconsin-Madison and the [University of Wisconsin System](#) are engaged in a redesign of job title and compensation structures. The Title and Total Compensation (TTC) Project will result in relevant and market-informed titles to help us keep and grow our outstanding workforce.

### Titles

There are currently more than 1,800 distinct job titles across UW System campuses. We have designed a new [job framework](#) to organize job titles and create consistent job descriptions. The framework will help you see options for career development at UW-Madison.

**TOOLKIT**  
[Resources](#)

**PROJECT  
PROGRESS**  
[Advisory Council Updates](#)

[go.wisc.edu/ttcstudy](https://go.wisc.edu/ttcstudy)

TITLE AND TOTAL COMPENSATION  
PROJECT

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# Progress to Date



## Created Job Framework

24 Job Groups (including Clinical Faculty, and Executive Leadership), 116 Job Sub-Groups, and level guidelines developed to date.

## Created Standard Job Descriptions

645 draft standard job descriptions (SJDs) developed to date.

## Engaged Subject Matter Experts

440 subject matter experts (SMEs) were engaged in first review phase and attended reviewer workshops via 15+ training sessions with 99.5% providing feedback.

## Delivered Standard Job Description Reviewer Workshops

99.5% of first phase reviewers provided feedback. That feedback is now being reviewed by additional subject matter expert teams and quality assurance teams.

## Completed Competitive Assessment

Collaborated with Mercer to complete market competitive assessment.

## Completed Employee Benefits Preferences Survey

Received over 9,000 responses to the Benefits Preferences Survey from UW-Madison employees.

# Estimated Project Sequence

## Finalize titles and standard job descriptions:

- Gather feedback from subject matter experts across campus
- Reviews and revisions conducted with QA and feedback review teams

## Develop total compensation approach:

- Receive and evaluate BVA and BPS results
- Develop long term benefits strategy
- Develop options and recommendations for benefits enhancements
- Develop compensation philosophy and career progression framework
- Establish salary/base pay framework using market data
- Develop/update compensation plan and salary admin. guidelines

## Implementation:

- Employee/manager discussions
- Implement appeals process for employees
- Integrate with IT systems (JEMS, TREMS, HRS, etc.)



# What Does This Mean for Me?

## **When will I see the standard job descriptions?**

We anticipate the Standard Job Descriptions will be posted publically on the TTC Website later this 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?**

Your job 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. However, upon greater review and assessment, jobs can be designated to one job title and associated SJD.

# How Might This Impact Pay?

## How will I get a pay raise or promotion?

We are still working to determine and document all the opportunities for pay adjustments and career development that will be available in the future. Some examples are:

Pay plan increases

Performance increases

Market adjustments

Equity adjustments

Lump sum payments

Title and pay adjustment due to career progression

# Questions?



# Thank You for Attending!

Website:

[go.wisc.edu/ttcstudy](http://go.wisc.edu/ttcstudy)

Learning Opportunities:

See “EMPLOYEE INVOLVEMENT” on TTC  
Website

Email:

[ttcstudy@ohr.wisc.edu](mailto:ttcstudy@ohr.wisc.edu)

