

## **Existing Personnel System Issues**

### **Compensation**

- Provide ability to grant performance pay to excellent employees that are based on a fair and equitable campus-wide evaluation system.
- Create a significant retention fund for academic staff so that we can make every effort to keep our best talent at the university. This fund could be used to retain staff for a wide range of reasons (not just for external offers for "equivalent" positions).
- Make pay ranges more flexible including modifying/removing maxima on salary ranges so there would effectively be no "caps" to bump into if you are a long-term employee who stays in one position or title series for the majority of one's career.
- Review current pay ranges for titles in order to determine they are still appropriate - particular attention should be paid to the "Associate" titles in each series.
- Regularly review gender pay equity data and take corrective actions.
- Begin conducting regular academic staff equity reviews similar to what was implemented for the faculty in 2006 (<http://www.provost.wisc.edu/salaryequitypolicy.html>). Academic Staff who have reached the top tier in their position would be eligible for equity reviews after a set number of years. This is especially important for titles without a salary maxima, which could result in salary compression issues.

### **Titling**

- Add additional promotional steps.
- Provide for academic staff titling and re-titling to be based on best fit between the actual role, scope, duties, and responsibilities of a position and the title/title series rather than the more common, current practice of least fit (e.g. 51% or better match to title).
- Regularly review and update PDs so that the compensation for a position continues to accurately reflect the actual role, scope, duties, and responsibilities of that position.
- Consider using the terms "Research Professor" or "Teaching Professor" as actual academic staff titles. These or similar titles are commonly used at other Research I universities.
- Review title names and make sure they make sense for today's market. IT names may need to be changed.
- Make the Program Manager series into a promotional series, as is the case for all other academic staff titles.
- Re-examine the interpretation of Faculty Policies and Procedures that has meant an academic staff position cannot encompass the three areas of research, teaching or service.

- Discuss whether we can once again give limited employees back-up academic staff appointments.
- Review and possibly revise the use of “limited” appointees and whether these are used too liberally on campus OR explore/create options for increased job security (e.g. based on years of service, meritorious performance, etc.) for some types of limited appointees such as Assistant Deans, etc.
- Remove Category A, B and C for academic staff titles.

### **Employee Categories**

- Consider whether exempt, non-represented classified staff should become academic staff.
- Consider whether CHS (Clinical Health Science) Professors should remain academic staff or become faculty.
- Discuss whether we can once again give limited employees back-up academic staff appointments

### **Performance Management**

- Think creatively about how performance evaluations for professional growth and development should be accomplished (e.g. evaluating supervisory skills, focus on the enhancement of employee skills, assessment of climate and diversity in the workplace, 360 evaluations).

### **Retention and Flexibility**

- Review whether 6-month to 1-year probationary period for academic staff transferring from one job to another is necessary.

### **Benefits**

- Provide equal sick-leave and vacation time for all employees with the possibility of accrual based on years of service.
- Provide a tuition benefit to employees. This would be, at minimum, the right of any employee to take a class or two a semester at no charge. This would, of course, assume that this was allowable in their work schedule and approved by their supervisor. Another option would be to allow employees to take classes that still had empty seats.
- Explore options to allow 9-month appointees to have their paychecks spread across 12 months as well as their health insurance deductions.

### **Recruitment & Assessment**

- Explore ways of increasing diversity in academic staff hires and include accountability measures such as having departments or units report their initiatives for increasing diversity in their annual performance reviews.

### **Diverse Workforce**

- Explore ways of increasing diversity in academic staff hires and include accountability measures such as reporting in annual performance reviews of the department or unit.

### **Retirement & Succession**

- Develop a mechanism to conduct exit interviews.