



University  
of Portland

# University of Portland

## Staff Classification & Market Pricing Project

2014



# Agenda

- Project Objective and Goals
- Classification Structure
- Compensation Philosophy
- Salary Structure & Market Pricing
- Manager Responsibilities?



# Objective and Goals for New Classification Structure & Market Pricing

- Objective

To promote fairness, trust, and employee engagement by ensuring staff positions are classified and compensated consistently and competitively both internally and externally

- Goals

- To deliver and implement a classification structure with the following attributes:
  - Clear role definition
  - Consistent ability to align with market surveys
  - Market based approach to updating compensation in the future
  - Transparency regarding career opportunities
- To provide managers with transparency, communication, and a structure to assess their staff positions
- Educate managers on the market based pay results for staff positions

# Classification Structure

Management Career Path											Executive		
											E1	E2	
											Manager		
											M1	M2	M3
Individual Contributor Career Path											Professional Individual Contributor		
											P1	P2	P3
	Administrative Support				Technical Support								
	A1	A2	A3	EAA	T1	T2	T3						

# Compensation Philosophy and Strategy

*To support its mission, vision, and values, University of Portland maintains a compensation program that is designed and administered to attract, retain, and reward talent.*

*The University provides staff compensation that is both externally competitive with the relevant market and internally aligned with market reference ranges of individuals who have similar responsibilities, skills, and experience. The compensation program and processes will be evaluated on a regular basis to ensure external market competitiveness, internal equity, and fiscal accountability.*

# Salary Structure Administration Guidelines

- How are employees paid?
  - Competitive salary is anchored on the 50<sup>th</sup> centile of the pay range with an 80% to 120% range
  - Individual pay will be managed within their salary range, based on their job
  - The illustration below shows the factors to be considered when determining an individual's appropriate pay level within their salary range

	Developing <i>Compa Ratio &lt;80%</i>	Competitive <i>Compa Ratio 80-120%</i>	High <i>Compa Ratio &gt;120%</i>
<b>Salary Positioning Criteria</b>	<ul style="list-style-type: none"><li>• New to position or function</li><li>• Limited experience/skills</li><li>• Opportunity for skill acquisition and development</li><li>• Performance may need improvement</li></ul>	<ul style="list-style-type: none"><li>• Fully experienced in assigned function</li><li>• Solid to above average performer sustained over time</li></ul>	<ul style="list-style-type: none"><li>• Mastery of position function</li><li>• Always applies high level of expertise</li><li>• Sustained exceptional performance</li><li>• Exceptional contributor to broader business results</li></ul>

# Market Pricing Process

- Positions are matched to general descriptions in our 4 survey sources, our goal is for a 70%+ match.
- Adjustments (premiums and discounts) may be applied to available survey data for the following reasons:
  - Differences in responsibilities
  - Level of organization's job relative to survey job
  - Organizational scope size
- Mercer suggests the below adjustments where applicable:

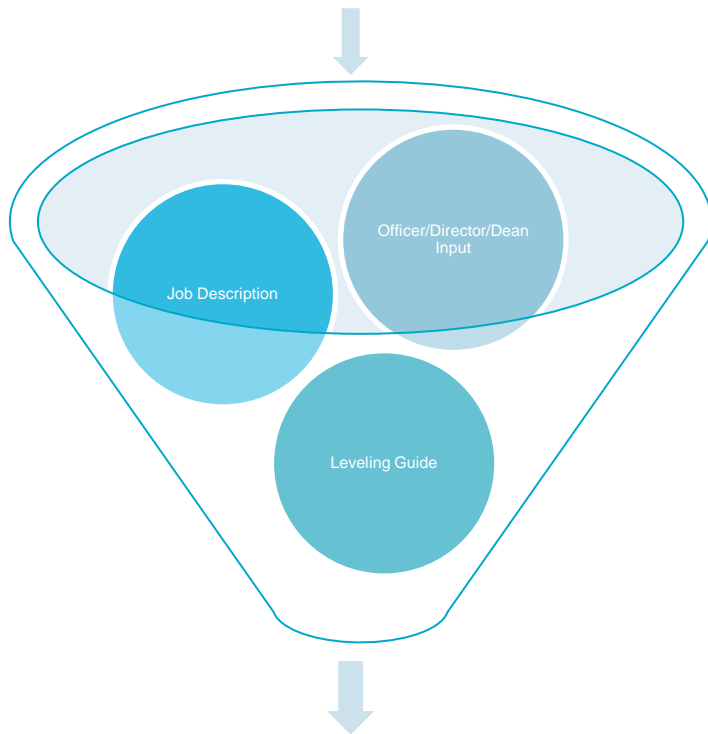
Adjustment	Rationale
<b>+/- 10%</b>	<ul style="list-style-type: none"><li>• “just noticeable difference”</li><li>• major added or missing responsibility</li></ul>
<b>+/- 15%</b>	<ul style="list-style-type: none"><li>• “evidently quite different”</li><li>• organizational level difference at Director and Below</li></ul>
<b>+/- 20%</b>	<ul style="list-style-type: none"><li>• “significantly different”</li><li>• organizational level difference above Director</li></ul>

- Surveys are updated annually and aged forward to be current



# Classification + Salary Structure Assignment

Administrative Assistant



Classified as **A1**

Management Career Path											Executive	
											E1	E2
Individual Contributor Career Path							Professional Individual Contributor					
	Administrative Support			Technical Support			P1	P2	P3			
	A1	A2	A3	EAA	T1	T2	T3					



How are jobs assigned to a structure?

- Based on the job description, staff jobs are “classified” within the career leveling framework
- Each individual job is aligned to at least one survey match
- Positions are market priced annually
- Each individual job is assessed against the 80% - 120% range

Actual Title	Leveling	Survey	Current Base Salary	50th %ile	50th %ile
Admissions Data Entry Speciali	A1	CompData	\$33,600	\$29,940	112%
Document Imaging Clerk	A1	Mercer	\$13,105	\$35,381	85%
Mail Center Receptionist	A1	CompData	\$31,510	\$29,424	107%
Engineering Secretary	A1	Mercer	\$30,000	\$35,381	85%
Office Manager/Admin Asst	A1	Mercer	\$32,000	\$35,381	90%



# Manager Responsibilities

- Understand your staff positions, how are they classified and market aligned?
  - Ensure job descriptions for your staff employees are up to date, work with HR to review them annually
  - Review market pricing information from your Director/Dean/Officer prior to entering merit pool increases
  - Double check market pricing with HR before posting a replacement position
  - Work with HR on any questions you may have & how to talk to your staff employees individually if they have questions
- Next Steps
  - Director re-fresh training June/July
  - Add Classification to job postings Oct
  - Add Classification to staff annual performance reviews January 2015

