



# **Title & Total Compensation (TTC) Project**

*Office of Human Resources, UW-Madison*

February 2020 All Campus Forum



# Agenda

**01 | WELCOME AND OVERVIEW**

02 | PROJECT TIMELINE

03 | EMPLOYEE CONVERSATIONS

04 | NOTIFICATION AND APPEALS

05 | SALARY STRUCTURE, PROMOTION, PROGRESSION

06 | BENEFITS ANALYSIS RESULTS

07 | LEARNING OPPORTUNITIES & RESOURCES

08 | QUESTIONS & ANSWERS





# Our Shared Future

*The University of Wisconsin–Madison occupies ancestral Ho-Chunk land, a place their nation has called Teejop (day-JOPE) since time immemorial.*

*In an 1832 treaty, the Ho-Chunk were forced to cede this territory.*

*Decades of ethnic cleansing followed when both the federal and state government repeatedly, but unsuccessfully, sought to forcibly remove the Ho-Chunk from Wisconsin.*

*This history of colonization informs our shared future of collaboration and innovation.*

*Today, UW–Madison respects the inherent sovereignty of the Ho-Chunk Nation, along with the eleven other First Nations of Wisconsin.*



Wilfrid Cleveland, president of the Ho-Chunk Nation, speaks to members of the Ho-Chunk Nation and UW–Madison community members during the June 18 dedication ceremony for the "Our Shared Future" heritage marker on Bascom Hill



# Key Project Goals



**Establish Market-Informed Title, Compensation and Benefits Structures**  
Transition to more informed total reward decisions



**Set a Strong Foundation**  
Establish a job framework



**Create Shorter, Consistent Format for Job Descriptions**  
Reduce long, variable position descriptions



**Create a Compensation Center of Excellence**  
Serve as a resource to schools, colleges and divisions



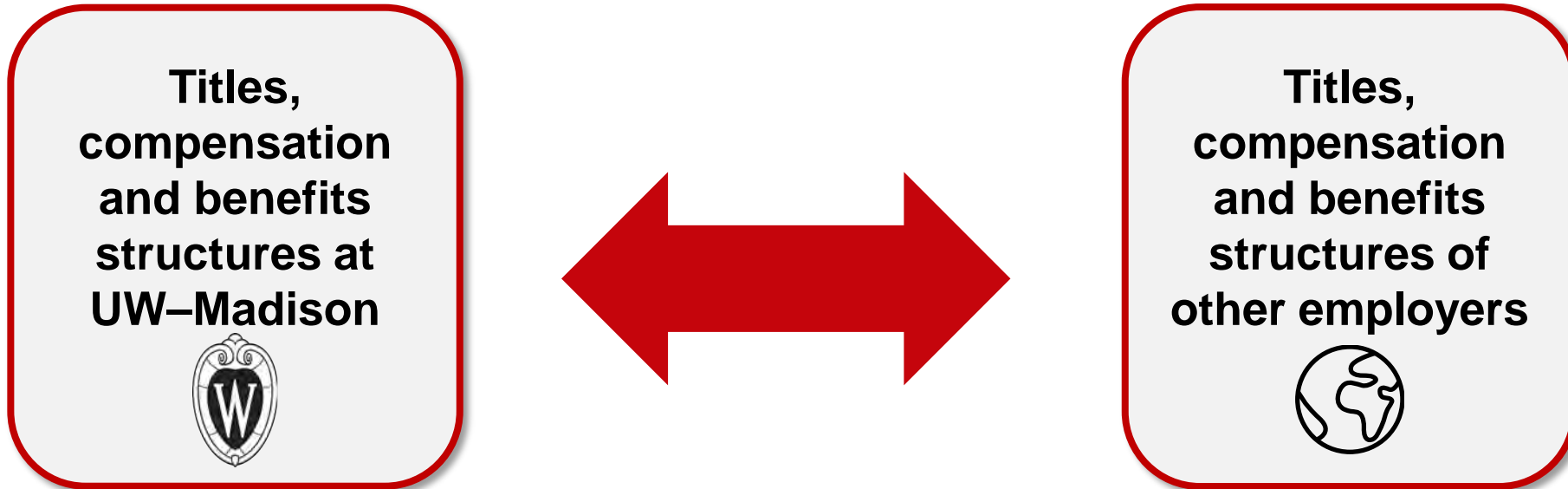
**Respond to Employee Needs**  
Establish a long-term benefit and compensation strategy aimed at employee retention



**Attract and Retain the Best People**  
Act as a resource to attract, recruit, engage and retain a high-quality and diverse workforce



# What Does Market-Informed Mean?



Market-informed decisions include comparisons to competing labor markets and a **market study**



# Market Study

- Compares UW's pay and benefits to the pay and benefits of similar jobs at competing employers like universities, public and private sector organizations, and companies in the same market
- Determines whether we are **paying** below, at, or above market peers
- Determines whether our **benefit offerings** are below, at, or above market peers





## What Is Changing?

- Job framework
- Salary structure
- Business titles (formerly called working titles)
- Position descriptions
- Salary administration guidelines
- Enhanced benefits (in the future)

## What Stays the Same?

- Job duties
- Job security
- Base pay
- Reporting relationships
- Performance and development goals
- Employee category (e.g., US, AS, LI)
- Wisconsin state employee benefits (health, vision, dental, life insurance, retirement)



# Overall Campus Engagement

**8,326**

Forum Attendance  
(since 2018)

**4,916**

Employees involved in  
creating the  
title structure  
(since fall 2017)

**3,937**

Completed Pulse  
Surveys

**30,889**

(Up 6,307 since the November Forums)

**TOTAL**  
**Campus**  
**Engagements**

*As of 2/26/2020*

**3,998**

Attended TTC Outreach  
and Training Events

**9,601**

Employees completed  
Benefits Preferences  
Survey

**111**

Bi-weekly campus  
stakeholders from  
schools, colleges and  
division meetings





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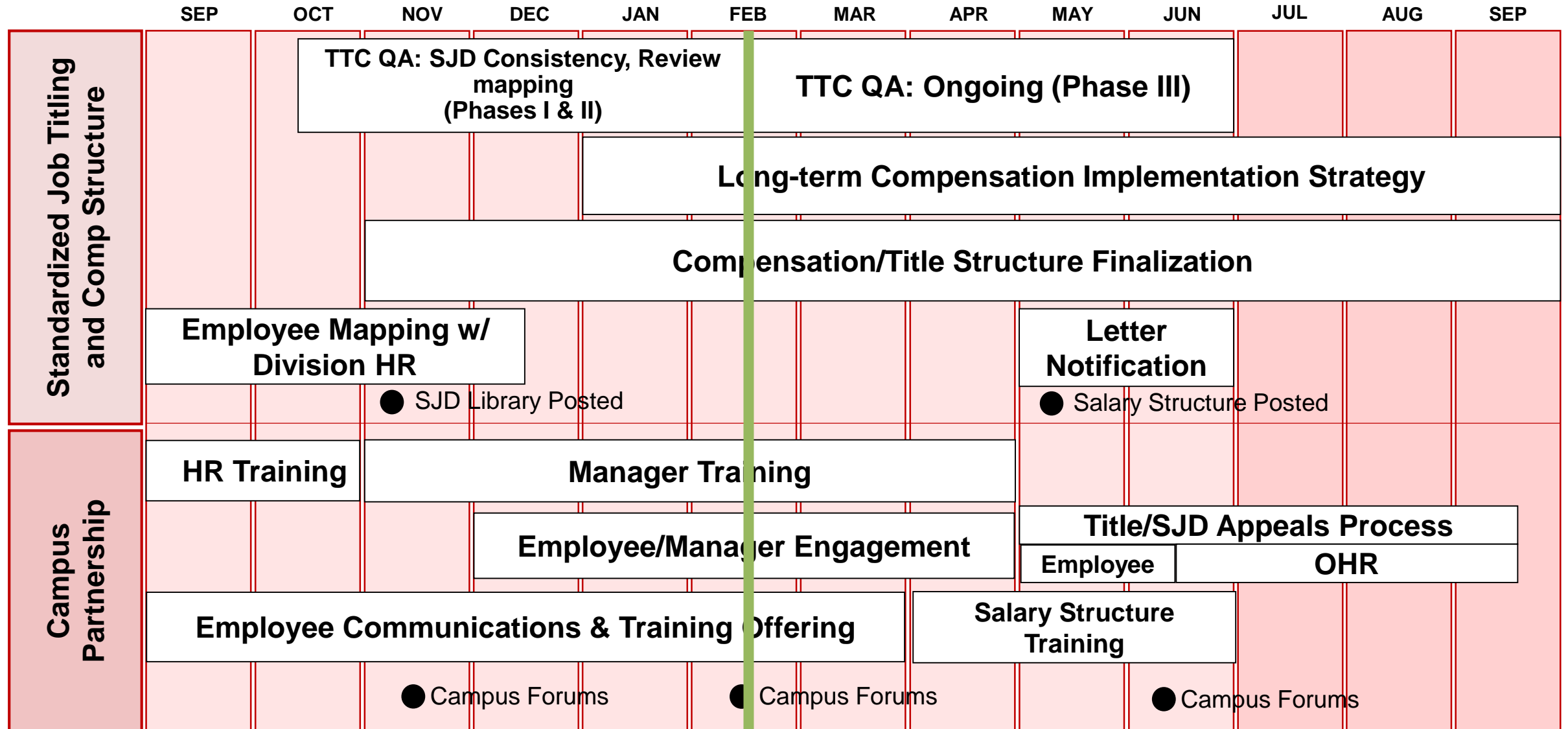
05 | SALARY STRUCTURE, PROMOTION, PROGRESSION

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# TTC Project Timeline





# Key Dates – Timeline Shift

## February 2020

- Quality assurance (QA) phases I & II will be complete

## April 2020

- Employee conversations end

## May 2020

- Salary structure published
- Notification letters sent to staff
- Appeals process begins

## July 1, 2020

- New titles and salary structure go into effect



# The New Timeline Shift Ensures...

- More thorough quality assurance (QA) review
- Title consistency across divisions
- More time for manager training (November 2019 – April 2020)
- More time for employee/manager engagement





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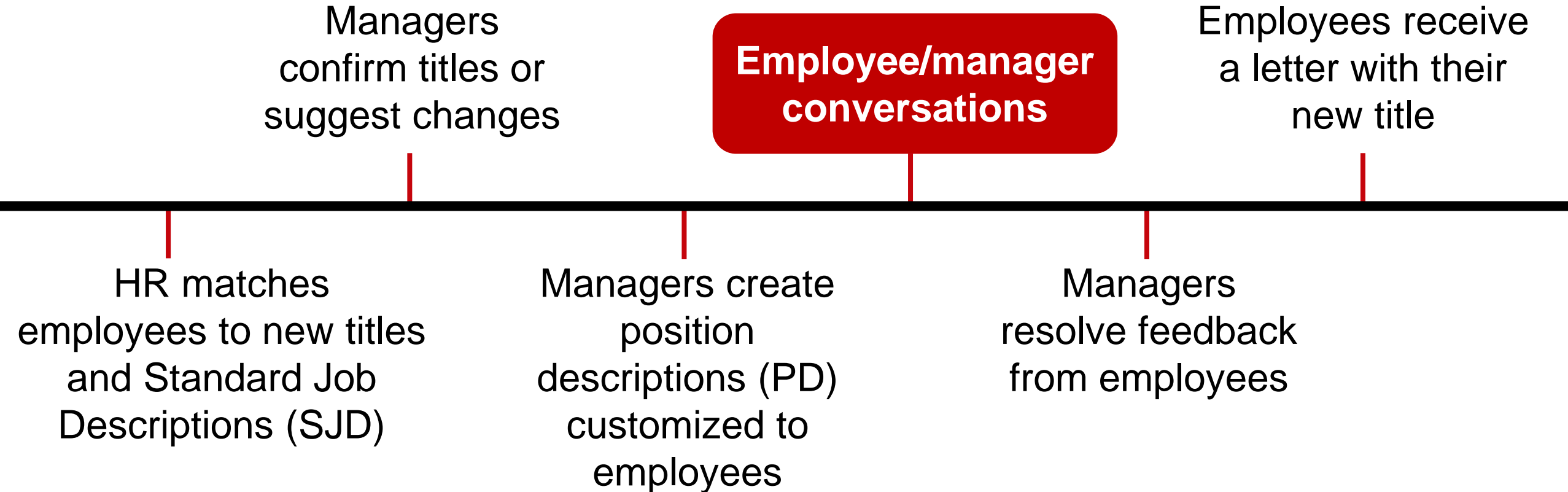
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# Employee Conversation Process





# Purpose of the Conversation

- Confirm that new title and position description accurately describe the work of each employee
- Provide each employee an opportunity to ask questions, be heard, and provide feedback
- Resolve concerns with job titles before implementation
- Answer questions





## Conversations Include

- New official job title
- New Position Description (PD)
- New business title (working title)
- Next steps in TTC timeline

## Conversations Do Not Include

- New title salary range
- Benefits

NOTE: Employees will still have the opportunity to appeal the title assignment after having the conversation





# Questions to Consider

- Does the title and PD reflect your essential role and responsibilities?
- If you were to summarize your job in one or two sentences, would your summary look similar to the job summary?
- Do you spend most of your time performing tasks associated with these responsibilities?
- If you saw this description as a job posting, would you equate the posting to your job?

**Reminder:** The PD will not include every task you perform but should reflect the primary core functions of your job.

# How Will the Position Description Change?



## Today

- Job responsibilities are in a Position Description (PD) or Position Vacancy Listing, depending on employment category
- Format varies widely
- Typically long and detailed
- Similar roles are described differently

## After July 1, 2020

- Job responsibilities will be in a Position Description (PD), regardless of employment category
- Consistent format
- Concise and focused on primary core responsibilities
- Similar roles are described in the same way



# Parts of the Position Description

Populated from the SJD:

- Job title
- Job summary
- Essential responsibilities

## Position Description

Employee Name:		Employee ID:	
Job Title:		Job Code:	
Business Title:		Salary Grade:	
School/Division:		FLSA:	
DeptID:		Work Type:	
Reports To:		Effective Date:	

### JOB SUMMARY

#### ESSENTIAL RESPONSIBILITIES

I.		%
II.		%
III.		%
IV.		%
V.		%
VI.		%

#### UNIQUE RESPONSIBILITIES

I.		%
II.		%
III.		%
IV.		%

#### QUALIFICATIONS


#### PHYSICAL DEMANDS AND WORK ENVIRONMENT

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#### TASKS

--

Employee Signature (Optional)

Date



# Parts of the Position Description

Entered by managers or HR (optional):

- Unique responsibilities
- License/certification
- Job category
- Physical demands
- Work environment
- Tasks

## Position Description

Employee Name:		Employee ID:	
Job Title:		Job Code:	
Business Title:		Salary Grade:	
School/Division:		FLSA:	
DeptID:		Work Type:	
Reports To:		Effective Date:	

### JOB SUMMARY

### ESSENTIAL RESPONSIBILITIES

I.		%
II.		%
III.		%
IV.		%
V.		%
VI.		%

### UNIQUE RESPONSIBILITIES

I.		%
II.		%
III.		%
IV.		%

### QUALIFICATIONS


### PHYSICAL DEMANDS AND WORK ENVIRONMENT

--

### TASKS

--

Employee Signature (Optional)

Date





# What Is a Business Title (Working Title)?

- Provides more description to an official job title (title of record)
- Gives more details about a position or the work performed
- Replaces working titles

Employee Name:		Employee ID:	
Job Title:		Job Code:	
<b>Business Title:</b>		Salary Grade:	
School/Division:		FLSA:	
DeptID:		Work Type:	
Reports To:		Effective Date:	



# Where Can I Use a Business Title?

- UW Directory
- Department website
- Name badge
- Business cards
- Email signature
- Internal and external communications
- Office signage
- Vacancy announcement

**Business titles do not change an employee's title of record or assigned salary range**



# Business Title Examples



## Recreation Program Coordinator

- ✓ Possible Title: Adopts the business title of Coordinator of Competitive Sports to specify their program area
- ✗ Not Acceptable Title: A business title of Director of Recreation would not work because the title misrepresents their level of authority

## Lecturer

- ✓ Possible Title: Adopts the business title of Lecturer of Economics to specify their area of expertise
- ✗ Not Acceptable Title: A business title of Professor would not work because that title is an existing title of record

## Outreach Specialist

- ✓ Possible Title: A business title of Outreach Specialist-Senior would work because it is not a current title and reflects the employee's experience
- ✗ Not Acceptable Title: A business title of Outreach Associate would not work because that is an existing title of record

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# Employees Will Receive a Notification Letter

## Letters Include:

- New title of record
- Current hourly wage/annual salary
- Business Title
- Salary grade
- FLSA exemption status (hourly versus salaried)
- Title Appeal information

**Reminder:** Human Resources will never ask for personal information via email (e.g. Social Security Number, Birth Date)

The image shows a sample of a notification letter from the University of Wisconsin-Madison. At the top is the university's logo and name. Below that is the address: 21 N Park Street, Madison, WI 53715. The letter is addressed to an employee, with fields for DATE, FIRST NAME LAST NAME, ADDRESS, and EMAIL. The salutation is "Dear FIRST NAME". The main body of the letter states: "Thank you for your continued service to the University of Wisconsin-Madison. This is official notice that your title of record is JOB CODE DESCRIPTION-LONG NAME with an effective date of July 1, 2020. Your pay remains at SHOURLY RATE/ANNUAL SALARY. Employment category as a result of this will not change. Your UW benefits offerings will remain the same." Below this, it lists "Business Title:", "Salary Grade:", and "FLSA/Exemption Status:". A paragraph follows: "If you feel that the majority of the work you do falls outside of the responsibilities noted in the standard job description (SJD) for this title, contact your Human Resources Department or [visit this link](#) to begin the job title appeals process." Another paragraph says: "To review the Standard Job Description library and learn more about the Title and Total Compensation (TTC) Project, visit [go.wisc.edu/TTCProject](http://go.wisc.edu/TTCProject)." The letter concludes with: "We truly appreciate all that you do and look forward to helping you achieve your career goals at the University of Wisconsin-Madison." The signature line reads "Sincerely," followed by "MARK WALTERS, Chief Human Resources Officer, Office of Human Resources, UW-Madison". At the bottom, it says "Office of Human Resources" and "University of Wisconsin-Madison, 21 N. Park Street, Madison, WI 53715".



# Title Appeals Process

An employee who believes their title of record is incorrect can request a title review after receiving the notification letter. **This is not a grievance process.**

## Step 1: Informal resolution

- Employee discusses concerns with manager or department/division HR before initiating the formal written review process

## Step 2: Employee submits written appeal to manager and division HR

- Employee informs school/college/division of the employee's disagreement with the job title assignment

## Step 3: Employee requests review of Step 2 decision by Compensation and Titling Team/OHR

- Employee notifies division HR in writing of disagreement with the Step 2 decision and wish to appeal

## Step 4: Job Classification Appeals Panel reviews title appeal materials

- Provides a third-party review and a written decision
- Panel members are UW–Madison employees: a shared governance representative familiar with the area of appeal, a division HR representative, and an OHR Compensation and Titling expert

## Step 5: UW–Madison Chief HR Officer

- Final administrative review (only if Step 4 overturns Step 3) with a written final decision



# Title Appeals

## What can be appealed?

- Employees can appeal their new official job title (title of record)

## What cannot be appealed?

- Salary, salary grade, and/or salary range
- Language in a position description or SJD
- FLSA exemption status

## When can an employee appeal?

- 12-Month Employees –
  - May 15 through June 15 (Step 2: Employee submits appeal)
  - June 15 through December (Steps 3-5: Appeal is decided)
- 9-Month Employees –
  - August 17 through September 17 (Step 2: Employee submits appeal)
  - September 17 through December (Steps 3-5: Appeal is decided)

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# What Is a Salary Structure?

- Jobs in a salary structure are organized into salary grades based on their market midpoint values
- Reflects pay in the market
- Takes into account UW's organizational structure
- Promotion = Change to a higher salary grade
- Progression = Movement across the grade

A benefit of the TTC Project is that we will have an updated and market-informed salary structure



# Salary Grade

- Jobs in a salary structure are organized into salary ranges and salary grades
- Each salary grade includes job titles that have similar salary ranges
- Promotion = Change to a higher salary grade

Grade	Minimum	Midpoint	Maximum
15	\$	\$	\$
16	\$	\$	\$
17	\$	\$	\$
18	\$	\$	\$
19	\$	\$	\$
20	\$	\$	\$
21	\$	\$	\$
22	\$	\$	\$
23	\$	\$	\$





# Ways to Promote (Promotion)

**Employees can move into a higher salary grade through:**

- **Recruitment** – Apply and take on a new job
- **A change in responsibilities with a title change** – A change in responsibilities and title may be requested by a school/college/division when:
  - A filled position has changes in responsibilities due to organizational business needs, and
  - A different standard job description is more appropriate



# Salary Range

Each salary grade has a salary range that includes a:

- Minimum
- Midpoint
- Maximum

Progression = Movement across the grade



Grade	Minimum	Midpoint	Maximum
15	\$	\$	\$
16	\$	\$	\$
17	\$	\$	\$
18	\$	\$	\$
19	\$	\$	\$
20	\$	\$	\$
21	\$	\$	\$
22	\$	\$	\$
23	\$	\$	\$



# Funding the New Salary Structure

2020			2020-2023	
January - March	February - May	May - December	July 2020 - June 2023	TBD by implementation strategy
TTC Project	TTC Project	Chancellor, Provost, VCFA	UW–Madison Leadership	UW–Madison Budget Office
Build the salary structure and apply the salary structure to the SJD library and employee mapping	Determine cost implications  Are there areas that need to be addressed?  Determine future scenarios	UW-Madison Leadership address immediate areas  Determine the long-term compensation strategy  Implement a multi-year plan to respond to keep pace with market  Plan for possible impact of compression	Implement the long-term strategy to “right the ship”	Integrate compensation into budget processes  Develop policies to improve the performance assessment process  Pay attention to equity and parity  Plan for continuous market-informed salary updates



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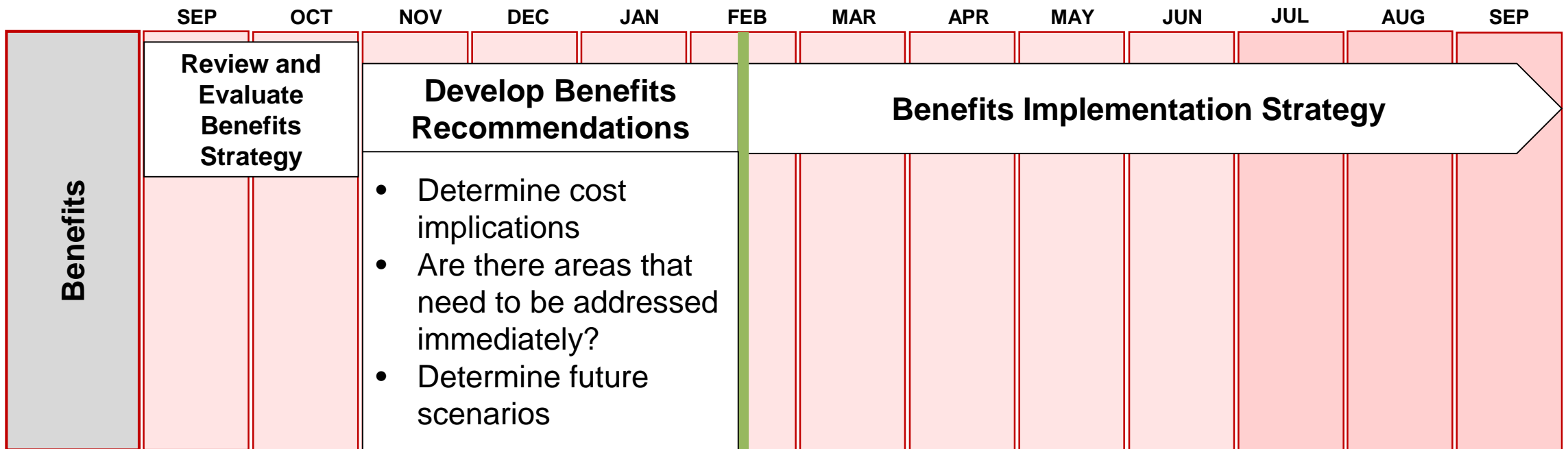
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# TTC Project Benefits Timeline





# Benefits Analysis Process

## 1. Benefits Preferences Survey

- *Evaluates how well UW benefits meet employees' diverse needs*
- *Shapes and enhances future benefits*

## 2. Benefits Valuation Analysis

- *Quantifies the University of Wisconsin's benefits compared to market peers*

April 2019	July 2019	Nov. 2019	Dec. 2019	Jan. 2020 and after
Initial reporting at April Forums	Key findings discussed at July Forums	Benefits review discussed at November Forums and next steps: <ul style="list-style-type: none"><li>• July–Nov.: Trend analysis</li><li>• Nov.–Jan.: Deeper analysis</li></ul>	Final report posted online in Dec.  Benefits recommendations drafted	Determine long-term benefits strategy  Implement long-term benefits strategy





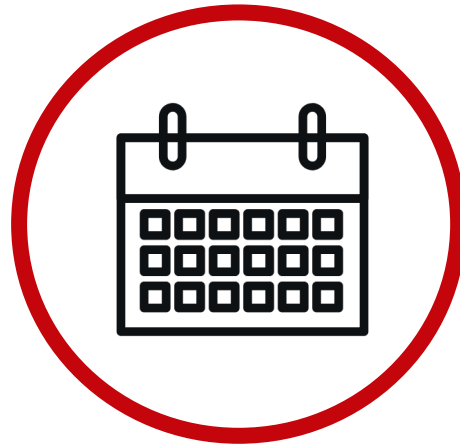
# 1. Benefits Preferences Survey

Determined what employees value most

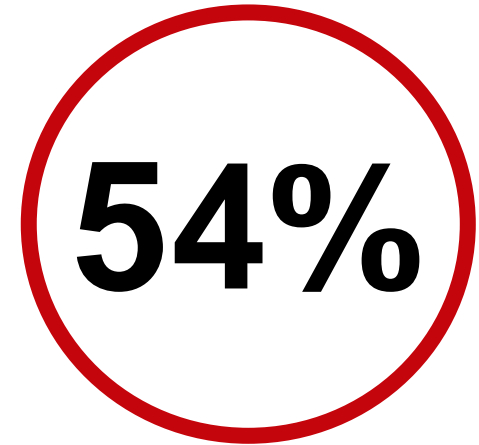


**18,634**

UW–Madison and UW  
System responses



**Nov. 16, 2018–  
Jan. 4, 2019**  
Survey administered



**Participation**  
UW–Madison  
(47% UW System)



# What Matters Most (Benefits Survey)?

**Pay ranked as the most important element followed by:**

- Healthcare
- Stable employment
- Retirement savings plans
- Parental Leave





## 2. Benefits Valuation Analysis

Ranks the University of Wisconsin's benefits compared to peers

### UNIVERSITY PEER GROUPS

**Peer Group 1: Large Public Universities** (e.g., Big 10, UCLA, UC Berkeley, University of Texas System)

**Peer Group 2: Public and Private Universities** (e.g., Marquette University, University of North Carolina, SUNY Buffalo, Cleveland State University)

**Peer Group 3: Large Private Universities** (e.g., Boston University, Cornell University, Duke University, Harvard University)

### WISCONSIN PEER GROUPS

**Peer Group 1: Large Private Corporations and Public Municipalities** (e.g., City of Madison, CUNA Mutual, Kohler, Madison Metro School District, TDS Telecom)

**Peer Group 2: Milwaukee-Based Organizations** (e.g., Kohl's, Lands' End, Northwestern Mutual)



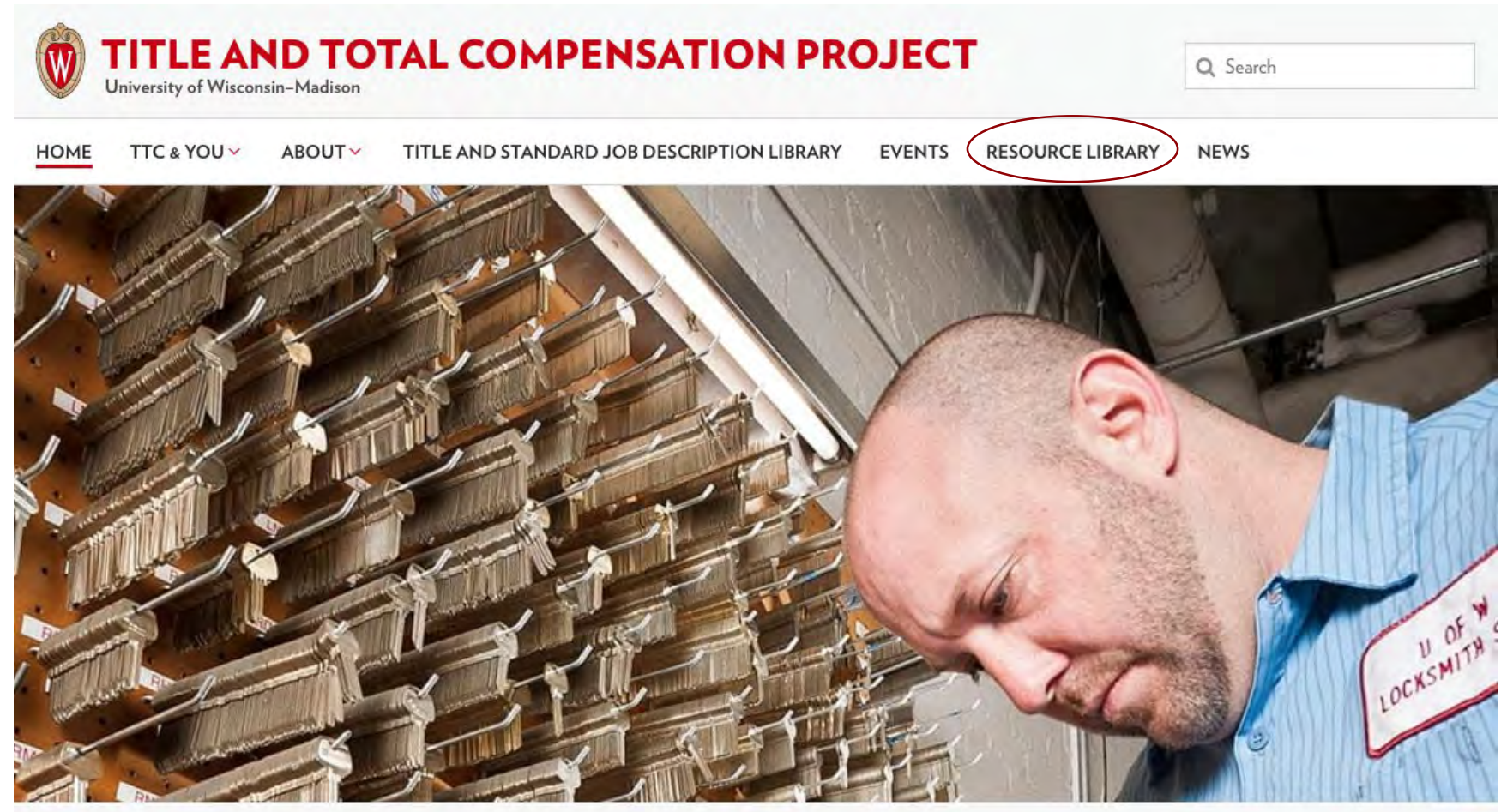
# How We Rank (Benefits Valuation)?

University Peer Groups	Wisconsin Peer Groups
<p>Lead in:</p> <ul style="list-style-type: none"><li>• Group Health</li><li>• Dental</li><li>• Life Insurance</li></ul>	<p>Lead in:</p> <ul style="list-style-type: none"><li>• Retirement</li><li>• Group Health</li><li>• Post-Retirement Medical</li><li>• Paid Leave</li></ul>
<p>Can Improve in:</p> <ul style="list-style-type: none"><li>• Retirement</li><li>• Post-Retirement Medical</li><li>• Paid Leave</li></ul>	<p>Can Improve in:</p> <ul style="list-style-type: none"><li>• Dental</li><li>• Life Insurance</li></ul>



# Benefits Reports Online

Find at: [go.wisc.edu/ttcproject](https://go.wisc.edu/ttcproject) in the “Resource Library”



Or: <https://hr.wisc.edu/title-and-total-compensation-study/resources/>





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# Learning Opportunities & Resources

 TTC Project website

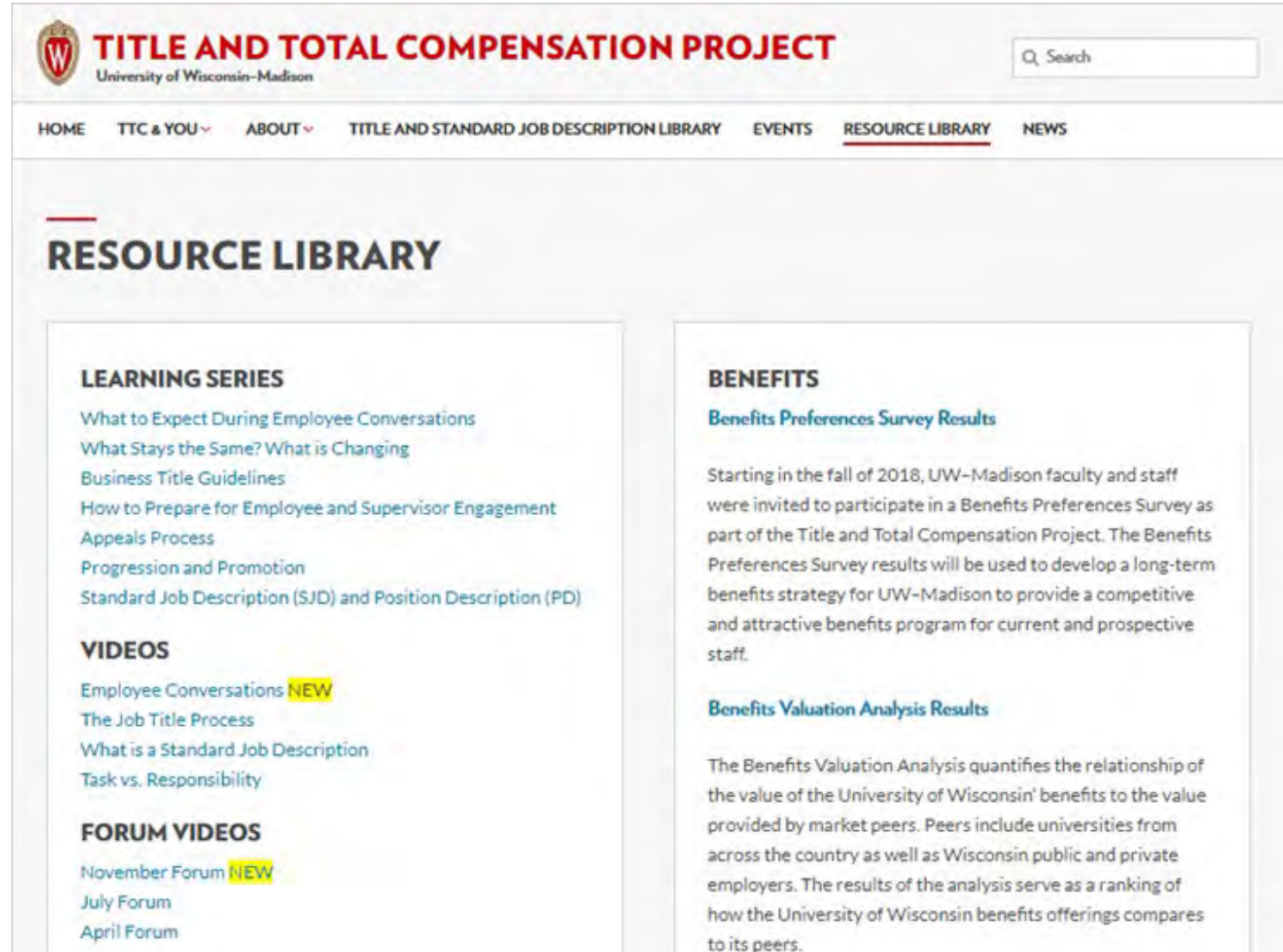
 Fact sheets

 Learning series

 Videos

 FAQ

 Online modules



The screenshot shows the 'TITLE AND TOTAL COMPENSATION PROJECT' website for the University of Wisconsin-Madison. The page is titled 'RESOURCE LIBRARY' and features a navigation bar with links to HOME, TTC & YOU, ABOUT, TITLE AND STANDARD JOB DESCRIPTION LIBRARY, EVENTS, RESOURCE LIBRARY (highlighted), and NEWS. The main content area is divided into two columns. The left column contains sections for 'LEARNING SERIES' (listing topics like employee conversations, business title guidelines, and appeals process), 'VIDEOS' (listing employee conversations, job title process, and standard job descriptions), and 'FORUM VIDEOS' (listing November, July, and April forums). The right column contains sections for 'BENEFITS' (listing benefits preferences survey results and benefits valuation analysis results). The website uses a clean, professional design with a red and white color scheme.

Find at: <https://hr.wisc.edu/title-and-total-compensation-study/resources/>



# Where To Turn?

An online confidential tool:

- Connects you with campus offices and employee resources
- Addresses issues or concerns you may have related to the TTC Project
- Provides support and information

Find under the “Resource Library” at [go.wisc.edu/ttcproject](https://go.wisc.edu/ttcproject)

## EMPLOYEE SUPPORT RESOURCES

### WHERE TO TURN IF I HAVE QUESTIONS ABOUT TTC?

#### Employee Assistance Office & Life Matters

Confidential workplace consultation for employees and managers

#### Career and Education Planning through the Division of Continuing Studies

Counseling on career exploration and planning

#### Ombuds Office

Confidential guidance on workplace concerns

#### Professional Development courses

Courses on communication and managing change

Through Thrive@UW

Through Fully Prepared to Lead



# Where to View UW Job Titles?

**TITLE AND STANDARD JOB DESCRIPTION LIBRARY**

[Print this page](#)

Title - 847 results

Job Group

Job Subgroup

All

All

**Reset**

TITLE	JOB GROUP	JOB SUBGROUP	DETAILS
AV Technician I	Information Technology	Audiovisual Technology	<input type="button" value="+"/>
AV Technician II	Information Technology	Audiovisual Technology	<input type="button" value="+"/>
AV Technician III	Information Technology	Audiovisual Technology	<input type="button" value="+"/>

All UW titles are published on the TTC Project website



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# May/June 2020 All-Campus Forums

Dates	Location	Event Time
5/13/2020	Health Sciences Learning Center (English Only)/Daytime	1 – 2:30 p.m.
5/13-14/2020	Health Sciences Learning Center (Multilingual)/Late Night	11 p.m. – 12:30 a.m.
5/18/2020	Health Sciences Learning Center (English Only)/Daytime	9:30 – 11 a.m.
5/20/2020	Live Online Forum	11 a.m. – 12:30 p.m.
5/21/2020	Gordon Dining & Event Center (English Only)/Daytime	9:30 – 11 a.m.



# May/June 2020 All-Campus Forums

Dates	Location	Event Time
5/21/2020	Gordon Dining & Event Center (English Only)/Daytime	1– 2:30 p.m.
5/28/2020	Gordon Dining & Event Center (Multilingual)/Daytime	1 – 2:30 p.m.
6/9/2020	Gordon Dining & Event Center (English Only)/Daytime	9:30 – 11 a.m.
6/11/2020	Live Online Forum	11 a.m. – 12:30 p.m.

*Forum dates and times are subject to change*



# Questions



**Website:**

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

**Email:**

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