Study Update for the Advisory Council
Title and Total Compensation Study
July 10, 2018
Agenda

1. Introduction and Roll Call
2. Project Framework
3. Project Status Update
4. Engagement Activities
5. TTC Desired Outcomes Focus and Review
6. Recalibration Activities
7. Standard Job Descriptions
8. Roadmap of Next Steps
**TTC Project Framework**

<table>
<thead>
<tr>
<th>I. Design and Study Strategy</th>
<th>II. Assess Positions and Develop New Job Title Structure</th>
<th>III. Create Compensation Structure</th>
<th>V. Implement New Structures</th>
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</thead>
<tbody>
<tr>
<td>• Review Data</td>
<td>• Job titling framework</td>
<td>• Analysis of market data (Mercer)</td>
<td>• Presentation to stakeholders</td>
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<tr>
<td>• Develop project plan</td>
<td>• Map positions to the titling framework</td>
<td>• Pay range development</td>
<td>• Finalize program based on stakeholder feedback</td>
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<td>• Stakeholder interviews and focus groups</td>
<td>• Create/update job descriptions</td>
<td>• Salary administration guidelines</td>
<td>• Finalize communication and change strategy</td>
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<td>• Compensation philosophy guiding principles</td>
<td>• Stakeholder briefings</td>
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<td>• Deliver Targeted communications</td>
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<td>• Preliminary communication and change management strategy</td>
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<td>• Training for ongoing program administration</td>
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**IV. Review Benefits / Work-life and Leave Structures**

- Analysis of work/life and leave benefits (Mercer)
- Gap analysis and recommend solutions
- Stakeholder briefings
**Completed**

- Implemented a plan to complete standard job descriptions utilizing JDXpert
- Discussed market pricing and salary structure design with Mercer
- Initiated work with Mercer project manager to establish a project plan for a system-wide employee benefits survey
- Completed preliminary discussions of recalibration of project plan
- Decided to conduct employee benefit survey across UW (all institutions) to gauge which benefits are valued

**Upcoming or In-process**

- Continue discussions on recalibration and deliverables in each phase
- Formulate a plan to vet standard job descriptions with institution subject matter experts
- Work with Mercer to refine development of employee survey to gauge which benefits are valued
- Develop process to create/modify title and pay policies
- Further define compensation philosophies based on developed compensation principles
**Engagement Activities**

**UW System**
- Continue the discussion with institutions about the standard job descriptions and migration of completion to UW-Madison
- Continue weekly Title and Total Compensation teleconferences with the UWS Project Steering Committee
- Continue to discuss and develop the change management tool kit for institutions – subgroup formed

**UW-Madison**
- Implemented job writing team, assimilating SJDs that are incomplete into job writing to move to completion, absorbed writing of standard job description for all UWS and UW-Madison
- Reviewing TTC communication to refresh and update
- Implemented revised TTC team structure, redefining roles to support implementation and cadence for structure decision process
- Begin identification of operational requirements to implement standard job descriptions and identifying work flow requirements for socialization,

**Collaboration UW System & UW-Madison**
- Continue weekly Title and Total Compensation Planning Team meetings including time with Mercer
- Continue discussions on the recalibrated project plan and implementation requirements
- Continue discussions about socializing standard job descriptions and related impacts to HR workforce tools such as applicant tracking, employee data management, etc.
- Provide updates to Joint Governance
TTC Desired Outcomes Focus and Review

- Relevant market informed total compensation and benefits
- Improve matching of jobs to market and employees to positions
- Position UW to attract, develop and retain a highly skilled workforce
- Provide line of sight opportunities and incentives for employees
- Improve employee confidence in pay practices with fair, consistent and transparent pay policies
- Develop efficient, nimble and flexible rewards structure that remains current and adapts to the changing workforce demographics and marketplace
- Establish baseline to evaluate competitiveness of pay to market
Recalibration Activities

• Review each phase and review key deliverables
• Reassess time allotted for each deliverable and recalibrate appropriately
• Determine additional resources needed (people, technology, etc.)
• Carefully assess communication and change management needs for key deliverables
• Engage leadership on proposed changes to project timeline
• Implement additional processes to support institution human resources leaders through project implementation
Standard Job Descriptions (SJD)

Revised Target Dates: June through December

- Socialization of job descriptions is anticipated to occur through the 4th quarter of 2018

Track 1: Development of Job Descriptions
- Job Identification
- Draft SJDs
- Input to JDXpert

Track 2: Revise Existing Job Descriptions
- Vetting of SJDs
- Identify Unique Components

SJD Writing Team

HR Representatives
- Review SJDs for content and consistency
- Provide revisions

Subject Matter Experts & Stakeholders
Roadmap of Next Steps

1. **Job Description Development**
   - Process repeats starting with refreshing the competitive market analysis

2. **Competitive Market Analysis**
   - Match jobs to survey benchmarks
   - Similar titles across OUs

3. **Develop Structure**
   - Range Spread?
   - Midpoint Progression?
   - Separate ranges for market sensitive jobs?

4. **Move jobs into Structure**
   - Each job will be assigned to a new pay range
   - Market-based midpoints
   - Maintain equity between levels
   - Assign grades to jobs

<table>
<thead>
<tr>
<th>Jobs</th>
<th>Minimum</th>
<th>Midpoint</th>
<th>Maximum</th>
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<tbody>
<tr>
<td>Job A</td>
<td>$28.55</td>
<td>$38.54</td>
<td>$48.53</td>
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<tr>
<td>Job B</td>
<td></td>
<td></td>
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<tr>
<td>Job C</td>
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5. **Ongoing market review**
   - Process repeats starting with refreshing the competitive market analysis
Advisory Council Report Out

Advisory Council members provide updates on TTC-related engagement activities:

• Ways in which you engaged constituent groups (e.g. group email, focus group, face-to-face, stakeholder meetings, web-postings, blogs, etc.)
• Interactions you had with your institution HR directors? Project teams? Workgroups?
• Specific concerns employees raised with you about the study
• Other issues or concerns would you like to bring forward
Thank you!