



# WSU Market-Based Compensation Program\*

WSU Shared Governance Transition Status Update  
Spring, 2021

\*Does not include the Industry, Defense and Programs (IDP) Division – Information regarding IDP will be provided by IDP Human Resources



# History

- 2013 – WSU strategic plan established a goal (7): Assessments, Rewards and Incentives
- 2015-2016 WSU engaged outside resources (CBIZ) to begin this work
- 2018-2019 – Faculty pay review committee established to collaborate with HR in the transition of tenured faculty to market-based compensation
- 2019-2020 – WSU identified as a priority...”develop and implement a market-based compensation structure for faculty and staff”
- Fall 2019 – Provost and VP Finance and Administration hosted multiple leader briefings to outline phase II of the transition (remaining positions)
- Spring 2020 – Pandemic (!!)



# Market-Based Compensation Program

There are seven steps to complete the transition: (From previous Briefings)

1. Define the jobs that are needed at the University
2. Create uniform and consistent job descriptions that are placed in a catalog (referred to as a “job catalog”)
3. Map the existing positions to the new job catalog based on job duties
4. Compare each job to comparable jobs in external market, develop new compensation structure and assign pay range and exempt/non-exempt classification
5. Review each employee’s experience, education and skill-set to assess placement within the pay range
6. Implement compensation administration guidelines
7. Budget dollars in FY22 and annually thereafter (multi-year plan to implement pay changes)



# Complete or Nearly Complete

- Job catalog (uniform and consistent job descriptions, including physical requirements for jobs)
- Map current employees to the job descriptions in the job catalog
- Compensation software implementation (PayFactors)
- Compensation Administration Guidelines
- Complete the load of all jobs into compensation software



# Work In Process

- Complete the load of employee data into the compensation software
- Conduct market review for jobs
- Develop and establish compensation structure (excluding faculty)
- Assign pay range and FLSA exemption classification for all jobs (excluding faculty)
- Complete pay analysis



## Work In Process

- Develop and execute communication and training plan
- Establish blackout period for any changes (University-wide) for for HR systems cut over
- Implement Compensation Administration Guidelines (excluding faculty)



# Annual Pay Cycle

The transition to market-based compensation establishes an annual compensation cycle and use of the Compensation Administration Guidelines to administer the plan\*

- At the beginning of each Calendar year, Human Resources will market price jobs, adjust the compensation structure as needed, analyze employee base pay and apply the agreed upon methodology to prioritize base pay changes
- HR will partner with the budget department during the budget cycle to identify funding available for pay changes
- If funding is available, pay changes will be made in accordance with prioritization
- If no funding is available, no pay changes will be made

\*Positions funded by external grant will be processed according to the grant



# Off-Cycle Pay Adjustments

- There will be criteria and a process for base pay requests that do not occur in accordance with the annual pay cycle. These are referred to as "off cycle" base pay adjustments and are exceptions that must be approved. These incidences should be few – but will occur
- Base pay changes other than approved "off cycle" changes have been suspended to allow a transition to market-based compensation and align to the annual pay cycle process





# Overview – Compensation Administration Guidelines

Compensation Administration Guidelines are being developed for use in administration of the compensation plan

- Establishes WSU philosophy on compensation
- Moves the accountability of annual base pay increase recommendations to Human Resources (annual cycle)



# Overview – Compensation Administration Guidelines

- Establishes guidelines for leaders to use in the determination of base pay for new hires
- Establishes guidelines for leaders to use for base pay changes such as promotions; demotions; transfers
- Establishes guidelines for job levels
- Establishes guidelines for working titles



# Communication and Implementation Timeline

## April

- Implementation status update provided to University leadership and governance groups (Council of Deans; Academic Forum; Faculty Senate; WSU Employee Senate)
- Leaders receive confirmation of direct report's job mapping and guidance on the process and the form to request a working title(s), if needed
- Employee briefing conducted (recorded; available on demand)

## May

- Routine implementation status updates published in WSU Today



# Communication and Implementation Timeline

## June

- Leaders receive direct report's compensation statement to share with each employee (title, pay range, FLSA exemption classification, base pay), along with information on how to interpret the statement
- Routine implementation status updates published in WSU Today

## July

- HR systems and process changes go-live
- Implement Compensation Administration Guidelines
- Employee receives annual appointment notice, if applicable



# Training and Ongoing Support

- Technical training will be provided for those performing hiring functions that are impacted as a result of market-based compensation implementation (for example: identifying appropriate job description in the job catalog – non-teaching positions)
- Support provided by the human resources talent acquisition team for those performing hiring functions (for example: Intake call to determine hiring manager/dept. needs; drafting or assistance in drafting, a position posting summary; assistance with sourcing/recruitment strategy; determining appropriate base pay offer)



# Resource Materials

Several resource materials are available to keep you apprised of this work and assist you during this transition. A webpage dedicated to this work is established on the HR website which contains:

- Leader Talking Points
- Frequently Asked Questions
- The presentation used for all University briefings on this transition
- HR business partner assignments as well as contact information

This web page will be updated as the transition occurs.

[www.wichita.edu/MarketBasedCompensation](http://www.wichita.edu/MarketBasedCompensation)