

# 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

138 job families

25 unique classifications

462 total UI classifications

Working titles (optional)



# 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

# P&S 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)

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There are a variety of factors that should be used to determine an appropriate salary offer

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Credentials of the candidate

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Difficulty in filling the position

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Internal and external market analysis

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Available budget of the hiring department

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# Career Development Process



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 Staff Actions



**Career Promotion:** Change in classification to a higher pay level due to significant changes in responsibilities



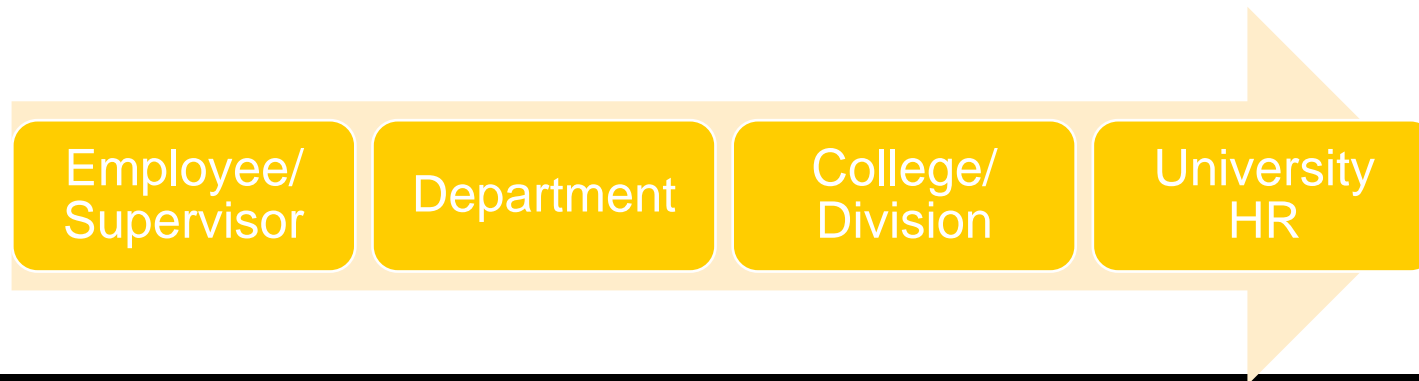
**Career Shift:** Change in classification to the same or lower pay level based on an assessment of responsibilities; or Merit/SEIU to P&S



**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

# Roles in Career Development Review Process



## Supervisors and Staff

Engage in discussions about career planning and exploration of career paths.  
Collaboratively draft career development documentation to reflect job duties and goals.



## University HR Comp/Class

Develops and administers university-wide policies.  
Serves as the final approver for promotions, shifts, and advancements when criteria are met.



## Local HR

Creates and interprets college/division-level policies and interprets university-level policies for local application.  
Collaborates with supervisors and employees on career development documentation and job descriptions (JDs).  
Work with department, college, and Comp/Class on new classification and/or salary recommendations.  
Senior HR Leaders are final approver for advancements when criteria are met.



## Board of Regents (BOR)

Final approver for Merit reclassifications and Merit career shifts to Professional & Scientific (P&S) positions.



## University Review Committee

Reviews appeals related to career development decisions, and asks questions to appealers, supervisors, and Local HR if needed.  
Makes recommendation on appealed cases.



# Off-cycle base salary adjustments

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- Career Development Considerations
  - Acquire and develop knowledge, skills and experience
  - Take on new responsibilities
  - Progress in career or move to more appropriate classification
- Other Base Salary Adjustment Considerations
  - External trends
  - Internal comparisons
  - Economic conditions
  - Job performance
  - Individual's credentials/experience/value

*Career Promotion  
Career Shift  
Career Advancement*

*Market Adjustment  
Counter Offer  
Time-limited Adjustments*

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# 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 departments, colleges or divisions.
- 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 to provide a counter offer

# 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.

# Merit Compensation

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The Merit pay plans and classification system are shared by the three state universities.

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AFSCME contracts and the Merit Rules are used to administer wage and classification determination.

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Merit pay has become more flexible in recent years with the addition of mechanisms to provide rates above the minimum and to request discretionary pay adjustments.

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Staff may be reclassified from Merit to P&S if the responsibilities better align with the P&S classification.

## 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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