



Title Guidance & the Art of Job Analysis

Compensation Center of Excellence (CCoE)

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Compensation Center of Excellence (CCoE)

- We are the centralized HR function tasked with serving the UW HR community on a variety of compensation and classification related matters. We serve the Schools, Colleges and Divisions, commonly abbreviated as S/C/D.
- The CCoE is sub-divided into:
 - Compensation Administration
 - Compensation Strategy
- There is significant collaboration between our function and the other areas of OHR such as workforce relations, payroll, and talent acquisition.



History – Titling and Total Compensation Project

- The Title and Total Compensation Project (TTC) implemented relevant and market-informed titles and pay ranges. The salary grades are established using market data from salary surveys with comparable positions of those at UW-Madison to that in the external competitive market.
- Pre-TTC state: Compensation was based on job evaluation and internal mechanisms. Titles were primarily driven by the Wisconsin state classification system.
- Post-TTC state: Compensation is based on market data by aligning salary grade midpoints with markets. Titles are now aligned with benchmarked positions found in the external labor market.



History – Standard Job Description Library

- One product of the TTC project was the creation of a standard job description (SJD) library.
- Standard job description: This is a job description which is broadly applicable to a wide variety of positions. These job descriptions are used to benchmark jobs.
- Unique responsibilities: These capture responsibilities assigned to positions which may not be captured by the standard job description and may be up to 20% of a position.



Establishing Title Guidance

What is job title guidance?

- Title guidance indicates when and how to use a specific job title. The guidance details examples and criteria necessary to ensure consistency across an organization.
- At UW-Madison, job title guidance is intended to provide consistent use of a specific SJD(s) across colleges, schools, and divisions.
- One example would be the distinction between a system engineer and a technical integration engineer.



Establishing Title Guidance

When is job title guidance needed?

- When areas (departments, units, programs) are identified that indicate inconsistent applications/use of a title or title series, job title guidance may be needed.
- Factors for consideration include size, scope, and structure of an area. It may be useful to create patterns of best practice for specific titles so that there is uniformity across campus and similar positions can be compared.



Establishing Title Guidance

What is the expected outcome of this project? (in scope)

- An evaluation of the various SJD titles which are applied in an inconsistent manner as identified by campus partners.
- Creation of title guidance matrices for use in the process of selecting and applying SJD titles for individual positions.
- Consistency. Establishing a standard or best practice for the use of a job title(s) that provides employees, supervisors, and HR staff with a uniform understanding of when a specific SJD is appropriate.



Establishing Title Guidance

What is outside of the expected outcome of this project? (out of scope)

- Creating an enforcement strategy for the title guidance that is created.
- Requiring and/or auditing current employee mapping reviews for compliance with title guidance.
- Creating or recommending the creation of new titles for the SJD Library.



The Audience

Who is this for?

- These resource documents are primarily designed for the School, college, and Division HR community.
- In the future we hope supervisors and/or other staff involved in hiring can make use of this.



First Up – IT Title Guidance

- There were concerns across S/C/D about use of IT titles and properly selecting titles that reflected the job duties of employees.
- Inconsistent application created confusion about the proper way to identify when and how to use IT titles.
- Compensation Administration began a project to create guiding documentation to help S/C/D create consistency in use of these titles.

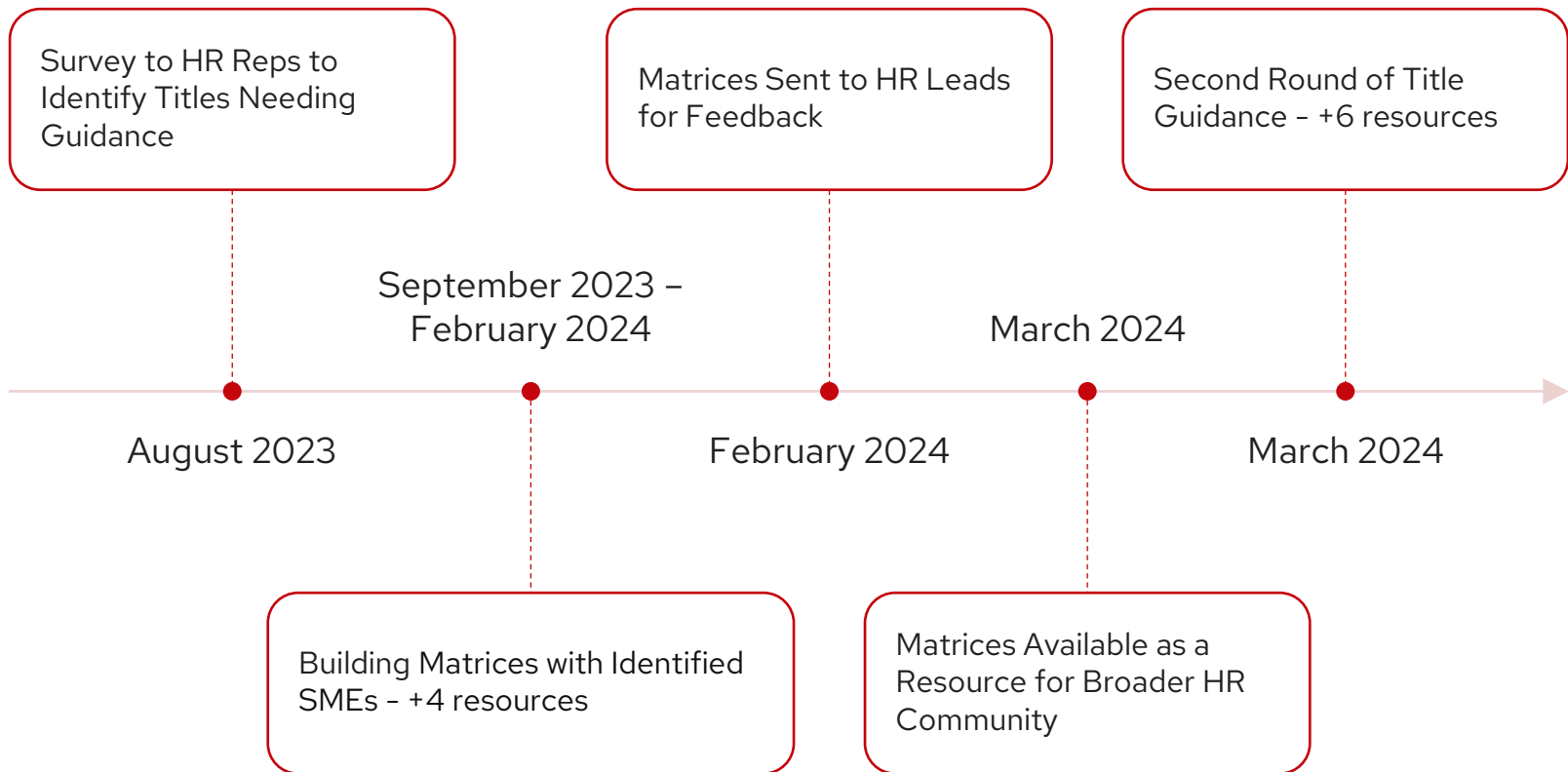


The Process – Collaboration is Key

1. Identify Title Guidance Needs
2. Prioritize Title Guidance areas
3. Determine Subject Matter Experts
 - SMEs – individuals that supervise or are in the title(s) being reviewed.
 - Ensures industry knowledge expertise
4. Develop draft Title Guidance Matrix resource
5. Expand review – campus groups, additional SMEs
6. Share with S/C/D users HR teams
7. Publish and share with all campus HR



Milestones





Two areas defined for Title Guidance

Key Characteristics of Title Series

| A | B | C | D | E |
|--|--|---|--|--|
| Discussion Item | DevOps | System Engineer | Application Administrator | Technical Integration Engineer |
| Key Characteristics of Title Series (Selected distinguishing characteristics) | Familiarity with infrastructure-as-code best practices and leveraging common tools like Terraform. | multi-user/server systems. Install hardware in on premise infrastructure. | Provide in-depth knowledge and operational support of highly complex applications or software as a service with a large numbers of users. | solutions. Determines that the outcome of the integration has met the business need. |
| | Extensive experience with virtualized containerization with solutions like Docker, and Kubernetes. | Write scripts and automations to deploy and support server infrastructure. | Maintain knowledge of current and emerging multi-user applications. | Creating and providing technical documentation that explains upcoming or existing integrations to non-technical individuals. |
| | Building and maintaining highly scalable deployments. | Manage users and group permissions. Experience with system administration in virtualized environments (VMware) | Provide troubleshooting with users to resolve issues with multi-user software applications. | Creates automations using common programming languages and tools such as XML, JSON, SQL, Python and Informatica. |
| | Support and develop monitoring and reporting dashboards. | Maintain storage, file servers and backup solutions. | Act as a vendor liaison on behalf of the unit or group using the multi-user software applications. Update software and apply security patches. Application configuration management. | Comfortable writing software using API's. Familiarity with software development best practices including use of code repositories |

Typical/Potential Business Titles

| A | B | C | D | E |
|--|---|---|---|---|
| Discussion Item | DevOps | System Engineer | Application Administrator | Technical Integration Engineer |
| Typical/Potential Business Titles | DevOps Engineer DevOps Cloud Engineer DevSecOps Engineer IAM Engineer Cloud Engineer Automation Systems Engineer | System Engineer System Administrator Storage and Data Protection Engineer Cloud Engineer OpSec Engineer | Application Administrator CRM Administrator CRM Manager Marketing Automation Administrator | Technical Integration Engineer Integration Engineer Software Integration Engineer |



The Process – Collaboration with JRP C4

What work was done by the Cohort 4 project teams?

- ✓ Identification of problematic titles or title series through the distributed survey to the campus community.
- ✓ Develop title guidance documents in collaboration with a team of Subject Matter Experts (SME) who regularly interact with the titles in question.
- ✓ Verify that guidance creates alignment and consistency across S/C/D for titles.
- ✓ Presentation and implementation to campus HR community



Title Guidance Matrices

- Information Technology
- Academic Advising

JRP Created Title Guidance

- Sponsored Programs, Grants and Contracts
- Financial Operations
- Compliance, Legal, and Protection
- Facilities Planning and Management (FP&M)
- Public Health Laboratory Sciences
- Administration



Title Guidance Matrices - *Pending*

JRP Created Title Guidance

- *Finance Leadership - Pending*
- *Academic Services & Student Experience - Pending*
- *Dining, Events, Hospitality Services, & Sales - Pending*
- *Teaching & Learning - Pending*

- 25 responses - 18 different Colleges, Schools, and Divisions
 - Efforts focused on priority need to identify titling challenges
 - Will continue to proceed with title guidance development as the SJD library evolves and the need exists!



Resources

- [The Standard Job Description Library](#)
- [Standard Job Description and Position Description](#)
 - [Online Module/Course](#)
- [IT Title Matrix Final](#)
- Title Guidance folder – [Box Folder](#)
 - All Files > HR Reps–project directory > CCoE > Titling > Title Guidance



Questions?

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— The Art of Job Analysis



Some Important Terms

- Job analysis has a specific language. Here are some common terms defined.
 - Job – Duties that are performed as a grouping that are completed by an employee.
 - Duties – A collection of tasks that comprise the work performed by someone.
 - Position – A position is more specific than a job; a position refers to the specific job being filled by a specific individual and includes both the content of one's job description and accounts for other duties, often called unique responsibilities.
 - Unique responsibilities – These are responsibilities distinct from the standard job description and can account for up to 20% of the overall duties performed in the position.



What is job analysis?

- Job Analysis, a foundation of many other HR functions, is a set of skills related to understanding the content of work performed and identifying the knowledge, skills and abilities of a job.
 - Job analysis is performed before a position is posted to evaluate which title should be selected for a specific job which will be performed.
 - Job analysis is also be performed to evaluate change in a position over time to see if movement to a different title is appropriate.



Job Analysis as an Art

- How is job analysis an art?
 - Flexibility vs. Standardization
 - Incumbents will vary with respect to knowledge, skills and abilities.



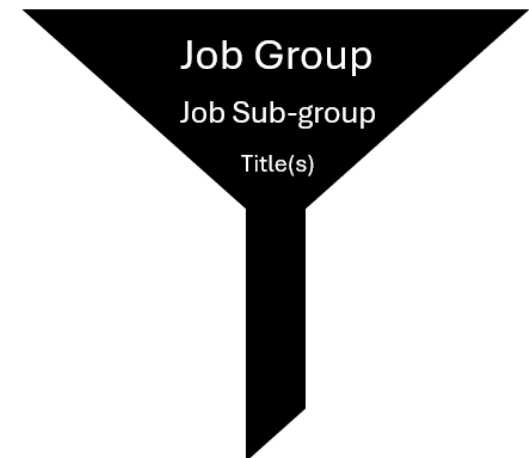
Frequently Observed Trends

- There are some common methods used to select titles that may not result in the title of best fit.
 - Exemption status – When a title is selected because it is exempt or nonexempt and not to reflect the duties of the job being performed.
 - Person-centered title selection – When a title is selected for an individual employee based on information related to their personal knowledge, skills and abilities.
 - Salary grade – When a title is selected for the salary grade associated with the title and not for the duties of the job being performed.



Concepts to Consider

- **Job Group** – Also called a "job family" in other organizations, a job group is made up of jobs related by industry or profession and require similar knowledge, skills and abilities.
- **Job Subgroup** – Sub-groups describe specialized functions within a job group.
- **Job Responsibilities** – These describe the duties of the job at a high level and focus on things which are consistent over time, are core to the job and are performed by most incumbents.
- **Job tasks** – These describe the duties of the job from a day-to-day perspective and may change over time as well as vary between individuals.





Job Analysis – Guided Practice

- You are an HR Manager of a large department working with three different hiring managers to hire individuals to perform the listed responsibilities on the handout.
 - Evaluate the likely Job Group and Job Subgroup the responsibilities belong to.
 - Using the responsibilities, evaluate the titles within the job subgroup which match the responsibility descriptions.
 - The fit may not be perfect; that's okay!





Questions?

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