



OVPR
Administrative
Support Staff
Meeting

Friday, August 26, 2011

10:30 – 12:00

S401 PBB

liveWell mid-year update

- Overview of participation in the Personal Health Assessment (PHA) for the first 6 months of 2011
- Our goal for 2011 continues to be 70% participation for the University.
- Currently, participation in ORG 04 is slightly ahead of University participation rates!

Year	2010 – ORG 04	Mid-year 2011 – ORG 04	Mid-year 2011 - UI
PHA participation	73%	57%	52%

Attachment – References communication that can be used to inform staff of liveWell programs, the PHA and the recreation membership incentive.

COI Online Course Reminder

- Greater awareness & understanding of the conflict of interest in employment policy on the UI campus.
- HR Unit Reps MUST complete this course. (Only 6 OVPR employees have taken the course)
- **To complete the course in self service:**
 - Under the Personal tab, click on the “My Training” link
 - In My Training, click on the “Available Online Icon Courses” link
 - In the Available Online Icon Courses, click on the “Conflict of Interest” link
 - To launch the Conflict of Interest course click on the “Enroll in the ICON Course” button

New 'Systems Access' tab in ePersonnel files

- The tab shows what systems an employee has access to.
- If the access was granted for another dept., the HR Rep will need to contact that dept.'s HR Rep to have them remove the access.

Sexual harassment prevention training refresher course

- Course revisions submitted to vendor and are now waiting for the vendor to make the necessary modifications to the programs.
- **Extension of the refresher course deadline to 9/30/2011** for all faculty and staff who had a deadline for a refresher course prior to 9/30/2011.
- The revised online program will be available soon.
- Depts. will receive communication from EOD and from OVPR.

Late Terminations (Org 04)

	Calendar yr total	2010 total \$	Calendar yr total	2009 total \$	Calendar yr total	2008 total \$
Term	3	\$5256.34			2	\$1950.18
LOA	4	\$5301.03	2	\$2035.53	1	\$83.47
COS	1	\$1557.00	1	\$1657.17		
Total	8	\$12,114.37	3	\$3,692.70	3	\$2,033.65

FY11 Subcertification

Unit Directors, in conjunction with budget officers, in Orgs 04, 40 and 90 are required to complete the Financial Sub-certification forms for FY2011 (see attachment).

- Complete sub-certification questions 1-15, including all necessary comments for your department (attachment). Available at <https://research.uiowa.edu/vpr/hr/node/24>
- Obtain Appropriate Signatures (Unit Director and preparer, if applicable).
- Send the completed form to Cheryl Reardon, Assistant Vice President for Research (via email or 201 Gilmore Hall).
- Departmental Deadline is **Friday, September 9th**.
- A master sub-certification document for units that report to VP for Research will be created.
- The master document will be signed at the org level and submitted to the Business Office by September 15th

Optional Use of Working Titles

-375 Approved to Date

- More flexibility in working title in both internal and external communications.
- The University classification title will be the default if no working title is created
- Working titles may be used in lieu of the University classification title for:
 - Searches and job postings
 - Local job descriptions and employee personnel records
 - Regular business correspondence
 - The public University directories, both printed and online.

Working Titles - Guidelines

- A working title **must** be:
 - Consistent with the University's job function, family
 - Consistent with professional practice/market comparisons.
 - Consistent with other working titles
- A working title **cannot**:
 - Duplicate a title used in another employee group, e.g. Merit
 - Misrepresent the University or authority of the position
 - Be the same as another professional and scientific classification in name and scope.
- HR Reps must initiate the working title request – Administration tab, HR Online Update section, Working Titles. Working titles will then be approved by Cheryl and Comp/Class through workflow.



Comp/Class Transition Process Business Items

Recruitment/Hiring Transition Process

- Reference a handout.
- Matrix to guide us on the various transitions and how they will change our current practices.
- The document illustrates how current procedures are impacted by the implementation of the new classification structure on July 25, the transition to the new model for local job descriptions sometime in August, and implementation of the compensation plan sometime in October.

P&S Requisitions - Searches

Underrepresentation

- EOD is currently revising its P&S job group analysis in light of new Class and Comp system. Expected completion - October 31, 2011.
- During the transition period - EOD will assess each requisition individually to determine whether the classification being advertised would be considered underrepresented for women or minorities.
- EOD will contact the contact person on the requisition if additional advertising is required.

Position Advertising

- The estimated pay grade under the old system will determine the minimum advertising level.

Local Advertising	Pay grades 3 – 8
Regional Advertising	Pay grades 9 – 11
National Advertising	Pay grades 12 and higher

New Class/Comp System

- The redesign has already produced:
 - New job classification titles and codes
 - New job classifications descriptions distinguished by their key areas of responsibility
- Next, the campus will see:
 - New pay level assignments based upon key areas of responsibility and the new evaluation criteria
 - New pay level ranges, with market zones and pay practices for making future salary decisions

Evaluation Criteria

- Early in the project, we developed consensus around the factors that are most important for evaluating jobs at the University:

Knowledge and skills

Judgment

Breadth and scope of the role

Impact and accountability

Communication

- Each University classification has been evaluated against the new criteria using a level profile

Level Profile

- The level profile is a grid that defines each pay level in terms of each of the five evaluation criteria
- The level profile replaces the point factor system as the method for assigning job classifications to pay levels
- This profile will be made available to the campus, consistent with our goal for more transparency

Leveling Example

- For example, using Human Resource administration:
 - HR Assistant Level 2
 - HR Coordinator Level 3
 - HR Manager Level 5
 - HR Director Level 7
- Not every job family will begin at level 2
- It is also possible that jobs within a family may be assigned the same level, or skip levels

Salary Market Comparisons

- 171 benchmark jobs were identified, representing 48% of the new classifications (360), and 74% of UI employees.

Benchmarks are

- representative of the different UI job functions and new pay levels
- common in the labor market, with clear and consistent definition and understanding
- populated by a significant number of staff, both within the University and in the labor market, and
- reliable data is available for the relevant markets.

Salary Market Data

- Data sources were selected to reflect:
 - Different geographical markets (e.g. local, regional, national)
 - Different business sectors (e.g. higher ed., healthcare, industry)
 - Internal market comparisons (SEIU/AFSCME)
- Selected data sources (18) include the College and University Personnel Association (CUPA-HR), Mercer, Towers-Watson, EduComp, Iowa Hospital Association, Council of Teaching Hospitals (COH), Association of American Medical Colleges(AAMC)

Compensation Design

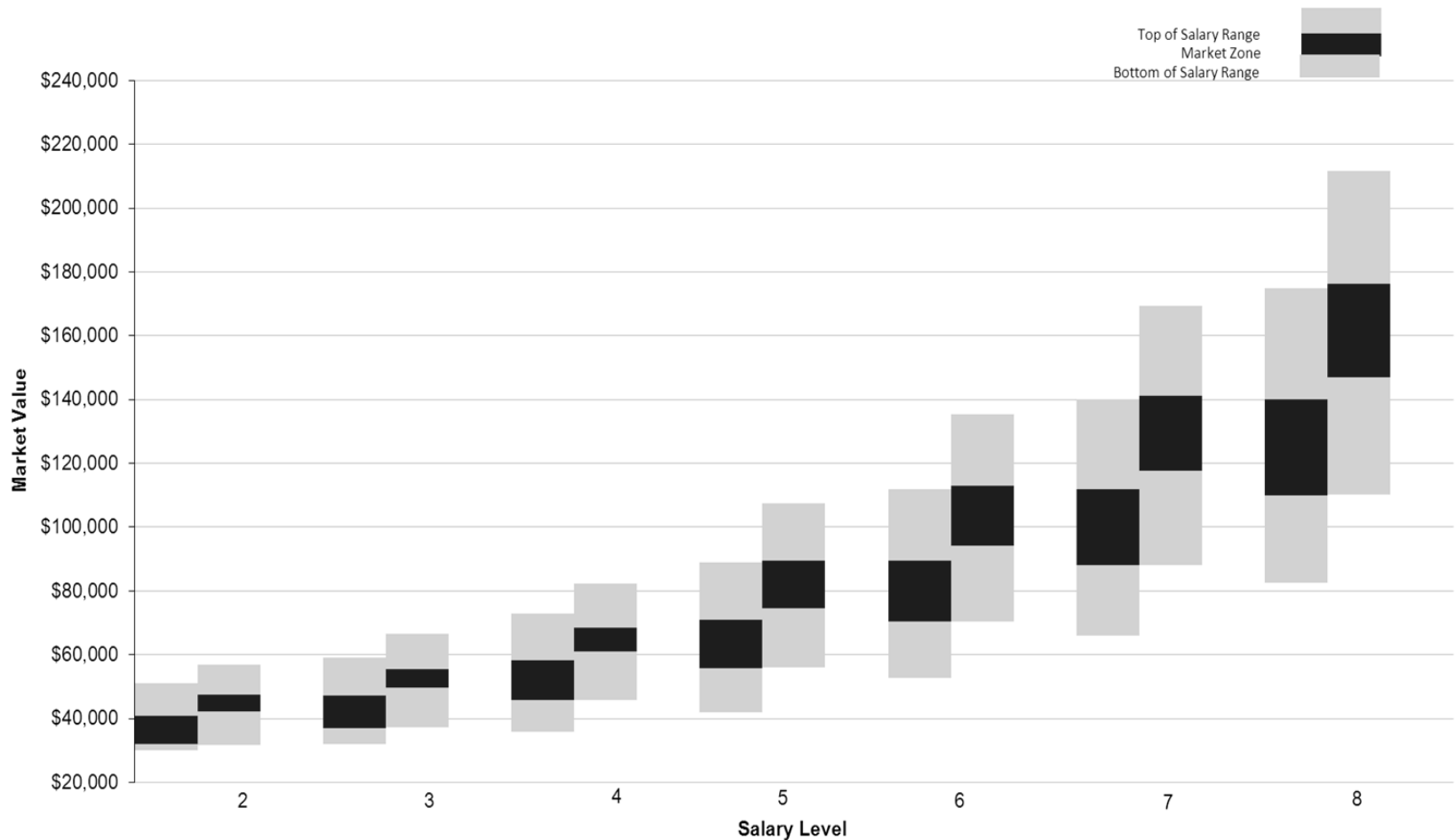
- Buck Consultants used market data from benchmark jobs in each UI pay level to identify target midpoints for each pay level
- Market data indicated the need for a second set of target midpoints because the data points did not fit within one central tendency
- Using these target midpoints to develop market zones and pay ranges, created Structure I and Structure II for each pay level

New Compensation Structure Think of the layers of a Sandwich



YOUR **WORK** YOUR **PAY** YOUR **CAREER**

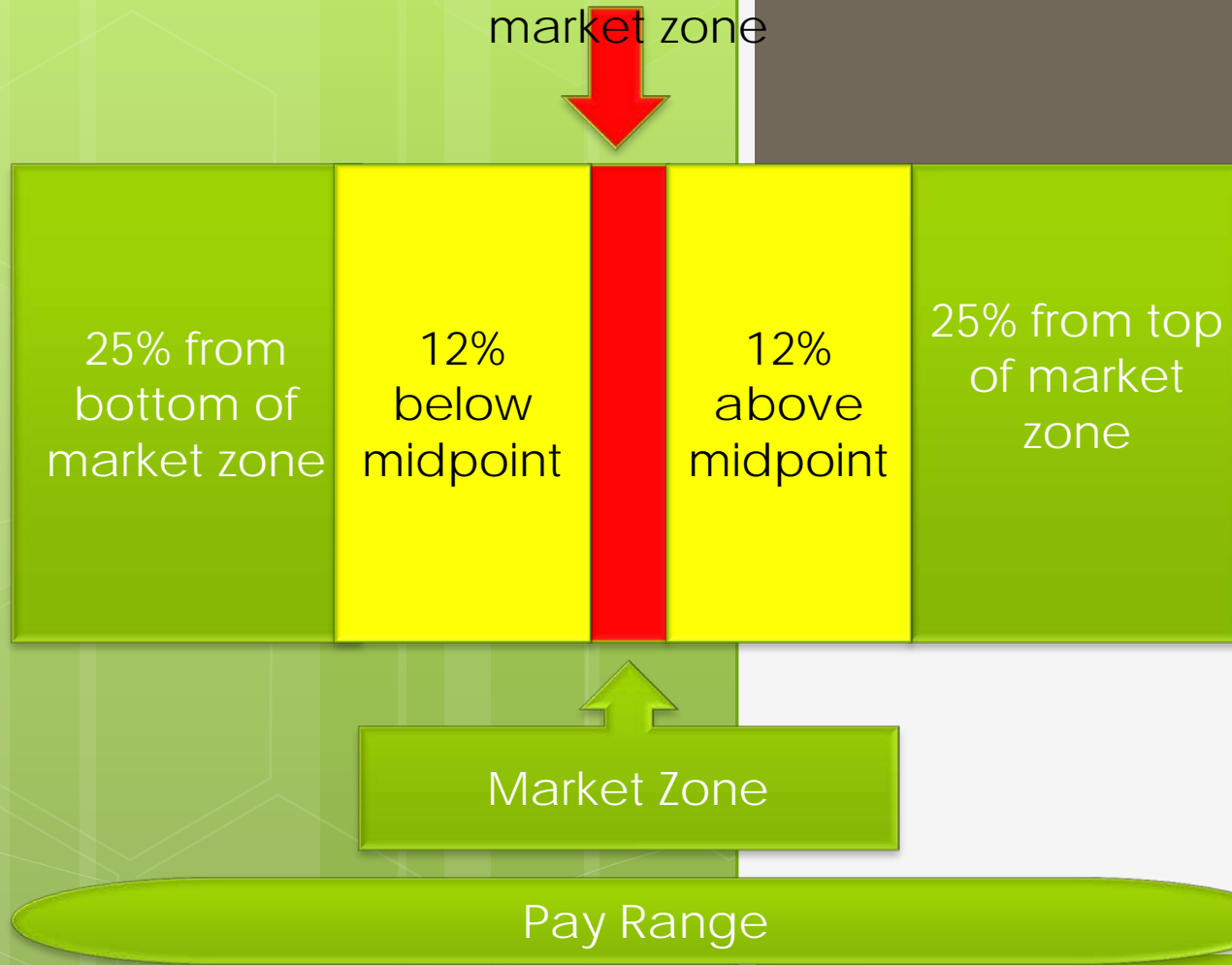
Graphic Representation of the Compensation Plan Design



YOUR **WORK** YOUR **PAY** YOUR **CAREER**

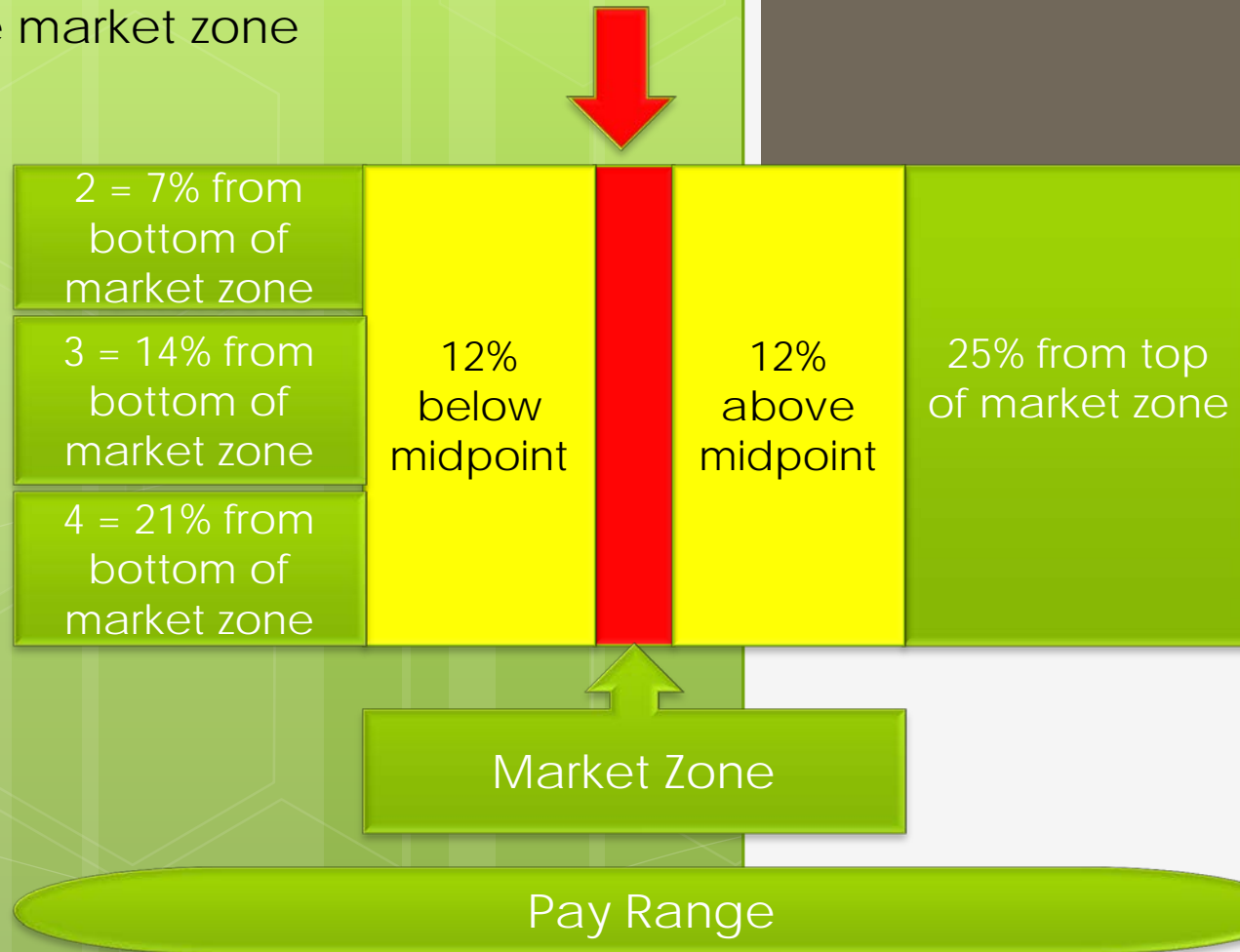
For Pay Levels 5 to 8

Median of salary survey for a level = mid-point of the market zone



For Pay Levels 2 to 4 in Structure I

Median salary of benchmark jobs for a specific pay level = midpoint of the market zone



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Compensation Plan

Approved by Board of Regents, 8/4/2011:

Structure I						Structure II				
Level	Range Min.	Market Zone Low	Midpoint	Market Zone High	Range Max.	Range Min.	Market Zone Low	Midpoint	Market Zone High	Range Max.
2	\$30,000	\$32,120	\$36,500	\$40,880	\$51,100	\$31,752	\$42,336	\$44,876	\$47,416	\$56,900
3	\$32,000	\$37,136	\$42,200	\$47,264	\$59,080	\$37,220	\$49,627	\$52,605	\$55,582	\$66,699
4	\$36,000	\$45,760	\$52,000	\$58,240	\$72,800	\$45,864	\$61,152	\$64,821	\$68,490	\$82,188
5	\$41,870	\$55,827	\$63,440	\$71,053	\$88,816	\$55,954	\$74,605	\$82,066	\$89,527	\$107,432
6	\$52,800	\$70,400	\$80,000	\$89,600	\$112,000	\$70,560	\$94,080	\$103,488	\$112,896	\$135,475
7	\$66,000	\$88,000	\$100,000	\$112,000	\$140,000	\$88,200	\$117,600	\$129,360	\$141,120	\$169,344
8	\$82,500	\$110,000	\$125,000	\$140,000	\$175,000	\$110,250	\$147,000	\$161,700	\$176,400	\$211,680
9	OPEN RANGE									
10	OPEN RANGE									

YOUR **WORK** YOUR **PAY** YOUR **CAREER**

Example

- HR Manager and Lead Database Administrator were both assigned to Level 5 using the Level Profile
- The data for HR Manager was generally consistent with other jobs in Level 5
- The data for Lead Database Administrator was higher because of market conditions
- HR Manager was assigned to Structure I, Lead Database Administrator to Structure II

Current Employee Salaries

Current Employee Salaries (June 30, 2011):		
	<u>Number</u>	<u>Percent</u>
<u>Totals:</u>		
Structure I	3574	67.5%
Structure II	1720	32.5%
<u>Combined Structures:</u>		
Below Range	132	3%
Under Zone	1558	30%
In Zone	2204	40%
Over Zone	1195	23%
Above Range	205	4%
Total	5294	

NEW Pay Practices

- The focus on salary determination will be on the levels of job responsibility and performance, and then the relationship of the individual salary rate to the market zone.
- The goal is for fully functioning, proficient staff to be paid in the market zone, with exceptions based upon the level of responsibility and performance.

Previous paradigm was
internal equity based on
education and years of
employment.

Mid Year Adjustments

- Reasons for making mid year salary adjustments and the funding to support them remain unchanged.
- Changes in terminology, transparency and procedure will improve our ability to use them strategically:
 - Career advancement within classification based upon responsibilities and performance; (1-5%)
 - Career promotion to a higher class and level based upon responsibilities and performance; (1-10%)

Mid Year Adjustments (2)

- Career shift to reflect change in duties and responsibilities to a classification at equal pay level (or transfer from Merit/SEIU), (0-5 %) or to reflect changes in duties and responsibilities to a classification at lower pay level (either no change in salary or a salary decrease based upon job responsibilities, performance and relationship to market zone)
- Continue flex pay program for lump sum awards recognizing exceptional performance

Mid Year Adjustments (3)

- Market adjustments triggered by specific events and supported by compelling market analysis conducted by University Human Resources
- Counter offers to retain staff in current positions following current practices
- Interim appointments to temporarily fill vacant positions
- Administrative differential to recognize additional administrative responsibilities for a specified period of time

Annual Salary Policy

- On July 1 each year, we will continue to emphasize performance and relationship to market zone when setting individual salaries.
- Impact of new compensation plan will be on how salary increase funds are distributed.
- Redesign provides a new framework, but does not impact funding available for salaries, as set by annual budget parameters.

Compensation Expectations

- No salaries will be decreased by redesign
- Nor will salaries increase automatically
- Future increases will be driven by individual performance and relationship to market zone, within the resources available
- HR will provide guidelines for using new market zones in relation to performance
- Market corrections may need to occur over time, depending upon resources available

Transition Plan

- Beginning a comprehensive communication campaign to support changes in the compensation plan and pay practices.
- Begin to implement new compensation plan in October 2011. First budget impact July 2012, for FY 2013.
- Apply July 1 transition rules for individuals above/below pay level ranges, still within context of budget and performance.

Upcoming Directors' meeting

- An OVPR Unit Directors' meeting is being held on Sept. 21 to discuss the implementation of the new compensation system.
- OVPR HR Reps were invited to the meeting as well. It will be another opportunity for you to hear about the system and strengthen your knowledge of it.