



Progression within Range (PIR) Review

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Purpose and Scope

These are overarching guidelines for UW–Madison schools, colleges, and divisions to address compensation concerns including parity reviews and market issues by job or job title. The Total Title and Compensation (TTC) structure (implemented on November 7, 2021) allows the university to compare employee pay to market and compare like positions across the institution.

One of the project’s outcomes resulted in identifying where overall salaries significantly lag market peers. Resolution of compensation issues uncovered by the TTC Project will take time, resources, and a focused effort on internal compensation practices. The title and classification review and process will be covered separately. Content outlined below aligns with the [Salary Administration Guidelines \(SAG\)](#) including compensation terms.

Roles

- **The Office of Human Resources** – Is responsible for the maintenance and guidance on use of the standard job descriptions and annual comprehensive compensation reviews.
- **Local HR units** – In consultation with their leadership, may determine title use appropriate to the size, scope, and needs of their unit while adhering to campus-level guidance.

Timeline for Review of Employee Salaries

When employees meet the eligibility criteria for [a pay increase, they may receive it](#) at any time during the year (not just during formal or informal evaluation periods). A general timeline for salary review has been outlined below:

1. **Midpoint Evaluation Check-in** – During the designated evaluation period, the supervisor meets with the employee to review accomplishments, future goals, or areas of improvement. During the midpoint evaluation timeframe, the supervisor is encouraged to review all direct reports at the same time to ensure internal parity when evaluating placement within the salary range (**see chart 1 and table 2 for details**). Salary increases are not automatic. However, supervisors or division administration should consider factors such as experience, performance, increased responsibilities, additional projects, professional development, and parity for placement within the salary grade. Divisional offices must approve salary adjustments which become effective during the pay period following the approval.

2. **Annual Evaluation Review** – The school, college, division, or department (as appropriate or as defined by the division) shall outline a process for salary reviews which includes gathering input from the employee’s supervisor. The information to be included as part of this process identifies employees’ current salary, current placement within respective salary range (e.g., position in range or PIR), as well as any other compensation and job-related details that should be considered (e.g., performance, additional competencies, etc.). Divisions should plan (per the budget process) to iteratively review and adjust compensation for employees who meet criteria for a compensation adjustment. While conducting employee evaluations for their team, the supervisor may review all direct reports at the same time to ensure internal parity when evaluating placement within the salary range based on performance. Percentage-based base adjustments and/or flat dollar amount adjustments may be recommended and approved by a divisional office. Salary adjustments become effective the pay period following approval.

3. **OHR Comprehensive Compensation Reviews to Inform Campus Compensation Strategy** – The Office of Human Resources (OHR) is charged with conducting annual compensation reviews with a focus on equity, parity, compression, quartile placement, or salary inversion. OHR will conduct these reviews annually whether a campus compensation program takes place or not. OHR will provide recommendations to campus leadership regarding equity, parity, quartile placement, compression, or market discretionary compensation funds that should be allocated to address issues.

4. **OHR Comprehensive Data Reporting** – On an annual basis, OHR Compensation shall provide leadership with an update regarding institutional progress in resolving any identified inequities. This includes efforts to address compensation parity across all titles and to mitigate compression and inversion. Factors which may impact progress in any of these areas include turnover in specific job titles, labor market conditions, and discretionary adjustments made by units without due consideration given to review of parity and cross-institutional impacts.

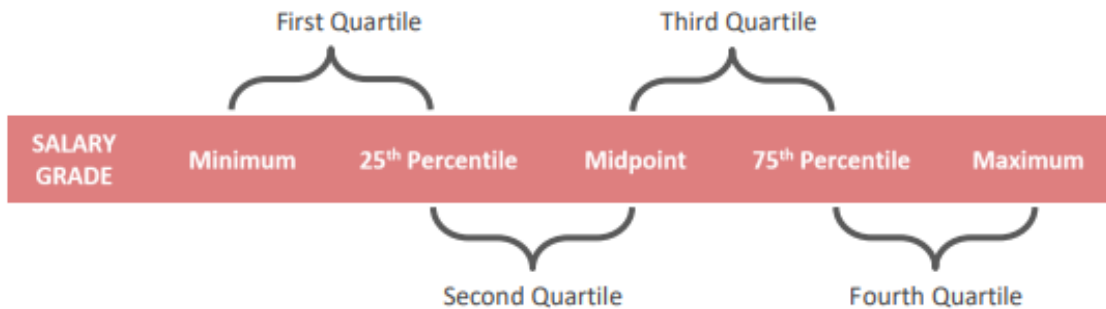
Sample Timeline

The table below is an example of a timeline. Exact dates are subject to change. OHR will consult with divisions throughout the process. OHR will also regularly review market data to ensure the salary structure remains market informed.

Date	Action	Responsible	Reviews
January – July	Midpoint evaluation check-in	Supervisor (some instances division)	Employee signoff
To be determined (TBD) by divisions	Annual evaluation Review	Division and supervisor	Division reviews pay adjustments
July 1	Comprehensive compensation review	Central Office of Human Resources (OHR)	
September 1	Pay adjustments distributed	Human resources divisions	Payroll
Fall semester	Leadership updates on the university's progress to resolve compensation issues	Central Office of Human Resources (OHR)	

Chart 1

Salary Grade Midpoints and Quartiles



First Quartile = Minimum–25th Percentile

Second Quartile = 25th Percentile–Midpoint (50th Percentile)

Third Quartile = Midpoint (50th Percentile)–75th Percentile

Fourth Quartile = 75th Percentile–Maximum (100th Percentile)

Table 2

**Performance factors in determining placement in salary grade
salary grade quartiles**

First Quartile	Second Quartile	Third Quartile	Fourth Quartile
Building both job knowledge and skills as well as the ability to handle the full breadth of job duties and responsibilities	Possesses all/most of the knowledge and skill requirements, but may need to build upon them through experience	Has significant relevant experience and possesses all required knowledge and skills	Expert in all job requirements; depth and breadth of experience, specialized skills, adds significant value to the university
Employee is working towards proficiency in the job	Performs job responsibilities with increasing effectiveness	Seasoned and proficient; consistently exhibits sustained high-level of proficiency in all aspects of job over an extended period of time	Serves as an expert resource and/or role model/mentor to others
	May still be learning some aspects of the job or developing expertise to handle the job more independently and effectively	Has broad and deep knowledge of own area as well as related areas	Represents a premium on market salaries; typically reserved for an employee with exceptional expertise or who has consistently demonstrated the highest levels of sustained contribution

Resources to Support Managers and HR Professionals

- [Salary Administration Guidelines \(SAG\)](#)
- [Performance Management for Managers and Supervisors \(Policy 8.01\)](#)
- [Salary Structure with Midpoints and Quartiles](#)
- [Salary Structure](#)
- [HR Professionals Compensation Toolkit](#) – This website includes links to memos for Discretionary Compensation Fund (DCF) pay adjustments.
- [How UW Compares Pay to the Market](#)

If after reviewing this document, you have questions please contact your local HR professional or OHR Compensation contact.