

WSU Compensation Program for Non-Represented Employees

Human Resources
July 2013



What were the Program Goals?

- ❑ Investigate replacements to the Hay classification system
- ❑ Focus on market pay, while at the same time considering internal equity
- ❑ Insure that job specifications and relative pay alignment are in line with similar positions in the market
- ❑ Provide greater flexibility for movement within the University
- ❑ Decentralize the salary administration process to assist the institution in becoming more “nimble” (i.e. respond more quickly to changing unit needs and market conditions)
- ❑ Design a system that supports career and employee development



Key Program Elements

- ❑ Strategic Method with External Focus (using market-based methods)
- ❑ Revised Compensation Structure (one schedule, fewer and wider salary bands)
- ❑ Individualized Job Approach (replace generic classifications)
- ❑ Revised Policies/Processes (for decentralized compensation administration)



Externally Focused Strategic Method (using market-based methods)

- ❑ Restate our compensation philosophy to reflect market focus
- ❑ Use market pricing data to establish ranking/hierarchy of existing jobs
- ❑ Use market pricing to slot new jobs
- ❑ Revise salary structure annually based on market trends



New Compensation Structure

(one schedule, fewer & wider salary bands)

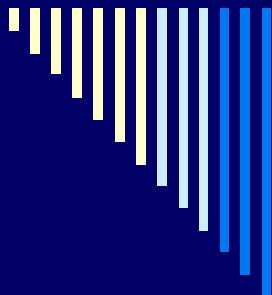
- ❑ Reduced salary schedules from 7 to 1
- ❑ Reduced salary structure from 13 grades to 8 wider bands
- ❑ Retained 2 career tracks (manager vs. individual contributor)
- ❑ Permit only one level of management in each band (no intra-band reporting for managers and individual contributors)



Individualized Job Approach

(replaced generic classifications)

- Move to specific job descriptions for each unique role
- Use title conventions that permit match to market
 - Management jobs – e.g. Director - Grant Accounting (level, function)
 - Individual Contributor jobs – e.g. Accountant III (occupation, level)
- Clarify level differences based on key competencies and market distinctions



Titling and Position Class Conventions

(for Non-Represented Employees)

Salary Band	Manager Jobs	Individual Contributor Jobs
G	Sr Director	-
F	Director	Sr Professional
E	Assoc Director	Professional
D	Manager	Sr Specialist
C	Supervisor	Specialist
B	-	Sr Associate
A	-	Associate



New Policies/Processes

(for decentralized compensation administration)

- Permit unit decision-making, subject to written approval of Senior Executive of S/C/D and availability of funds:
 - ✓ For new hires, promotions, demotions, interim assignments
 - ✓ For lateral transfers – up to a 5% increase for developmental assignments

- Changed role of TCW: fewer classification studies; will consult with S/C/D for new jobs and reorganizations; equity adjustments; bonus or incentive plan designs; market studies.



Overall Program Benefits

- ❑ Provide the University with greater flexibility in utilizing human capital to meet strategic goals.
- ❑ Decentralizes many aspects of compensation administration from central HR to business units.
- ❑ Utilizes an outward focused methodology to more accurately align WSU positions with market pay data.
- ❑ Provides the ability for units to promote employees to existing positions without requiring reclassifications.