Title and Total Compensation (TTC) Project
November All Campus Forum
Agenda

01 | WELCOME AND OVERVIEW
02 | TITLE AND STANDARD JOB DESCRIPTION (SJD) LIBRARY
03 | BUSINESS TITLES
04 | EMPLOYEE CONVERSATIONS
05 | APPEALS PROCESS
06 | PROMOTION AND PROGRESSION
07 | BENEFITS ENHANCEMENTS
08 | TRAINING AND OTHER RESOURCES
09 | QUESTIONS AND ANSWERS
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

Responsive to Employee Needs
- Establish a long-term benefit and compensation strategy aimed at employee retention
TTC Project Timeline

**Standardized Job Titling and Comp**
- SEP: SJD Library Posted
- OCT: Employee Mapping
- NOV: C&T Review
- DEC: Title/SD and Compensation Structure Finalization
- JAN: Long-term Compensation Strategy
- FEB: Manager Training
- MAR: Employee/Manager Engagement
- APR: Title/SJD Appeals
- MAY: Employee Communications and Training Offering
- JUN: Benefits Implementation Strategy

**Campus Partnership**
- SEP: Campus Forums
- OCT: Campus Forums

**Benefits**
- SEP: Develop Benefits Recommendations
- OCT: Benefits Implementation Strategy

**Review and Evaluate Benefits Strategy**

**HR Training**
Highlights

**November**
- HR and manager training
- Title and Standard Job Description (SJD) Library posted online

**December**
- Position descriptions are created from the SJDs
- Employee conversations begin

**Spring 2020**
- Title and salary structure implementation
- Staff receive letters with new title and salary ranges
# Changes After Implementation

## What Is Changing?
- Job framework
- Salary structure
- Working titles (business titles)
- Position descriptions
- Salary administration guidelines

## What Stays the Same?
- Job duties
- Base pay
- Reporting relationships
- Performance and development goals
- Employee category
- Statutory benefits
## Campus Engagement

<table>
<thead>
<tr>
<th><strong>Forum Attendance</strong> (since 2018)</th>
<th><strong>Attended TTC Outreach and Training Events</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>5,755</td>
<td>1,915</td>
</tr>
<tr>
<td>3,814 Employees involved in creating the title structure (since fall 2017)</td>
<td>9,601 Employees completed Benefits Preferences Survey</td>
</tr>
<tr>
<td>2,284 Completed August Pulse Survey</td>
<td>111 Bi-weekly campus stakeholders from schools, colleges and division meetings</td>
</tr>
</tbody>
</table>
Face-to-Face Engagement Examples

- Campus Forums
- Shared Governance
  - Academic Staff Assembly
  - University Staff Congress
  - Governance committees
- UW—Madison Leadership
- Human Resources Community
- Managers (Campus Supervisors Network)
- Colleges, schools and divisions
- Training
- Focus Groups
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Why Create Standard Job Descriptions (SJD)?

- Defines a list of common responsibilities shared by other UW employees in similar roles

- Provides a process for describing a job that can be compared to others doing the same work across the broader labor market

- Promotes process for regularly monitoring and comparing our compensation and pay structures to keep pace with an ever-changing labor market*

*“Market” includes public and private higher education peer institutions as well as private sector employers.
UW Employee Engagement in SJD Development

Participation in large events
• Forums
• Listening sessions

Participation as Subject Matter Experts in specific titles
• Surveys
• Committees
• Work groups
• Quality Assurance processes
• Trainings
Engagement in SJD Development

**Fall 2017**
Feedback from over 3,200 employees guided 20 employee SME/HR teams to create Job Group Framework [UW employees then SMEs & HR]

**Winter 2018/ Spring 2019**
500 SMEs involved in creating 719 new job titles and descriptions [UW employee SMEs]

**Early Summer 2019**
96 SMEs with HR support provided feedback on SJD [UW employee SMEs]

**Fall 2019**
Supervisors/ Managers review SJD in advance of employee conversations [Supervisors/ managers]

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2018 Forums
Feedback from over 2,500 employees resulted in an extended review of draft SJDs [UW employees]

Spring 2019
HR and compensation experts review job titles and descriptions to craft [Central HR]

Late Summer 2019
Campus HR review SJDs matching to existing job titles [Campus HR]
Prior to the employee conversations, at least 12 non-HR employees and HR employees and consultants reviewed each SJD

- 8 Non-HR Reviewers
- 4 Campus or Central HR and Compensation Expert Reviewers
SJD versus Position Description (PD)

**SJD**

A general set of responsibilities, without regard to any specific employee, that describes work performed, and role and impact to the organization.

**PD**

The total work performed and role of an individual employee, including general and unique responsibilities.
Position Descriptions in the Future

Currently

University Staff

Position Description (PD)

Academic Staff

Position Vacancy Listing (PVL)

In the future

Position Description

University Staff and Academic Staff will all have Position Descriptions
How Are New PDs Created?

Initial match of SJD to employee

Refine & confirm SJD match

Build PD from matched SJD

Confirm PD describes employee’s job

Office of Human Resources

Division HR/Dept HR

Manager

Employee Conversations
Title and Standard Job Description Library

hr.wisc.edu/standard-job-descriptions

This library for UW-Madison and the University of Wisconsin System contains proposed standardized job titles and job descriptions for Academic Staff, University Staff, and Limited Appointees.

A standard job description describes work at a high level and connects UW jobs to similar jobs in the market. It is a general set of responsibilities, without regard to any specific employee, that describes the work an employee performs and their role and impact to the organization.

To learn more about standard job descriptions, visit the Title and Total Compensation (TTC) Resource Library.

This library is still in draft form and will be continually updated based on feedback through the employee-manager conversation period. **Some job titles and job descriptions are not changing as a result of the project.** If you have any questions please contact your local HR.

<table>
<thead>
<tr>
<th>Title</th>
<th>Job Group</th>
<th>Job Subgroup</th>
</tr>
</thead>
<tbody>
<tr>
<td>AV Technician I</td>
<td>Information Technology</td>
<td>Audiovisual Technology</td>
</tr>
<tr>
<td>AV Technician II</td>
<td>Information Technology</td>
<td>Audiovisual Technology</td>
</tr>
</tbody>
</table>
Title and Standard Job Description Library

✓ Job Title
✓ Job Group
✓ Sub-Group
✓ Job Summary
✓ Essential Job Responsibilities
✓ Education

Posted on the TTC Project website on November 11
Sub-Group Level
Academic Advisor – Today

Job Summary

Provides information, interpretation of policy, advice and counsel to students in academic departments, academic programs service areas such as financial aid, career planning and placement, registration or admissions. Advises students individually or in small group settings. May have advising responsibilities in more than one area or may have other related student services administrative duties.
Academic Advisor I – After Implementation

Job Summary
Engages students in decision making processes and promotes appropriate and responsible choices on academic matters, such as course selection and degree requirements. Maintains appropriate confidentiality, updates student advising records and contributes to the development of academic advising related programming. This individual will work to ensure students receive accurate, timely and holistic advising services in support of promoting student success, retention and program completion.

Job Responsibilities
• Receives, processes, and responds to academic inquiries according to established policies and procedures
• Serves as a main point of contact for students; providing information about educational options, academic requirements identifying and assessing interests, skills and values to match appropriate field of study/career options and refers to appropriate institutional resources
• Implements academic advising programs, such as, workshops, panel discussions and guest speakers
• Maintains confidentiality and accurate student records as well as processes and responds to academic inquiries according to established institutional and FERPA policies

Educational Requirements
Bachelor’s Degree - Preferred

FLSA Status
Exempt
Academic Advisor II – After Implementation

Job Summary
Engages students in decision making processes and promotes appropriate and responsible choices on academic matters, such as course selection and degree requirements. Maintains appropriate confidentiality, updates student advising records, and contributes to the development of academic advising related programming. Works to ensure students receive accurate, timely, and holistic advising services in support of promoting student success, retention, and program completion.

Job Responsibilities
- Receives, processes, and responds to academic inquiries according to established policies and procedures
- Serves as a main point of contact for students and provides information about educational options and academic requirements. Assists with identifying and assessing interests, skills, and values to match appropriate field of study/career options and refers students to appropriate institutional resources
- Implements academic advising programs such as workshops, panel discussions, and guest speakers
- Maintains confidentiality and accurate student records and processes and responds to academic inquiries according to established institutional and FERPA policies
- Participates in campus-wide advising community providing input to leadership regarding the development of advising, recruitment, and co-curricular programs offered by the school/college
- Supervises the day-to-day activities of program staff and resolves routine personnel issues; and oversees internships, certificate programs, and tutoring center

Education
Bachelor's Degree - Preferred Minimum

FLSA Status
Exempt
Locksmith – Today

Locksmith
Job Summary
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.
Locksmith – After Implementation

Job 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.

Job Responsibilities
- Installs and services various electronic control systems and locks
- Collects, enters, and updates computerized key records
- Analyzes and interprets hardware, door schedules, and lock patterns, updates information based on user requests and needs
- Develops pinning schedules for master lock system(s) for multiple buildings

Education
H.S. Diploma - Preferred Minimum

FLSA Status
Non-Exempt
Job Summary

Provides specialized services associated in managing daily administrative activities in a variety of areas including instructional and research areas. Have greater responsibility and independence of action than the support focus provided by an administrative specialist. Work can be distinguished from a program manager in that the area is not typically recognized as a free standing activity. May be similar to an administrative officer, but may have less direct control of policy development and are often in units smaller than the usual size of a school, college, or administrative division. Often have expertise in the discipline area which directly affects their ability to perform their job.
Possibilities After Implementation

- Administrative Specialist I
- Administrative Specialist II
- Contract Administrator
- Department Administrator
- Executive Assistant I
- Executive Assistant II
- Learning Manager
- Instructional Administrator
- Project Manager I
- Project Manager II
- Project Manager III
- Training Facilitator
- Training and Organizational Specialist I
- Training and Organizational Specialist II
- Wellness Program Manager
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What is a Business Title (Working Title)?

A business title provides more description to an employee’s assigned official job title (title of record).

A business title provides more specific detail about an individual position within the organization or the type of work performed.

Business titles replace working titles.
Where Can I Use a Business Title?

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

Business titles do not change an employee’s title of record or assigned salary range
Business Title Guidelines

A Business Title Should:

• Provide a more specific description of your job to facilitate business communications
• Add clarity to the job function, group and classification assignment in describing the individual job
• Align with professional and industry practice
• Align with other working titles within a job group or work unit
• Be 30 characters or less

A Business Title Cannot:

• Duplicate a title of record
• Misrepresent the university or the authority of a position
• Use words typically associated with institutional officers

Steps to Identify a Business Title:

• Check the SJD Library to confirm the title does not exist
• Talk with your Supervisor
• Confirm with your HR office if you have questions
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

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 Extension Specialist would not work because that is an existing title of record

Lecturer

✘ Not Acceptable Title: A business title of Professor would not work because that title is an existing title of record
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Goal of the Employee Conversation

✓ Confirm that new title and Position Description accurately describe the work each employee does

✓ Provide each employee an opportunity to ask questions, be listened to, and provide feedback

✓ Resolve concerns with job title before implementation

✓ Answer questions
Conversation Formats

Individual conversation
• With manager or HR staff
• Most likely when an employee’s title or PD is unique within the unit

Group conversation
• With manager or HR staff
• Most likely when employees share the same title or have similar PDs
• Followed by opportunities for individual meetings to answer specific employee questions
What You Will Talk About

Your new official job title
  • A title from the Title and Standard Job Description Library that best matches your role

Your business title
  • A title you can use in place of your official job title for business purposes. Business titles must follow the university’s business title guidelines

Your new Position Description
  • The new way of describing the responsibilities of the work you currently do

Next steps
  • What to do if you have concerns about your new title or position description, and when the new title and position description will go into effect
What You Will Not Talk About

Salary range associated with the new title

- The goal of the employee conversations is to ensure that employee’s work is accurately described
- This ensures that each employee will be matched to an appropriate salary range once the salary structure is complete
- Employee salary range information will be available in Spring 2020

Changes to benefits package

- The TTC Project will provide recommendations for enhancements to UW’s benefits package
- At the time of the conversation, information about benefits enhancements will not yet be available
Steps in the Employee Conversation

Managers or HR should:

• Share the new job title and discuss why that is an appropriate title
• Describe business title guidelines and agree on a business title
• Review the responsibilities in the PD
• Review the Qualifications section (if qualifications are listed)
• Review the Physical Demands section (if physical demands are listed)
• Review the Task section (if tasks are listed), understanding that not all tasks may be listed in the PD
• Provide opportunities for the employee to ask questions about their new title and PD, and allow opportunities for employees to be listened to regarding concerns
• Ask whether the title and PD accurately describe the position
• Ask if the employee wants to suggest any changes
How Employees Can Prepare

Familiarize Yourself with TTC

✓ Visit the website Resource Library

November

✓ Review your current PD
✓ View SJD library

Starting in December

✓ Employee conversations and engagement
✓ Review and confirm your new PD
Manager’s or HR’s Role

Confirm Title and Standard Job Description Mapping
• Managers best understand staff work

Create Position Descriptions (PD) for Employees
• Start now, review current PDs

Engage Employees
• Encourage open conversations throughout the process
• Official conversations with employees start in December

Budget Time
• Two-three hours per employee (mapping and conversations)
• On average, managers have four employees

Learn
• Online manager training (details coming), micro learnings, fact sheets
How Managers Can Prepare

Familiarize Yourself with TTC
- Visit the website - review and share micro-learnings
- Take manager training starting in November

October - November
- Talk with employees about TTC
- Review your employee’s current position description

Beginning in December
- Confirm employee mapping for accuracy
- Create PD
- Engage employees through the employee conversations
- Actively listen to understand the employee’s perspective
Manager Resources

- How to Prepare for Employee and Supervisor Engagement
- Confirmation Checklist
- Employee Engagement Checklist
- Email Template
- Talking Points: Frequently Asked Questions
- Videos and Forum Recordings
Q: Why doesn't my Position Description include all my tasks?

• The purpose of Position Descriptions is to describe your position in a clear, concise format.
• The Position Description summarizes your responsibilities at a high level and can capture up to 15 tasks, but is not designed to capture every task you perform.
• Detailed and lengthy Position Descriptions make it difficult to compare UW jobs to the concise market summaries.
• A concise summary of your position allows the university to find comparisons in the market and determine appropriate compensation.
Q: What is the salary range associated with my new title?

• The current phase of the project is focused on placing every employee into the job framework
• It is industry standard to match employees to new titles without taking salary structure into consideration
• You will be notified of the salary range associated with your title in spring
• As a reminder, your salary will not change as a result of TTC
• Your salary range determines the minimum and maximum base pay for your position going forward, but does not immediately impact your base pay
Q: How does the TTC Project clarify my career path?

• One of the benefits of the new job framework is a clearer description of jobs on campus

• As a result of the TTC Project, you will be able to:
  • Easily identify other positions on campus that are similar or related to your job
  • Identify the next step in your career by exploring other job titles, and be able to read Standard Job Descriptions for those jobs to understand the responsibilities for those positions
  • Understand the responsibilities of the position so you can work to gain the knowledge, skills and experience needed to perform those responsibilities

• After the implementation of the new job framework, the Office of Human Resources will begin to develop a robust career development guide
Q: How will I be able to progress or promote in the future?

• You will continue to have opportunities to progress and promote after the implementation of the TTC Project
• As you gain knowledge, skills and expertise in your current position, you can progress through your salary range
• Current pay adjustment tools such as performance adjustment, market adjustment and pay plan adjustment will continue to exist
• You can also promote to different positions with a higher salary range
• Review the “Progression and Promotion” micro learning on the TTC Website for descriptions and examples of progression and promotion in the future.
FREQUENTLY ASKED QUESTIONS

+ What was the TTC Study and why did the name change to TTC Project?
+ What has been accomplished so far?
+ What is changing about our job titles?
+ How will my job title and job description be determined?
+ Why are we reviewing employee compensation?
+ What are we comparing our compensation packages to?
+ How will changes in salary or benefits be determined?
+ What if I am concerned about how changes might affect me?
Employee Resources

- TTC Overview
- What Is Changing, What Stays the Same?
- SJD and PD
- Online Module: Task vs. Responsibility
- How to Prepare for Employee and Supervisor Engagement
- What to Expect During Employee Conversation
- Progression and Promotion
- Appeals Process
- Videos and Forum Recordings
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Appeals Process Timing

1. Employee, manager and HR work together to resolve questions and concerns

2. Official notification in Spring 2020

3. If, after receiving your official notification you still have questions, the Appeals Process is available.
Appeals Process

Staff can request a title review for their assigned job title (title of record)

Step 1: Informal Resolution

Step 2: Dean/Director

Step 3: Central Office of HR

Step 4: Job Classification Appeals Panel*

Step 5: UW–Madison Chief HR Officer

*Panel members include: one governance representative familiar with the area of appeal, one HR division representative and an OHR Compensation and Title expert
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Promotion and Progression - Today

Salary Grade 4 – Entry/Associate

Salary Grade 5 – Objective/No Prefix

Salary Grade 6 – Advanced/Senior

Promotion After Year 2

Promotion After Year 7
After Implementation

Promotion
• Vertical advancement to a new job
• Duties focused based on work performed
• Market influenced
• Internal salary alignment (parity)
• Not based on time in seat

Progression
• Horizontal advancement within the same job
• Performance driven within the same title
• Market influenced
• Internal salary alignment (parity)
• Not based on time in seat
Level/Grade and Range

Salary Level/Grade (Promotion)

Identifies a pay range within a salary structure. Multiple jobs can be grouped into the same level or grade.

- Grade 4
- Grade 3
- Grade 2
- Grade 1

Salary Range (Progression)

Upper and lower limits of compensation that can apply to a given job. Typically includes a minimum, midpoint and maximum.

Minimum | Midpoint | Maximum
Promotion after Implementation

Salary Grade 4 – Academic Advisor I

Year 1 Year 2 Year 3 Year 4 Year 5

2020 2021 2022 2023 2024

Salary Grade 5 – Academic Advisor II

Year 1

2024

New Job

Hire

Promotion into New Role
Progression after Implementation

John Bascom
Salary Grade 4 – Academic Advisor I

Year 1  Year 2  Year 3  Year 4  Year 5
2020  2021  2022  2023  2024
Progression after Implementation

Bucky Badger
Salary Grade 5 – Academic Advisor II

Year 1 Year 2 Year 4 Year 8 Year 10 Year 12

John Bascom
Salary Grade 4 – Academic Advisor I

Year 1 Year 2 Year 4 Year 5 Year 6 Year 9 Year 11

Hire

Hire
Pay Progression Components

Base Adjustments
- Pay plan
- Performance
- Market movements/review
- Parity
- Retention-Based

Lump Adjustments
- Performance
- Supplemental lump sum
- Retention-Based
- Awards
- Add-ons
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Benefits Review

Benefits Value Analysis (BVA)
- Compares UW benefits against the market*

Benefits Preferences Survey
- Identified what benefit options UW employees’ value

Long-Term Benefits Strategy
- Mercer provides comprehensive analysis of both UW reviews and develops 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.
## Which Benefits Are Considered?

<table>
<thead>
<tr>
<th><strong>Under Consideration</strong></th>
<th><strong>Not Under Consideration</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Supplemental Benefits:</strong></td>
<td><strong>Statutory Benefits:</strong></td>
</tr>
<tr>
<td>• Paid time off</td>
<td>• WRS</td>
</tr>
<tr>
<td>• Flexible work schedules</td>
<td>• Health Insurance</td>
</tr>
<tr>
<td>• Parental leave</td>
<td>• Dental Insurance</td>
</tr>
<tr>
<td>• Tuition assistance</td>
<td>• Vision Insurance</td>
</tr>
<tr>
<td>• Other non-statutory additions/enhancements</td>
<td>• FSA/HSA</td>
</tr>
<tr>
<td></td>
<td>• State Group Life Insurance</td>
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<tr>
<td></td>
<td>• Sick Leave Conversion</td>
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Where To Turn?

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
Manager Training

Core Training – Online (available starting November)
• Topics: how to confirm mapping, how to create position descriptions, how to engage employees
• Format: videos, interactive modules, printable handouts and checklists

Supplemental Training – In-Person (starting December)
• Conversation practice sessions
• Position description labs

Division-Specific Training
• Divisions may offer division-specific or additional in-person training
Resource Library

New TTC resources continually shared on the TTC website

- FACTSHEETS
- Learning Series
- Videos
- Frequently Asked Questions
- Glossary
Currently at go.wisc.edu/ttcproject

• What Stays the Same? What is Changing
• How to Prepare for Employee and Supervisor Engagement
• Business Title Guidelines
• Appeals Process
• Progression and Promotion
• Standard Job Description (SJD) and Position Description (PD)
• Task vs. Responsibility
# Tentative February All-Campus Forums

<table>
<thead>
<tr>
<th>Dates</th>
<th>Location</th>
<th>Event Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>2/11/2020</td>
<td>Gordon Dining &amp; Event Center (Multilingual)</td>
<td>1:30 – 3:00 p.m.</td>
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<tr>
<td></td>
<td>Daytime</td>
<td></td>
</tr>
<tr>
<td>2/12/2020</td>
<td>Gordon Dining &amp; Event Center (English Only)</td>
<td>1 – 2:30 p.m.</td>
</tr>
<tr>
<td></td>
<td>Daytime</td>
<td></td>
</tr>
<tr>
<td>2/12/2020</td>
<td>Health Science Learning Center (Multilingual)</td>
<td>11 p.m. – 12:30 a.m.</td>
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<tr>
<td></td>
<td>Late Night</td>
<td></td>
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<tr>
<td>2/18/2020</td>
<td>Health Sciences Learning Center (English Only)</td>
<td>10:30 a.m. – Noon</td>
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<tr>
<td></td>
<td>Daytime</td>
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<tr>
<td>2/20/2020</td>
<td>Health Sciences Learning Center (English Only)</td>
<td>11 a.m. – 12:30 p.m.</td>
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Questions

Website:
go.wisc.edu/ttcproject

Email:
ttcstudy@ohr.wisc.edu