CLASSIFICATION & COMPENSATION
STUDY RESULTS

August 27 & 28, 2008
STUDY GOALS – PURPOSE

• To design a forward-looking compensation plan based on relevant market comparisons of current positions.

• To provide increased opportunities for professional growth within current position.

• To update the compensation and position management practices to make the university more competitive in the local, regional, and national markets, as appropriate.

• Benefits were not a factor included in the study.
KEY PROJECT STEPS:

1. Staff Salary Forums – December
2. JCQ Survey – January & February (86% completion rate)
3. Subject Matter Expert Meetings - January
4. Update Job Descriptions – March - Present
5. Salary Survey - April & May
   – Local, Regional & National Markets
6. Development of Career Ladders - May
7. Develop New Pay Plan - May
8. Assign Job Classifications to New Pay Plan – June
PROJECT OUTCOMES

- Updated job descriptions
- Updated classification system
- New pay plan
- An implementation plan
- Career ladders
NEW JOB DESCRIPTION

• New job descriptions were developed based on:
  – Employee input (JCQ)
  – Subject matter expert meetings
  – Supervisory input (JCQ)
    • No substantive changes were made based on supervisory review
  – Review by MGT
  – Input from Human Resources

• New job descriptions will be provided in late September
• Job description maintenance – module of PeopleAdmin
SAMPLE JOB DESCRIPTION

UNIVERSITY OF NORTH ALABAMA
OFFICE OF HUMAN RESOURCES AND AFFIRMATIVE ACTION

JOB DESCRIPTION

Job Title: University Webmaster
Position Number: 
Immediate Supervisor: 
Department: University Relations
Salary Range/Grade/Class: 

GENERAL DESCRIPTION:
The Web Master assists with the layout and design of all electronic publications including but not limited to the University’s home internet page. Qualifications for this position include three to five years of experience, a bachelor’s degree in media arts, advertising, marketing, graphic design, or a similar field. Candidates should also be proficient in a variety of web technology and software, such as HTML, PHP, Microsoft Dreamweaver, Adobe Online Flash, pod casting, etc.

ESSENTIAL JOB DUTIES:
- Responsible for the development and management of a new marketing-driven UNA Web site.
- Acts as the primary content and design management of the University’s Web site.
- Works as a member of a dynamic marketing team to strategize and create a multichannel integrated marketing and public relations campaign, of which the Web site will be an integral part.
- Designs and construits Web pages/sites including incorporating graphic user interface (GUI) features and other techniques.
- Manages and provides ongoing design of the Web site, promoting advertising and social media content.
- Requires collaboration with representatives from all areas of the university – academic, admissions, athletics, etc., to develop and manage the Web site.

KNOWLEDGE, SKILLS, and ABILITIES:
- Candidates should also be proficient in a variety of web technology and software, such as HTML, PHP, Microsoft Dreamweaver, Adobe Online Flash, pod casting, etc.

EDUCATION AND EXPERIENCE:
- Completion of bachelor’s degree
- 3 years related experience

LICENSES, CERTIFICATIONS, or REGISTRATIONS:
- None Required

ESSENTIAL PHYSICAL REQUIREMENTS:
- Standing for up to 10% of the time.
- Sitting for up to 75% of the time.
- Sitting up to 20% of the time.
- Pushing with hands and arms up to 50% of the time.
- Picking up to 1 pound up to 20% of the time.
- Pulling or moving up to 20% of the time.
- This position requires lifting up to 10 pounds 10% of the time.
- This position has the following special vision requirements: Close vision (vision at 20 inches or less)

ENVIRONMENTAL WORKING CONDITIONS:
- Indoor environment

Signature:

I certify that this job description is true reflection of the major responsibilities, requirements, and duties of this position. This certification is made with the knowledge that the information is to be used for the purposes of selection, classification, appraisal, and compensation.

IMMEDIATE SUPERVISOR

DATE

Signature:

I certify that this job description is a true reflection of the major responsibilities, requirements, and duties of this position. This certification is made with the knowledge that the information is to be used for the purposes of selection, classification, appraisal, and compensation.

COST CENTER/ACCOUNT

DATE

Signature:

I have read this job description and understand the major responsibilities, requirements, and duties of this position.

EMPLOYEE

DATE

UNA is an equal opportunity employer committed to achieving excellence and strength through diversity. UNA seeks a wide range of applicants for its positions so that one of our core values, ethnic and cultural diversity, will be affirmed.
CLASSIFICATION SYSTEM

• Each classification was thoroughly reviewed to ensure it was representative of the positions.

• Some titles were changed to be reflective of the job duties:
  – Grounds Laborer > Grounds Maintenance
  – Coordinator of Equipment Inventory > Buyer/Inventory Control Analyst

• The new classification system is comprised of 169 job classes.
As part of the proposed career ladders for administrative professionals, a new titling system has been proposed.

If recommended by the Staff Senate and approved by University Administration, none of the new titles will include “secretary”.
### CAREER LADDERS

<table>
<thead>
<tr>
<th>Current Titles</th>
<th>Level</th>
<th>Proposed Titles</th>
<th>CPS/CAP Certification</th>
<th>BA/BS</th>
<th>Computer Training &amp; Mastery</th>
<th>Time in Job/ Satisfactory Perf</th>
<th>Special Project/ Professional Development</th>
<th>MA/MS/MBA</th>
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<td>Seasoned</td>
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<td>O</td>
<td>R</td>
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</table>

R = required  
O = optional

Each administrative position contains two levels, entry and seasoned. Each factor is independently compensable, but all required ("R") factors must be achieved in order to obtain "seasoned" level. Optional factors are compensable but are not required for movement to the next level.
MARKET STUDY

- Industry
- Geographic Location & Cost of Living
- Recruitment Area
- Org Size
MARKET STUDY – DATA SOURCES

– Department of Labor, Bureau of Labor Statistics*
  • Decatur
  • Florence-Muscle Shoals
  • Huntsville
  *No individual employers were added or subtracted from the database.

– College and University Professional Association of Human Resources
  • Large Public Masters Institutions in the Southern Region (n=39)
  • UNA Peer Institutions (n=10)
NEW PAY PLAN

PAY PLAN DESIGN

• Single Plan
  – Includes Exempt & Non-Exempt

• Ranges: Minimum-Midpoint-Maximum
  – (Midpoint is Market Point)

• Pay Grades: 20 Grades

• No Steps
PAY PLAN

MIN / MID / MAX VALUES BY PAY GRADE
RANGE SPREAD ( +/- 25% )

Max (+25%)
Midpoint
Min (-25%)

$0
$25,000
$50,000
$75,000
$100,000
$125,000
$150,000
$175,000
SAMPLE PAY GRADES

<table>
<thead>
<tr>
<th>MINIMUM (-25%)</th>
<th>MIDPOINT (MARKET)</th>
<th>MAXIMUM (+25%)</th>
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<tbody>
<tr>
<td>$28,063</td>
<td>$37,417</td>
<td>$46,771</td>
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<tr>
<td>$30,916</td>
<td>$41,221</td>
<td>$51,526</td>
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<td>$34,058</td>
<td>$45,411</td>
<td>$56,764</td>
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IMPLEMENTATION OF NEW PAY PLAN

Key Points:

• UNA plans to implement 100% of the recommended adjustments

• Grandfather step increases for October 1, 2008
  – Resulted in significant expense over and above initial MGT recommendations.

• *If you were not recommended for an adjustment, that is not a bad thing; it affirms that you are compensated a competitive market salary.
UNA as compared to market TODAY
   - ~ $375,000 below market overall for UNA
UNA plans to implement recommendations in 3 phases
PHASE ONE:
   - October 1, 2008 implementation date
   - Step Increases (2008 only)
   - All brought to minimum
   - 1/3 Adjustment to market
   - Employees within $550 of market will receive full adjustment in phase 1
   - Personalized communication by end of September
KEY TERMS

• **Years to Market:**
  - Number of years necessary to complete training and acquire experience in a position.

  - New plan takes into consideration years in position achieved already at *UNA*.

  • Example: 2 years as a custodian at UNA is equivalent to 2/5 progress to ‘market’.
**EXAMPLE**

<table>
<thead>
<tr>
<th>CLASSIFICATION</th>
<th>UNA SALARY</th>
<th>MARKET COMPARISONS</th>
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</thead>
<tbody>
<tr>
<td>Veterinarian</td>
<td>$58,000</td>
<td>DOL - Florence: $80,180</td>
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</table>

Class date: 10/1/2001

<table>
<thead>
<tr>
<th>NEW PAY GRADE</th>
<th>Minimum</th>
<th>Midpoint</th>
<th>Maximum</th>
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<tbody>
<tr>
<td></td>
<td>$60,884</td>
<td>$81,179</td>
<td>$101,474</td>
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*Below minimum  
*Over 5 years in class
EXAMPLE – FULL IMPACT

<table>
<thead>
<tr>
<th>CLASSIFICATION</th>
<th>PROPOSED PAY GRADE</th>
<th>CURRENT UNA SALARY</th>
<th>ADJUSTMENT TO MINIMUM</th>
<th>ADJUSTMENT TO MARKET</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>MIN</td>
<td>MRKT</td>
<td>MAX</td>
<td></td>
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<tr>
<td>Veterinarian</td>
<td>$60,884</td>
<td>$81,179</td>
<td>$101,474</td>
<td>$58,000</td>
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</table>

Adjustment to Minimum:
58,000 + 2,884 = 60,884

Adjustment to Market:
60,884 + 20,295 = 81,179

<table>
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<tr>
<th>TOTAL ADJUSTMENT</th>
<th>PROPOSED SALARY</th>
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<tbody>
<tr>
<td>$23,179</td>
<td>$81,179</td>
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EXAMPLE – PHASE 1

<table>
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<th>PROPOSED PAY GRADE</th>
<th>CURRENT UNA SALARY</th>
<th>ADJUSTMENT</th>
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<tr>
<td>Veterinarian</td>
<td>$60,884</td>
<td>$81,179</td>
<td>$101,474</td>
</tr>
</tbody>
</table>

Adjustment to Minimum:

\[58,000 + 2,884 = 60,884\]

Adjustment to Market:

\[60,884 + 6,765 = 67,649\]

Market adjustment implemented in 3 phases:

- Total Adjustment to Market = $20,295
- Phase 1 = $6,765

All employees brought to minimum Oct 1, 2008
QUESTIONS?

Please email humanresources@una.edu with any questions you may have.