
HR Update: Compensation & Classification Focus on Career Development

Trevor Glanz

Exec HR Dir, Comp/Class, Payroll, UWO & HR Data Mgt • Administration

Jiongting Hu

Assistant Director, Comp/Class & HR Data Mgmt • Administration

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
- 436 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)

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

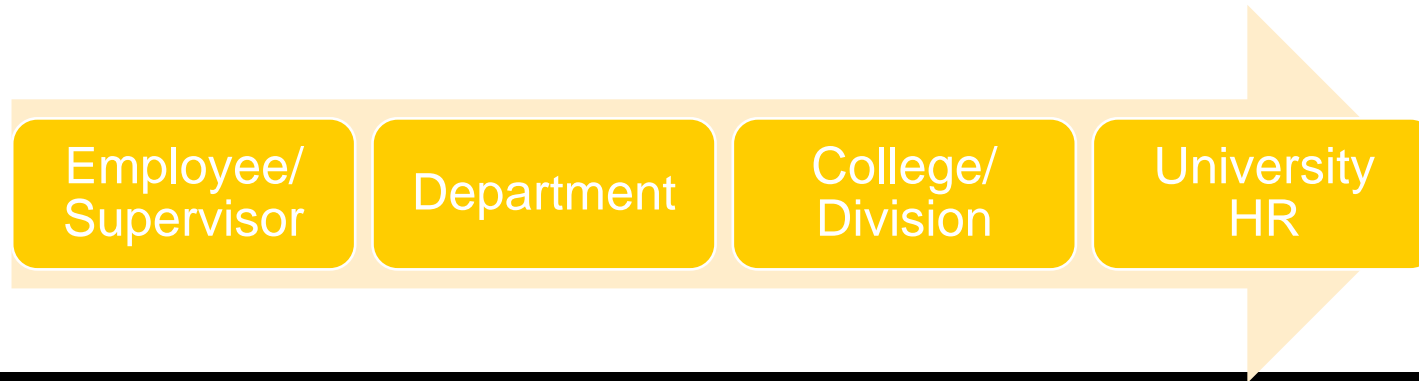
- The key areas of responsibility (KAR's) defining the job classifications and the competencies that are necessary to carry out these responsibilities will help individuals and their supervisors in setting goals and planning for career development to meet the needs of the unit
- University pay practices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

Off-cycle base salary adjustments

- Career Development Considerations
 - Acquire skills, knowledge, and experiences
 - 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*

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

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.

P&S/SEIU Temporary Appointments

- A staff member may serve in temporary status in a continuous appointment for not more than 2 fiscal years to meet an emergency or temporary need of the university.
- Temporary appointments of less than 75 percent (1560 hours/year) will not be subject to the 2-year appointment limitation.

Merit Compensation

- The Merit pay plans and classification system are used by the three state universities.
- AFSCME contracts and the Merit Rules are used to administer wage and classification determination.
- Merit pay is generally less flexible but there are mechanisms to provide rates above the minimum and to request discretionary pay adjustments.
- 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>.

Comp/Class Email: comp-class@uiowa.edu

Comp/Class Phone: (319) 335-5298



Questions

