



# Professional Faculty—Job Structure and Compensation Program Design

## Manager & Supervisor Training

November 11<sup>th</sup> and 13<sup>th</sup>, 2013





## **Agenda Topics:**

- ① Your Role in the Implementation Process**
- ② Communication Process
- ③ Project Deliverables
  - Job Category Framework
  - Benchmarking/Leveling Process
  - Salary Structure
  - Managing Pay Within a Grade
- ④ FAQs

# Your Role in the Implementation Process

## **Your role is critical—you will be responsible for:**

- Maintaining open communication with your employees
- Working to understand and be able to provide your employees resources:
  - Job Category Framework & Salary Structure
  - Website: [http://oregonstate.edu/admin/hr/job\\_category/](http://oregonstate.edu/admin/hr/job_category/)
  - Business Center HR contacts
  - Office of Human Resources contacts:  
[classification.compensation@oregonstate.edu](mailto:classification.compensation@oregonstate.edu)
- Discussions with your employees around individual impact by November 30, 2013
  - You will receive individual spreadsheets with your employees' information on or around November 18, 2013



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# Communication Process

## *What are the next steps?*

- Individual and small group briefing sessions with Deans and Department heads will be held through Mid-November.
- Large group briefing sessions with managers and supervisors today and Wednesday, November 13<sup>th</sup>. Sessions will be live-streamed, recorded and made available on the project website
- Communication to all professional faculty by their supervisor to discuss the job category framework and salary structure.
- By November 30, every professional faculty staff member will be informed by their supervisor about the Job Category Framework and receive notification of the assigned Salary Grade for their Position Profile.
- Salaries below the identified range will be brought to the minimum of the range effective December 1<sup>st</sup>. Please ensure correct identification of the position in the job category framework by November 15<sup>th</sup>.

# Salary Structure

## *Reasons for Refining or Redefining Salary Structures*

### Key Concern

### Impact

**There currently is no formal salary structure**

There is a great diversity in pay, even if positions have similar duties, scope and level of decision making

**Differences (and rationale behind differences) across campus are not well understood**

Perceptions of inequity, when, in fact, none may exist

**Limited ability to recognize changes in job responsibilities over time or increased skills of the employee**

Numerous requests for title changes and pay increases based on inconsistent factors

**Unclear titling and job responsibilities**

Makes market matching difficult. Positions may be paid based on individual assessment, rather than through a collective look at roles across the university which may result in inequities.



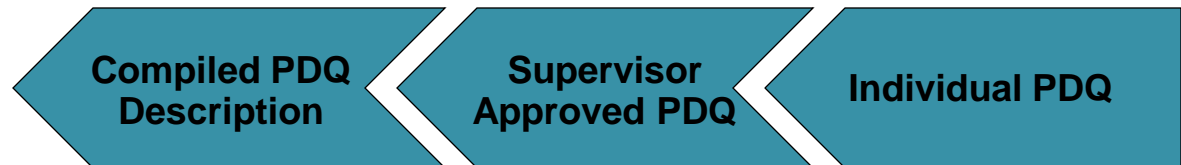
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# Job Category Framework

## The Framework has three components:

- **Job Families** Compiled PDQ Descriptions and Job Profiles aligned by Families based upon common roles, responsibilities, skills, and career progression
- **Job Level** Reflects the organizational responsibility, accountability, and competency requirements of the Job Profile, possibly of a Position
- **Job Profile** The value of the Job Profile is anchored by benchmark competitive pay practices, taking into account Job Family, Job Level, and internal relationships







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# Benchmark Analysis Process *Methodology*

## **The following principles were used to conduct the competitive assessment:**

- 1. Identify benchmark jobs:** select a stratified sample of Job Profiles that are likely to be found across the talent market segments; selected benchmark jobs can be reliably matched to the market and are either important to the institution and/or have a high number of employees in them
- 2. Identify appropriate compensation survey sources:** select validated survey sources that are highly reliable and available for future years; they reflect Oregon State University's competing market.
- 3. Match OSU benchmark jobs to comparable job descriptors in the surveys:** recognize that not all jobs will be a perfect match and allow for judgments or adjustments, as needed; matches are based on the content of the job, not the title.
- 4. Select appropriate "scope cuts" within the surveys:** recognize size, market segment, and geographic differences; comparison markets were established in the compensation philosophy and best effort was made to follow the philosophy based on the data available
- 5. Make necessary adjustments:** adjustments were applied to the data on an as-needed basis when exact match selection was not available
- 6. Gather the compensation data:** age and adjust the pay data to a common point in time; the market 50<sup>th</sup> percentile was used as the desired pay positioning to determine market competitiveness

# Job Value Tool *Comparison Factors*

**The following three comparison factors were considered during the process:**

1

## Knowledge and Skills

What is needed to effectively perform the job duties?

- Difficulty of tasks performed and problems encountered in the course of the work (complexity and problem-solving).
- The types of knowledge, competencies/skills, and abilities as well as type and level of education and work experience needed to be successful in the role.

2

## Scope of Responsibilities

What is this job's ability to make or control that contribution?

- **Scope**—The variety of work assigned, the breadth of responsibilities (i.e., work unit versus University-wide); the required degree of interaction across the University departments; the diversity of deadlines and priorities governing the work.
- **Management Responsibilities**—Types and level of positions managed; functions overseen; degree of management authority, complexity and diversity of work managed.
- **Resource and Budget Accountability**—Amount, kind, discretion on spending, and complexity as determined by the number of funding sources; the extent of resources for which the employee has responsibility, the type of responsibility, including human, financial, and information systems.

3

## Range of Impact

How “big” is the function, department or process touched?

- **Freedom to Act / Authority**—Authority, autonomy, independence of action, and level and types of decisions made; degree to which job tasks are dictated by policy, procedures, manuals, supervisor, or department head.
- **Communications**—Types of verbal and written communications; who is typically communicated with; what information is the job responsible for communicating and the method of delivery.
- **Consequences of an Error**—The impact and consequences of errors made in the course of the work relative to the magnitude – from those easily rectified to those that cause major unit disruption; also referred to as ‘risk’.



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# Oregon State University

## Professional Faculty Compensation Structure

Salary Grade	Salary Range Minimum	Salary Range Midpoint	Salary Range Maximum
1	\$26,700	\$36,000	\$45,300
2	\$30,708	\$41,400	\$52,104
3	\$35,304	\$47,604	\$60,000
4	\$40,608	\$54,804	\$68,904
5	\$46,608	\$63,000	\$79,308
6	\$55,008	\$75,600	\$96,204
7	\$65,904	\$90,708	\$115,404
8	\$79,104	\$108,804	\$138,504
9	\$95,004	\$130,608	\$166,200
10	\$113,904	\$156,708	\$199,404
11	\$139,908	\$195,804	\$251,808
12	\$174,900	\$244,800	\$314,700
13	\$218,604	\$306,000	\$393,408

Amounts listed in annual salary rates, based on 12-month annual salaries



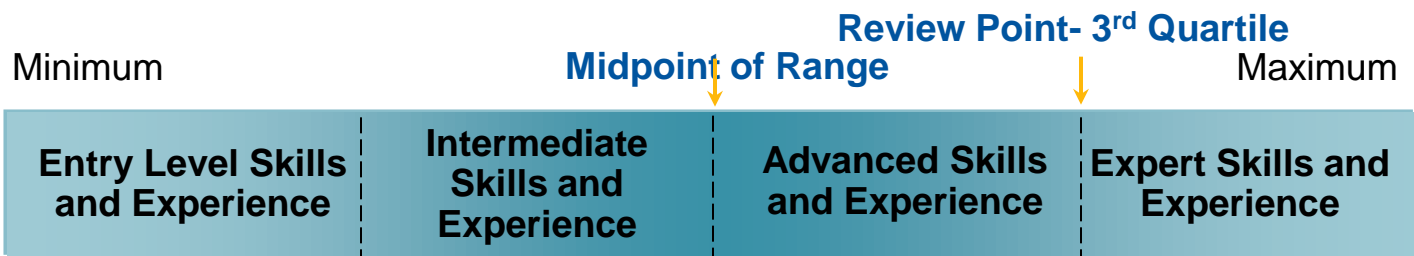
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# Managing Pay within a Grade

The grades of the new salary structure are wide enough to provide appropriate pay for employees with a variety of skills, knowledge, experience and performance levels. Salary decisions will be made using the following model:

## MANAGING PAY WITHIN A GRADE



**Paying for the Job  
(based on external Market)**

**Paying for the Individual  
(based on performance and skill)**

- Meets minimum qualifications of job; however is fairly new to job and field, has little or no direct, related prior experience
- On steep learning curve, building both skills and knowledge as well as ability to handle job responsibilities
- Performs (or has demonstrated capability to perform based on prior experience) some/most job responsibilities with increasing effectiveness
- Possesses the basic knowledge and skill requirements, but may need to build experience
- May still be learning some aspects of job or developing expertise to handle them more independently and effectively
- Consistently exhibits many or most desired competencies to perform job successfully
- Performs (or has demonstrated capability to perform based on prior experience) all aspects of job effectively and independently
- Experienced in the job and possesses required knowledge and skills
- Consistently exhibits desired competencies to perform job successfully
- Seasoned and proficient professional
- Expert (or has demonstrated capability to perform as expert based on prior experience) in all job criteria
- Has broad and deep knowledge of own area as well as related areas
- Depth and breadth of experience, specialized skills, perspectives add significant value to institution
- Serves as expert resource and/or mentor to others
- Placement in this quartile requires approval by OHR Classification and Compensation\*

**Factors for progression within the salary range may be based on external market, individual performance and skill.**

**\*OHR Classification and Compensation with OEI will review placement in the 4<sup>th</sup> quartile a minimum of quarterly**



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3. Project Deliverables
4. **FAQ's**



# Frequently Asked Questions

## ***What if I get questions from people about the new program?***

To assist you, we have provided a number of answers below to questions that have come up during our many conversations with professional faculty about this program:

- No individual's pay was decreased as a result of this project.
- Decisions regarding salary increases will be made independently from the *launch* of this job category framework and compensation program.
- Employees have been placed within the job category framework based on detailed reviews of the completed PDQs, position descriptions and input from many subject matter experts across campus.
- There will be an opportunity for Professional Faculty to request a review of their position if they feel the position was not allocated properly in the Job Category Framework. The specific process for the review process can be found on the project website

[http://oregonstate.edu/admin/hr/job\\_category/](http://oregonstate.edu/admin/hr/job_category/)