Staff Compensation Update
January 2023
What we’ll cover in this update

✗ Review of approach and resources to get background information

✗ Job description update project

✗ Market increases and *NEW* market verification

✗ *NEW* ability to apply discretionary amount to those above range maximum in form of one-time payment

✗ Skill Matrix Outreach & Training that will launch in February
Review of approach
Resources
APPROACH TO STAFF COMPENSATION

Informed by Market
Rates and ranges are based on market
Includes peer institutions, similar jobs, geography

Fair & Competitive
Investment to increase starting wages
Competitive for all

Career Progression
New system not directly tied to annual performance or minor adjustments to role
Focus on development

Collaborative
Opportunity for department leadership to weigh in on market data and how roles are benchmarked

Standard & Simple
Easily explainable and applicable to all staff

Repeatable
Something we can use this year AND going forward on an annual basis
Role mapped to market and min/max range established

Agnostic to individual

Skill matrix based on ownership and impact drives where individual falls into range

Final layer of discretion based on VP/Manager functional expertise

Guardrails in place
Job description update project
**Job Descriptions**

✗ Job description update project for all staff complete by end of January

✗ Old compensation system rewarded specificity, current market approach is focused on primary purpose and broader strokes

✗ New shortened, consistent format will remove burden of creating and keeping updated, aimed to highlight primary purpose and core responsibilities, not task list

✗ Will be publicly available soon—we will share when it is up!
Market increases

*NEW* Market verification
Role mapped to market and min/max range established
Agnostic to individual

Skill matrix based on ownership and impact drives where individual falls into range

Final layer of discretion based on VP/Manager functional expertise
Guardrails in place
ALL ROLES WILL RECEIVE A MARKET INCREASE

This step will be based on the overall market movement and may also include specific roles that have shifted significantly and move from one grade to another.
MARKET VERIFICATION

We will add an option for leaders to request a Market Verification to have HR take another look at a specific role if you feel there are outstanding questions/issues with where the role has been graded.
Change to discretionary step with option for one-time payment
Based on feedback, for those that are above range max...

✗ This year there will be a *NEW* change so that it is possible to apply discretionary amounts to above range maximum in form of one-time payment

✗ This means that STEP 3: DISCRETION can now be applied to anyone, regardless if someone is over the maximum of the range...

✗ ...if the individual is over the maximum, instead of it being a base compensation increase, the discretionary amount will be paid as a one-time payment in lieu of increase to base pay
Skill Matrix Outreach & Training
• February—March
  • SLG led, waterfall conversations to reach all staff and gather input from every level of supervisor
  • Focused on framing approach/expectations to build shared understanding

• April
  • All data available with market increases already applied
  • Apply movement in skill matrix for those that have reached significant career progression

• April—May
  • Ensure accuracy and consistency within and across divisions and each decision is explainable
  • Expect to have ~10% shift career progression

• June
  • Final decisions complete
  • Direct conversations with all staff using waterfall approach
TIMELINE
**Timeline**

**November**
- Kick-off job description update project
- Review and analyze options related to market parameters
- Share details on process and approach

**January**
- Complete job description update project
- New job description library available
- Outreach and training with leaders on skill matrix placement

**March**
- Updated market data available
- Decisions on market parameter adjustments
- Prep for launch of skill matrix and discretion input process in mid-April

**May**
- Market adjustments determined
- Budget finalized
- By end of May, all input gathered from leaders for skill matrix placement and discretion

**July**
- New compensation details communicated to individual employees in June and effective July 1

*We'll share an update every other month aligned to this timeline*
More Details

Explore Our Framework.
Take a deeper dive into each step of our compensation program.

Role
Each role is placed into a grade based on market benchmarking and internal review. This sets the min/max range for a role.

Individual
The skill matrix is a tool to place individuals into the range based on career progression.

Discretion
When funds are available, department leadership can distribute supplemental increases.

To learn more about how this program was developed, you can see materials that were shared with our community leading up to the rollout here.

Visit the Staff Compensation section of the HR website for more information including ranges, skill matrix tables, previous presentations and FAQs...

...and we’ll be back in March with another update!