

Staff Job Title and Salary Study Questions and Answers (Q & A's)

1. What are the goals of the Staff Job Title and Salary Study?

The goals of the study were to review, revise and improve the University of Missouri's compensation and classification program. In pursuit of this goal, the university developed a meaningful hierarchy of the different types of work performed at the university. The process of developing a meaningful hierarchy of jobs and the value of those jobs is called *job evaluation*. In this study, the university utilized a new job evaluation method called the Global Grading System (GGS).

2. Who conducted the Study?

The study was a collaborative effort of representatives from UM System and HR professionals from all four campuses. Consultants from the firm Towers Watson were also involved in the study.

3. How were jobs evaluated?

It is first determined whether a job is a supervisor/manager or individual contributor. Then seven factors are assessed to further determine the job's role and grade level within the university:

The *knowledge* required to perform the work

The *expertise* in the job, the related areas affecting the job, and areas which the job affects

The *leadership* required in the job

The *independence* with which the job operates

The *influence* of the job on other entities within the department, division and campus

The *impact* of the job – both the type of impact and the scope of impact on the work team, department, division and campus

The *interpersonal and communication skills* required

4. When did the study begin?

The study began in January of 2010 as a pilot project. As a result of the pilot project the University of Missouri - Board of Curators approved a comprehensive review of all staff titles. The project is expected to wrap up in April 2014.

5. What is a global group?

A Global Group is a collection of job classes with relative homogeneity of purpose, function and preparation; also referred to as a "job family".

6. Will my pay be affected by the study?

No one's pay will decrease as a result of the study. However, there may be circumstances where an employee's pay could increase. Pay ranges for some titles could change.

7. How is the University managing pay compression issues as a result of this study?

With regard to the implementation of staff titles into the global grading system (GGS), the campus made a decision to adjust the pay of the employees who fell below the range minimum to the new range minimum. We did not make any other pay adjustments to these employees or to the employees whose pay fell in the new GGS range. We also did not look at time in title, current pay range penetration or performance when adjusting the pay of employees to the new pay range. Our immediate goal and funding allowed us to get everyone into the GGS salary plan and ranges.

We realize that by moving employees who were below the range to the minimum of the range that some salary compression issues would arise with less tenured employees being paid close to or the same as more senior employees in the department.

Human Resource Services will be providing each department with a “range penetration” report of each employee in the department. This will provide a measure of where employees fall within the pay range to which their title is assigned. This will help the department assess any pay compression that has occurred between employees as a result of consolidating titles with similar duties into one title and with the conversion to global titles. Hopefully, departments will be able to provide appropriate distinctions in pay based on performance and other factors. There is no mandate for them to do this, however.

8. My job title was already assigned to the GGS pay range. Why am I currently being paid below the range minimum for my title?

The Global Grading System (GGS) pay ranges were aged in September 2013. Generally, employees are not paid below the minimum of the pay range to which their job title is assigned. However, departments with employees whose job titles were previously converted to the GGS pay structure did not receive additional campus funding to provide increases to employees whose pay fell below the new pay range minimum. The guidance from UM System indicated departments were not required to make adjustments to employee pay rates that were below the range minimum in September, but would need to bring employees into the aged structure in 2014. As a result of the study’s final implementation, all employees are moving into the new GGS ranges effective April 13, 2014, even those employees who were already converted to the GGS structure.

9. Will my performance evaluation be affected?

No. The Staff Job Title and Salary Study is about the *work*, not the *worker*. A performance evaluation is about the employee’s individual performance and was not a part of the study.

10. Will my title change?

Mizzou currently has over 1600 distinct job titles for a population of 7500 employees. Where job titles graded out the same and the duties and responsibilities were, in summary, similar, titles were consolidated at a global level and done so without eliminating staff. Your department may use a working title to further describe your role at the University.

11. Will my job duties change?

No. But the title description (classification specifications) and the title will likely change and you will be assigned a global title.

12. Will this affect my ability to advance in my career?

A career path for advancement may be clearer as a result of the study.

13. What will *not* change as a result of the study?

Existing organizational structures and reporting relationships will not change. And job duties will not change.

14. What job content was used to evaluate titles?

Existing job descriptions, organizational charts and other descriptive information used for recruiting and selection were reviewed to determine specific job content. Additionally, managers and supervisors may have been asked to provide up-to-date information regarding positions reporting to them.

15. How do the results of the job evaluation determine salaries?

The levels and types of work performed in MU benchmark jobs help us match MU jobs to like jobs in the labor market. Once the jobs are matched correctly, the salaries of the MU benchmark jobs are compared to the salaries of the matched jobs to determine the competitiveness of MU pay.

16. When my title changes will my salary change?

Not necessarily. An employee’s title will likely change and do so without an accompanying change in salary. Pay increases will only occur if an employee’s rate of pay is below the minimum of the new GGS pay range.

17. If my salary does change, when will the change go into effect?

Compensation and title changes will be effective April 13, 2014.

18. Additional duties have been added to my job. Will I get a raise?

If the complexity of the job increased, a pay raise could result if the job is evaluated at a higher level, though a pay raise would not be guaranteed. If the complexity of the job did *not* increase, though more of the same duties were added, the job would not be evaluated at a higher level and a pay raise would not be considered, based on the job evaluation.