HR UPDATES

Classified and Administrative Forums

January 30, 2015
(Updated February 5, 2015)
Sibson and Willamette have completed phases A – C and part of D of the classification and compensation study; currently finishing Job Leveling. Are prepared to be ready for implementation by end of March in time for 6/1 salary change.

<table>
<thead>
<tr>
<th>Phase</th>
<th>Completed</th>
<th>Nov</th>
<th>Dec</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Phase A</strong>—Project Planning and Compensation Philosophy Development</td>
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<td><strong>Phase B</strong>—Job Analysis and Design</td>
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<tr>
<td><strong>Phase C</strong>—Competitive Market Assessment</td>
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<tr>
<td><strong>Phase D</strong>—Salary Structure, Job Leveling Methodology, and Pay Guidelines Development</td>
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</table>

*Allotted time for implementation and communication of new program, as necessary for WU staff*
Willamette’s staff compensation program focuses on retaining and attracting the best talent to support Willamette’s goal of “becom[ing] the Northwest’s leading institution for rigorous, personalized liberal arts and graduate professional education”

Willamette’s staff compensation program will encourage effectiveness and efficiency while providing opportunities to achieve career and work goals in an environment that encourages life-long learning and development

Willamette’s staff compensation program and its administration will be supported through open and transparent communication
JOB EVALUATION PROCESS

- 75% PDQ PARTICIPATION BY STAFF (Thank you!)

- USED WITH JOB DESCRIPTIONS TO IDENTIFY/CONFIRM 131 “BENCHMARK JOBS” FOR COMPETITIVE ASSESSMENT

- 250 POSITIONS BEING EVALUATED INTO NEW STRUCTURE USING LEVELING TOOL BUILT BY SIBSON FOR WILLAMETTE
## COMPETITIVE ASSESSMENT

### WILLAMETTE UNIVERSITY LABOR MARKET MATRIX

<table>
<thead>
<tr>
<th>Survey Source</th>
<th>Scope Cut</th>
<th>Leadership and HE Specific Professionals</th>
<th>Mid-Level Staff</th>
<th>Trades, Facilities, Clerical</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CUPA-HR</strong></td>
<td>Industry</td>
<td>HigherEd</td>
<td>HigherEd</td>
<td>HigherEd</td>
</tr>
<tr>
<td></td>
<td>Carnegie Classification</td>
<td>Baccalaureate Colleges: Arts &amp; Sciences</td>
<td>All</td>
<td>All</td>
</tr>
<tr>
<td></td>
<td>Operating Budget</td>
<td>$69M - $276M</td>
<td>All</td>
<td>All</td>
</tr>
<tr>
<td></td>
<td>Student FTE</td>
<td>1,395 – 4,185</td>
<td>1,395 – 4,185</td>
<td>All</td>
</tr>
<tr>
<td></td>
<td>Geography¹</td>
<td>National</td>
<td>West ²</td>
<td>Local³</td>
</tr>
<tr>
<td><strong>Mercer</strong></td>
<td>Industry</td>
<td>Education</td>
<td>All</td>
<td>All</td>
</tr>
<tr>
<td></td>
<td>Size</td>
<td>All</td>
<td>All</td>
<td>All</td>
</tr>
<tr>
<td></td>
<td>Geography¹</td>
<td>National</td>
<td>Pacific Northwest States</td>
<td>Oregon</td>
</tr>
<tr>
<td><strong>Towers Watson</strong></td>
<td>Industry</td>
<td>NFP: Associations, Foundations, Education and Government</td>
<td>All</td>
<td>All</td>
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<tr>
<td></td>
<td>Size</td>
<td>All</td>
<td>All</td>
<td>All</td>
</tr>
<tr>
<td></td>
<td>Geography¹</td>
<td>National</td>
<td>Pacific Northwest States</td>
<td>Oregon</td>
</tr>
<tr>
<td><strong>Others</strong></td>
<td></td>
<td>Select surveys and data points (State Government, AACSB, etc.) will be used to verify the data collected through the surveys listed above</td>
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</tbody>
</table>

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¹ If the desired geographic scope cut is unavailable, a geographic differential will be applied to the data.

² For detailed description of the geography, refer to slide 25.

³ For detailed description of the geography, refer to slide 26.
COMPENSATION/CLASSIFICATION
SIBSON’S FINDINGS

- WU is “moderately competitive”. Overall, 93% of market median for all staff. Competitive range is 90 to 110% of market.
- Some areas/classifications/divisions better than others in terms of competitiveness.
- Cost estimated by Sibson to bring shortfalls to competitive levels.
  - Depends on implementation timeline and planning/budget.
  - Leadership used estimate to evaluate funding for this year.
- $725,000 has been approved for 2015-16 budget to begin implementing new program.
NEW GRADE SYSTEM

- 15 grades across all jobs, including both non-exempt and exempt jobs.
  - Previous system was just “Classified” jobs and had 15 grades alone.
  - There was no system for exempt staff (“Administrators”)
- Greater differentials between grades.
  - Old “Classified” system was 5% - 7% midpoint to midpoint.
  - New system is 10 – 15% midpoint to midpoint.
  - What does this mean?
- “Modern” new system.
  - Less focus on midpoints.
  - Development of strategy to advance people in ranges for merit and commitment
NEW GRADE SYSTEM
FINAL STEPS

- Finish leveling and solicit divisional review
- Draft and review administrative guidelines
  - Re-class/new job processes
  - Salary progression in range
  - Review and appeal processes/standards
- Implementation/Training
- Finalize tools/process for continuing management of program (i.e. centralized job description maintenance, performance management/merit pay program, other)
- Notifications to employees of grade assignments (goal by April 30).