

Overview of Current Situation and Desired Outcomes

Overview of Current Situation

The University is embarking upon a significant project to redesign its compensation structure for approximately 3,300 staff in A&P and Executive Services and USPS spanning across the University.

Five significant issues are driving the need for change:

- A limited number of very generic classifications which:
 - Internally leads to title inflation, reporting issues, and lack of clarity on appropriate compensation
 - Creates challenges in external recruiting and retention
- Ambiguous guidelines for pay changes—hard for managers to use to guide decisions and difficult to explain to employees
- Working titles used as a work-around for generic classifications
- Unclear linkage between current structure and market
- Lack of clarity in career progressions

Desired Outcomes

Desired outcomes from this project include:

- A new, more modern approach to compensation with market alignment and clear career progressions
- A system which empowers managers and HR liaisons to guide better compensation decisions
- Clearer guidelines for management of title and job changes, reclassification requests, and salary change requests


Overview of the Approach

Overview of Approach

The University of Central Florida plans to partner with an external consultant, Sibson Consulting, over an 18-20 month timeline to:

- Establish a compensation philosophy
- Determine job architecture, including job families and career-leveling frameworks
- Determine job titles, collect position descriptions, and map employees to jobs
- Conduct market competitiveness assessment and update job classifications to reflect current jobs
- Develop salary structure and job evaluation system
- Develop pay guidelines
- Communicate and plan for implementation

Project Phases

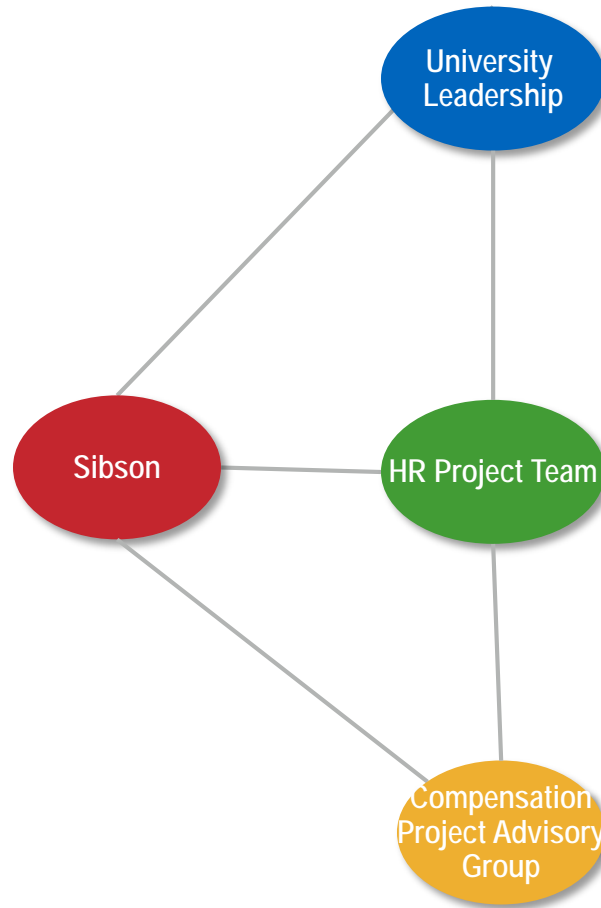


1	Establish Compensation Philosophy
2	Determine Job Architecture (Job Families, Career Leveling Framework)
3	Determine Job Titles, Collect Position Descriptions, and Map Employees to Jobs
4	Conduct Market Competitiveness Assessment and Update Job Classifications to Reflect Current Jobs
5	Develop Salary Structure and Job Evaluation System
6	Develop Pay Guidelines
7	Communicate and Plan for Implementation

The entire project is expected to take 18-24 months.

Overview of Roles and Responsibilities

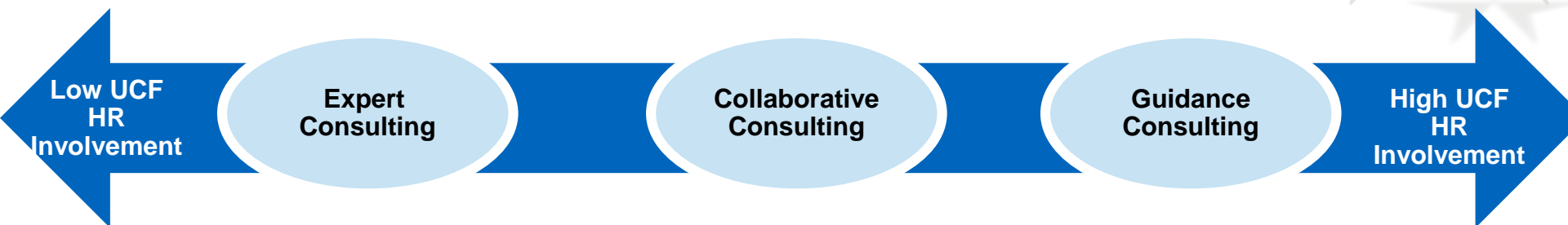
Roles and responsibilities will be defined as we begin the process to ensure efficiency of process and effective outcomes. Draft role descriptions are shown below:



- Serves as subject matter expert and provides alternative approaches and considerations
- Develops and manages the project plan; manages the project and day-to-day activities; ensures key deliverables are completed on time
- Collaborates with the HR Project Team to complete analyses and develop the detailed design and implementation plan
- Facilitates meetings
- Participates in presenting recommendations to key stakeholders as appropriate

- Sponsors and champions the compensation initiative
- Provides institutional insights and directional guidance
- Confirms and endorses philosophy, design, and execution
- Reviews and approves defined comparison markets
- Reviews and approves project direction at key decision points
- Works closely with Sibson to clarify current practices and identify issues
- Provides feedback and guidance on key decisions
- Completes analyses and develops work product as indicated in work steps
- Project Team Lead:
 - Acts as internal liaison for project coordination and execution
 - Provides project management support, including data and other resources
 - HR voice for the project in key meetings
- Champions the compensation initiative
- Confirms and endorses strategy, design, and execution
- Provides feedback and guidance on key decisions
- Spokesperson for the project within their area

For the Majority of the Steps, We Will Engage Sibson Using the Collaborative Consulting Approach



- Consultant has primary responsibility for strategy, design and development of tools
- Relies on expertise to provide design that is both sound and fast
- Client involvement: key contact(s); targeted interviews/focus groups

- Shared responsibility for outcomes
- Work focused on joint problem solving
- Collaborative design process
- Client involved in meetings, direction setting, etc.
- Consultant plans and facilitates interviews, focus groups, Advisory Group meetings, leadership meetings, etc.

- Client has primary responsibility for strategy, design, and development of tools
- Consultant provides counsel and guidance at key points or on “as needed” basis

About Sibson Consulting

An Overview of Our Project Partner

- Founded in 1959 and specializes in human capital consulting
- Cross-functional National Higher Education Team consists of senior level consultants who focus predominantly on working with colleges and universities.
- Sibson draws upon the experiences of colleagues working outside academia to bring effective practices to our higher education clients, adapting those practices as needed to suit the academic environment
- Sibson is privately held—the officers of the company own the firm.
- Service offerings include
 - Strategic planning (institution-wide and school level)
 - Organizational assessment and improvement
 - Total Rewards Strategy
 - Compensation (faculty, executive, administration and staff)
 - Benefits assessment, design, and compliance
 - Talent Management and Performance Management
 - Human Resources Function Assessment
 - Employee Communications
 - Technology specification and selection

Select Public Higher Education Clients

Arizona State University
Ball State University
Cal State University – Long Beach
Cal State University - Northridge
Central Michigan University
Chemeketa Community College
Clackamas Community College
Cleveland State University
Cuyahoga Community College
Coastal Carolina University
Collin County Community College
Colorado Community College System
Colorado State University
Columbia Gorge Community College
Coppin State University
Community Colleges of Philadelphia
Eastern Kentucky University
Florida State University
George Mason University
Georgia Regents University—Augusta
Georgia Institute of Technology
Georgia Gwinnett College
James Madison University
Kean University
Keene State University

Longwood University
Maricopa County Community Colleges
Medical University of South Carolina
Miami University (OH)
Minnesota State Colleges & Universities
Montclair State University
Morehead State University
Mott Community College
Northern Arizona University
North Carolina State University
Northern Michigan University
Northern Virginia Community College
Northwood University
Oakland University
Oregon State University
Pennsylvania State System of Higher Education
Pennsylvania State University
Pima County Community College
Portland Community College
Prairie View A&M University
Radford University
Rogue Community College

Stephen F. Austin State University
Texas Southern University
Texas State—San Marcos
Texas Woman's University
The Citadel
The City College of New York
The Ohio State University
University of Baltimore
University at Brockport (SUNY)
University at Buffalo (SUNY)
University of Alaska
University of Arkansas
UC—Hastings School of Law
University of California Retirement System
UC - Santa Barbara
University of Central Florida
University of Connecticut
University of the District of Columbia
University of Florida— College of Pharmacy
University of Idaho
University of Kentucky
University of Louisville
University of Maine

University of Massachusetts—Lowell
University of Michigan
University of Minnesota
University of Missouri
University of New Hampshire System
University of New Mexico
University of North Carolina - Charlotte
University of North Texas
University of Oklahoma
University of Pittsburgh
University of Southern Indiana
University System of New Hampshire
University of Tennessee System and Campuses
University of Utah
University of Virginia
Utah State University
Virginia Polytechnic Institute and State University
Weber State University
West Georgia College
West Virginia University
Western Kentucky University
Western Michigan University
Wright State University