

Questions from the In-Person Session

What about people who are at max of salary range? Will they be eligible for pay plan in Jan 2023? If salary structure changes, will that change in time for pay plan 2023?

At this time, the policy has not changed so anyone who is currently above the maximum of their salary grade will receive the pay plan as a lump sum payment.

What can we do to help negotiate salaries? It's hard to get applicants, and we don't seem to be negotiating.

Within a unit or division there should be discussions at the beginning of the recruitment process to talk about the budget for a position. Ideally ranges for the position should be published including the range for the position in terms of the minimum dollar amount offered up to the maximum (this may be lower than the maximum listed in the Title and Standard Job Description Library). This will allow applicants to know more information before applying. A hiring manager should discuss with the local HR professional what flexibility or options exist when negotiating with applicants.

Can we consider having ways to get raises aside from recruitment or change in title?

This does exist under the pay components of our structure and some of these mechanisms that existed previously. Employees may receive increases due to changes in the 20% unique duties, performance, progression, equity, compression, or parity. For more information [visit the OHR pay increase website](#).

Will there be more consistent practices for pay increases across S/C/D?

The HR Community has recently completed training on the university's Salary Administration Guidelines. These guidelines are for HR professionals to administer pay.

Is the salary grade quartile information published publicly on the web?

At this time, we have not published more information about the salary ranges, quartiles or what that may mean for an employee in terms of compensation. We are reviewing information shared with HR Professionals to assess what information we will create to best serve the campus community.

For benefits enhancements, are we looking at benefits offered by peer institutions?

Part of the project included a review of our peers' benefits packages.

When did the benefits survey go out? When do you expect benefits to change?

The Benefits Valuation Survey occurred in 2019. Due to the nature of benefits and our partnership with UW System changes to any of the benefits may take some time for us to agree upon and investigate if the changes require review/approval outside of UW System.

The job group growth example—is this through movement via posted position, or another method?

Job growth may occur in both instances where due to changes within a unit and an individual's position a new SJD may be appropriate, or a unit may have a vacancy and open that position for recruitment.

How would an employee know whether something is a title change or a recruitment?

This is best addressed by talking to your local HR. Each situation may be unique.

Should the employee be the one notifying supervisor that a job title change might be needed?

The conversation with an employee and their supervisor regarding the position duties should naturally occur during their midpoint check in meeting or annual evaluation review.

So many work units are swamped. Does the university have any plans to pursue career growth?

During the TTC ASI presentation initial concepts related to career growth were shared with academic staff. OHR's office of Learning Talent and Development will share more resources for employee career growth. Employees are encouraged to view hr.wisc.edu/professional-development/develop-your-career/employee-development/ for additional resources.

Are you seeing improvements in time to fill, number leaving, etc. If those numbers aren't good, is that an indication that market data isn't correct?

This is an area that OHR is monitoring. The UW is not alone in experiencing difficulties in recruitment as the U.S. is in a strong labor market.

Salary survey data for private sector, is biotech part of that survey?

Salary survey data is from Willis Towers Watson and includes data from jobs in all sectors.

Are the salary range attached to each job state-wide or by institution?

There are three salary structures within the UW. The range numbers are consistent and will mostly match according to SJD title, however, the range minimums and maximums may be different between UW-Madison, UW Milwaukee, and UW System /Comprehensive institutions.

Suggestion for people who are looking for jobs openings after reviewing SJD Library.

See attached slides.

Fear of losing benefits if moving from US to AS. Are we moving towards uniform benefits structures?

One of our priorities is to move towards uniform benefits for employees.

Questions from the Virtual Session

Is there guidance for when roles are consolidated? Would that fall under the quartiles? Such as an FTE takes on all the roles of another exiting FTE

When an employee takes on more of the same or different job responsibilities, a unit may review the duties to see if the current SJD is accurate or another one is more appropriate. The supervisor in consultation with their HR contact may discuss compensation options based on the nature of the duties (e.g., temporary or permanent) and determine if an adjustment is needed, an appropriate option, and the amount.

Regarding pay increases for exceptional performance -- are you referring to a specific process here? Can units/departments submit requests for pay increases for staff at any time?

Schools, colleges, and divisions have the authority to grant performance adjustments as lump sum or base pay anytime. There are also central compensation funds for specific programs throughout the year (such as Discretionary Compensation Fund). This includes funding to help address exceptional performance, market deficiencies, and retention issues for faculty and staff across campus. More information is available about the [Central funds for Compensation Adjustments, 2021-22 Fiscal Year](#).

Do academic staff continue to have prior title job security in terms of layoff, layoff priority based on title and years of experience and layoff notice?

Yes, academic staff (AS) continue to have prior title job security in terms of layoff. Human resources is still going to count all AS service as listed on the job history report. As far as comparing seniority in an operational area or reappointment into a title, the unit should be looking at titles that the previous position was mapped to and those TTC titles that would have comparable duties.

Are the salary quartiles outlined in this system simply guidelines for a Division/department? Is there a course of action recommended when quartile descriptions are not being taken into account when managing salary levels - for example, extremely experienced, knowledgeable, advanced employees being placed in the first quartile?

This structure is new to everyone at the institution and the guidelines are for an ideal state. As [indicated in the past](#), it will take time to adjust salaries to an appropriate level. [Like faculty compensation adjustments](#), this could take multiple years to align salaries with peers.

When we say that "parity" will be taken into account when considering compensation increases across comparable roles, are we taking into account individuals who are arguably underpaid for their work? Will units be encouraged to bring those employees up to more acceptable salary levels? There seems to be some amount of historical wage compression that seems to have been made clearer through TTC.

TTC gives us the opportunity to review salaries by title and compare like positions where we were unable to do so in the past. The HR community has been participating in training on how to review data and each division will have the ability to review employee salaries. OHR will also be able to conduct reviews in the areas of compression, equity, or parity to identify areas of concern for divisions. OHR is

also continuing to work with leadership on long-term budget planning to address these types of compensation challenges.

The “must supervisor 2.0 FTE” requirement is not allowing matching to titles that, otherwise, best match job duties. Is this issue being resolved? Will these appeals simply be denied for this reason?

In the market jobs should have 3.0 FTE to be deemed a supervisor, however, the project reduced this requirement to 2.0 prior to implementation. Because supervision and people management are skills that should be recognized, it is unlikely that a title is a best match if it does not meet the requirement.

There no longer seems to be a mechanism for progression/growth WITHIN an SJD (within a title) for someone who loves what they do, and wants a career doing that).... All the growth options shared require someone to change the nature of their work to "grow" rather than excel and grow into mastery in what they do? The idea of progression within a title still seems very unclear.

Progression within a salary range occurs when your core job responsibilities remain the same and there is improved job performance or greater skills learned. As an employee grows within their role there should be adjustments made through the quartiles over time. A unit may also adjust an employee's business title to recognize the change in that role or gained expertise.

I've seen a few cases where people have director titles who do not supervise anyone despite the SJDs saying they must supervise people - how are exceptions determined for this? what sorts of exceptions are allowed?

In limited cases should divisions make an argument for a position that has divisional oversight there may be exceptions granted.

Regarding pay scale: Would it be fair to say the pay scale would increase at least annually at either the pay plan rate (i.e. 2%) or market adjustment if its greater? Assuming one or both change. The salary grades are based upon market data.

OHR, in this first year of implementation, plans to review the latest market data as it is available to see if adjustments are necessary. There is no intention to adjust the salary ranges by the pay plan percentage.

How do we track/measure increased job responsibility to use for career advancement? What are the options for appeal since learning about others titles, salaries, etc.?

Employees should continue to talk with their supervisor about their job performance, responsibilities and change in duties. If job responsibilities have changed over time, supervisors should consult with local HR professionals. The process for a change in title has not changed.

If a new SJD is created and published there will be a rolling appeals timeline posted to the OHR site. OHR engages with the HR community to ensure they are informed and can share this information within their units. For more information about the TTC Project Job Title Appeals process visit <https://hr.wisc.edu/title-and-total-compensation-study/appeals/>.

Is the process for requesting a new SJD outlined somewhere?

Local HR professionals have a process to work with OHR compensation analysts. Creating a new SJD requires input from partners at UW System. Employees are encouraged to talk with their local HR professionals if they have questions.

What is the motivation/incentive for units to actually give pay increases?

Pay increases are a tool to help reward employees for excellent performance, achievements, increased duties or competencies and contributions to the university. Divisional HR professionals have received training on the existing pay components that were carried over from the previous structure as well as provided information on the new compensation components.

What mechanisms are in place to account for and compensate for complementary skillsets that go well beyond the 20% unique duties assigned?

Unique duties are an option for SJDs that may not cover all major responsibilities. If a unit feels the unique duties require additional compensation they may discuss options with local HR to adjust compensation.

How much did the TTC initiative cost?

TTC was a multiyear and ongoing project that engaged many stakeholders in a number of activities to build the structure implemented in 2021. These stakeholders were UW employees who volunteered to aid the project and provided valuable insight and expertise in producing the standard job descriptions, reviewed the job families and engaged in the review of resources for the mapping process. There was a very small team of individuals who were reassigned or hired to the project and dedicated solely to work on this effort for all of UW System.

Is there any plan to do another benefits survey since things have changed so dramatically since 2019?

No. At this time, we have the benefits survey that was conducted in 2019, further there has been a lot of feedback OHR has gathered in the past year from campus stakeholders on concerns related to benefits, family care and we have data on what our peer institutions offer as well. We will also consider recommendations from the recent Caregiving Task Force, which includes faculty and staff from across the UW System, and pursue enhancements based on our pandemic experience.

Parity should be considering market rate and adjusting for underpaid roles

Parity has a specific meaning from a compensation application. It is the practice of ensuring appropriate salary relationships are maintained for employees within the same job title or related job titles as imbalances or issues may arise with new hires and differences in pay practices across work units. As a result of the TTC Project, the university is better able to identify compensation issues such as parity and can work towards address it.

Can we choose any working title that is not a current official job title? I was under the impression that things like director or executive were not supposed to be used in business titles if it didn't align with the formal title. A clarification of business title usage would be helpful

Campus wide guidance for business titles is available here <https://hr.wisc.edu/pay/business-title-guidelines/>. Each school, college, and division may have additional guidelines for business titles (i.e., working titles). Employees are to consult with local HR professionals on working titles or business title guidelines.

Will there be a review by campus to make sure that business titles are being used as intended?

At UW–Madison over 98 percent of employees had a conversation (during the TTC Project) to discuss their standard job description, business title and position description with their manager or local human resources professional. Employees that did not have a conversation were due to various reasons such as an employee being on a leave of absence or an employee was hired after conversations were due.

While the university does have [general business title guidelines](#), each school, college and division has guidelines for business titles. Please contact your local HR professional for more information.

Will the market salary data be updated frequently?

During this initial year of implementation OHR will monitor market data as it becomes available. In the future, the market data will be refreshed once two years' worth of data has been collected to minimize any fluctuations in the data.

Are there titles being reviewed that are not on the official TTC website as being currently reviewed? We are told our title series is “being looked at” but it is not listed officially on TTC’s site.

For a current list of areas under review as a result of the TTC Project visit <https://hr.wisc.edu/title-and-total-compensation-study/under-review/>.