

University Human Resources

Compensation & Classification Focus on Career Development

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P&S Classification System

- Implemented a new system in 2011 which is market calibrated
- Update system twice per year based on requested changes
- 18 job functions
- 139 job families
- 25 unique classifications
- 15 BOR classifications
- 450 total classifications
- Working titles (optional)



Function

Family

Classification

P&S Compensation System

- Pay Structures
 - Pay Levels 2A – 8B; 9 & 10
 - Development
 - Maintenance
 - Classification Assignments
 - Level Profile
 - Structure Determination
- Special Compensation Examples:
 - Lump Sum Salary Policy Payment
 - Additional Work
 - Flexible Pay
 - Exceptional Performance
 - Spot Awards
 - University Awards
 - Employment Agreements

Salary Setting Process

- There is some salary flexibility at the college/division level, within established parameters, with oversight from University Human Resources
- The market range and median zone for pay levels 2A through 8B serve as a guide when determining an appropriate salary
- Colleges and divisions are encouraged to consult with University Human Resources to assist with salary reviews

Salary Determination (Job Offer)

There are a variety of factors that should be used to determine an appropriate salary offer; The more prominent considerations are:

- Credentials of the candidate
- Difficulty in filling the position
- Internal and external market analysis
- Available budget of the hiring department

Career Development Planning

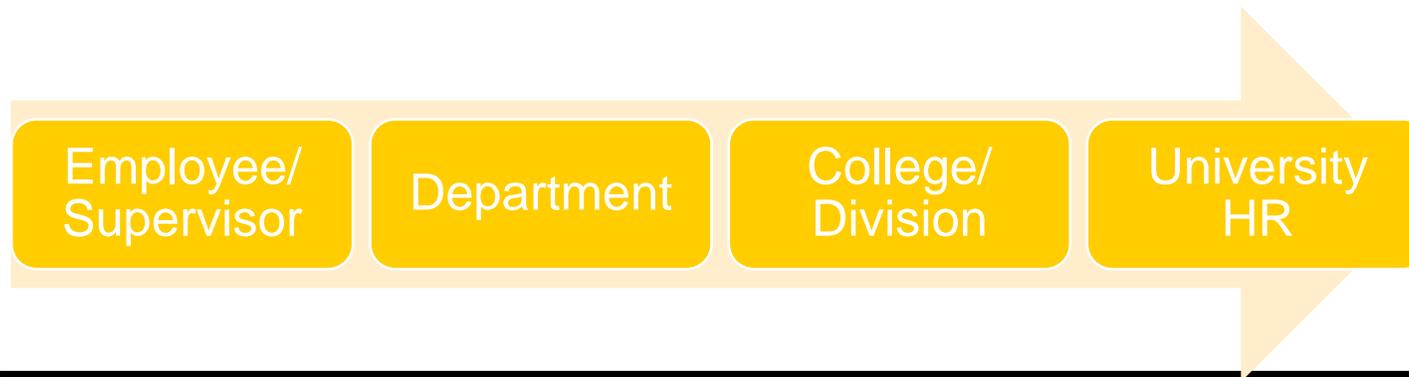
- The key areas of responsibility (KAR's) defining the job classifications and the competencies that are necessary to carry out these responsibilities will help individuals and their supervisors in setting goals and planning for career development to meet the needs of the unit
- University pay practices will also support career development by providing the opportunity for salary adjustments to recognize significant changes in responsibility

Career Development Activities

- Career Promotion: Change in classification to a higher pay level due to significant changes in responsibilities
- Career Shift: Change in classification to the same or lower pay level based on an assessment of responsibilities; or Merit/SEIU to P&S
- Career Advancement: Salary increase without a change in classification based on new duties, new skills, additional key areas of responsibility, expanded scope and/or advanced competency

Career Development Review Process

- Requests may be initiated by an employee, supervisor or departmental rep
- Documentation must confirm sustained performance of new duties for enough time to evaluate the employee's performance and continuing success in the role
- The new responsibilities must not have been recognized in previous classification and/or compensation decisions



Career Development Review Process

- Classification change and career advancement requests are either approved or denied at the college/division level and are subject to appeal
- Final decisions are made by University HR
 - Classification changes (formal process)
 - **Effective date** is the 1st day of the month following UHR approval
 - Career advancement (formal process if certain criteria are met)
 - New salary above median zone
 - Multiple advancements in the same fiscal year
 - Decentralized IT staff
 - **Effective date** is the 1st day of the month following College/Division approval

Other Base Salary Adjustment Options

- Short Term Adjustment
 - Interim Appointment
 - Administration Differential
- Market Adjustment
- Counter Offer
- Salary Equity Review

Short Term Adjustments

- Interim Appointment
 - May be used to recognize a time limited assignment to perform the responsibilities of another position
 - If fully functional and competent in the interim classification, salary offer may be within the median zone
- Administrative Differential
 - May be used to recognize a time limited assignment of **additional administrative or operational responsibilities** duties without transferring to a different position
 - The amount of the increase is dependent on the specific circumstances but is normally between 5 and 15%

Effective date is typically the day the staff member assumed the additional responsibilities.

Market Adjustment Guidelines

- Used if there is strong evidence to support a salary increase due to specific triggering event(s) , such as high turnover rates, failed searches, hard-to-recruit for positions, etc. Must be supported by compelling and validated market analysis.
- Requests for market adjustments may be initiated by organizations, or departments with org support.
- Salary increase determined by the level of individual responsibilities, performance and market conditions. University Human Resources will conduct the market analysis and determine if a market adjustment is warranted and the appropriate range of any salary increase for the org and department.
 - **Effective date** is the 1st day of the month following University HR approval.

Counter Offer Guidelines

- Used to retain high-level performers in hard-to-recruit for and/or highly specialized positions
- Made in response to a competing job offer within the University or from another employer
- The amount should be consistent with individual's level of responsibility and performance
- There must be some evidence that an offer was made in order to provide a counter offer

Salary Equity Review Process

- The Annual P&S Salary Equity Review Committee is comprised of selected staff from University Human Resources and the Office of Institutional Equity
- The Department of Statistics performs an analysis to identify classifications where there are statistically significant differences in average salaries by sex and/or minority status
- For classifications flagged in the preliminary test, the committee calculates the relationship between salary and length of employment at the university and in the classification to determine expected average salaries for the lower paid group
- Individual situations are discussed with Senior HR Leaders which lead to one of two outcomes:
 - Documentation explaining the salary difference based on legitimate, non-discriminatory reasons
 - Salary adjustment for the staff member whose salary difference could not be reasonably explained

For More Information

Compensation and Classification has updated all applicable web pages which can be viewed from <https://hr.uiowa.edu/compensation-classification>.

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Questions

