

# Staff Pay Training Session

Mindy Allen, Cathi Veach & Jill Wood

February 2023

**UMSL**

# Session Intentions



Clarity

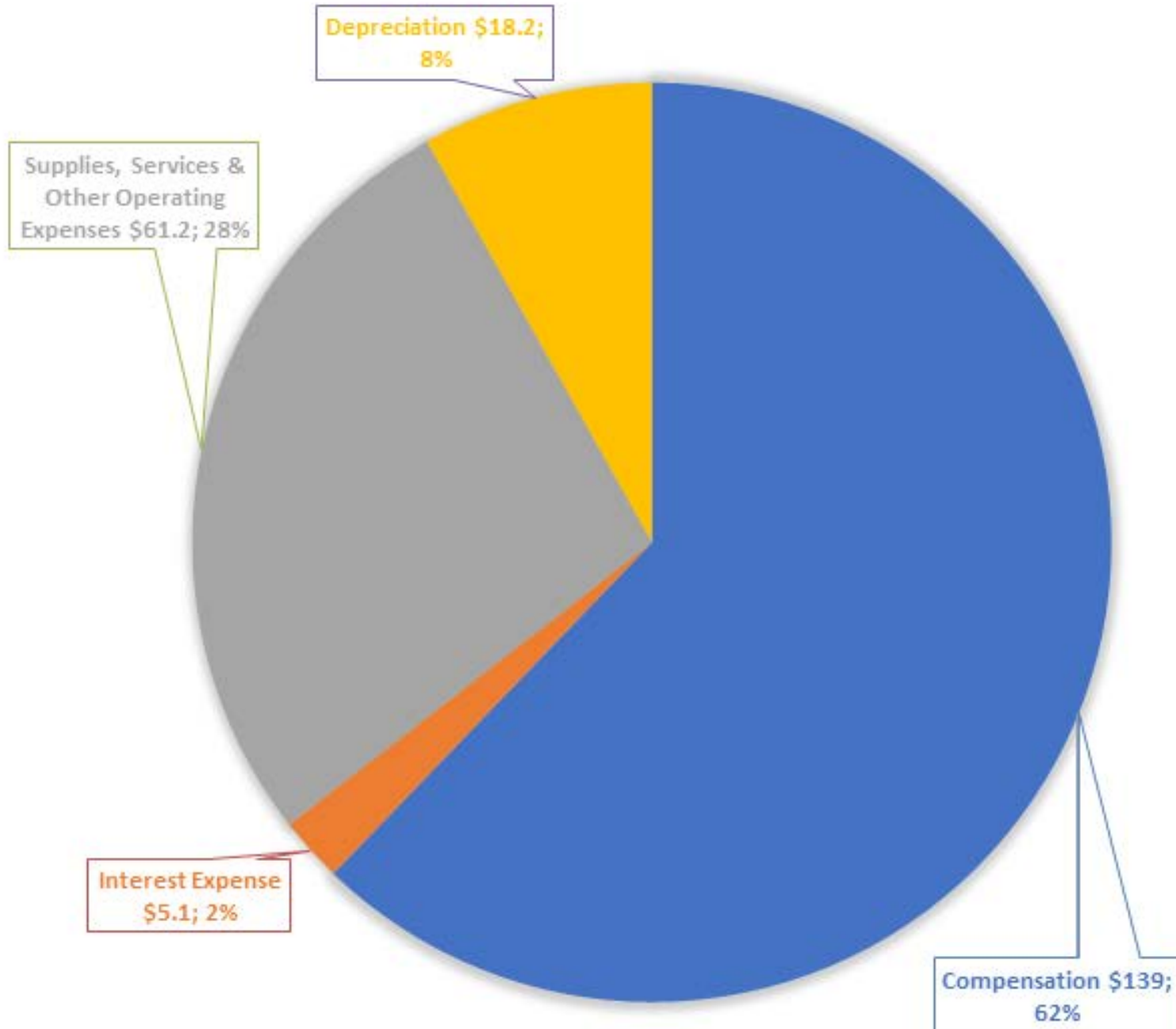


Transparency



Understanding

# FY23 BUDGET - OPERATING EXPENSES \$224 MILLION



Compensation accounts for 62% of UMSL's Operating Expenses

# Session Flow

---



40 minutes of content



10 minutes of Q&A

**UMSL**

# Session Content

- Pay as a component of total rewards
- Our compensation philosophy
- Global Grading System
- Guidelines of pay administration
- Movement through the salary ranges

\*If you have questions that are specific to a particular unit or employee, please reach out to [your HR partner](#).



# Total Rewards



**UMSL**

# Compensation Philosophy

The University of Missouri strives to offer a competitive and internally equitable total rewards package comprised of two core elements: compensation and benefits. The primary objective is to maintain a compensation program that best enables the university to recruit, retain and reward a high-quality talent base. To comply with this overall philosophy, the compensation program at the University of Missouri strives to be:

- Aligned with the university's mission, vision and values;
- Fairly and consistently administered;
- Internally equitable;
- Externally competitive within the appropriate market for talent and/or the higher education industry;
- Performance-based; and
- Structured system-wide but flexible to fit campus/hospital strategic priorities.


# History of the Global Grading System (GGS) Model

- Partnered with Willis Towers Watson (Global Executive Compensation Consulting Firm) in 2010 to create Global Grading System (GGS) for UM System
- Final implementation of the GGS in April 2014 – GGS is a Non-Academic Staff Compensation Structure with the purpose of recruiting, retaining and rewarding valuable employees



# GGG Design - Process Overview

A nationally known evaluation tool called the Global Grading System (GGG) was used to evaluate jobs



Positions are evaluated by a cross-campus group of GGS trained evaluators; then validated by a larger group of cross-campus HR staff for comparability and consistency



Following evaluation and placement of a global group into the salary structure with titles, the global group is validated with managers who have employees in that group

# Job Code Detail

**Job Code Search**

**Staff Jobs**

**MU Health System  
Jobs**

**Pay Matrices**

**Contact**

Due to requests from Staff Councils and the university's understanding of the value staff bring to our organization, we have been focused on providing more professional development tools to support staff members in planning for their careers. New and updated information about job details and career development within the Staff Compensation Structure are now available within this newly designed Job Code Detail page. Please work with your supervisor and your human resources professional in your campus Human Resources office if you have any questions.

GGG Staff   GGS Staff Search   Union Eligible Staff   MU Health System   Academic   Student/Temps   Search All Jobs

How to find your GGS  
Title/Grade/Pay  
Matrices

- <https://compsearch.umsystem.edu/>
- [https://www.umsystem.edu/totalrewards/compensation/pay\\_matrices/](https://www.umsystem.edu/totalrewards/compensation/pay_matrices/)

# How is the GGS salary structure maintained?

- The salary structure is assessed every two years (Biennial review); benchmarked positions are used to test the structure; external market data is used for comparison (“the market” is defined as the areas from which the university competes for employees).
- Some current comparator groups we utilize are AAUP – APU 100, AAU – Public, and SEC
- Range adjustments – ranges may be adjusted if there is evidence that the university has fallen behind on the external market. This adjustment may or may not impact employee pay.
- Currently, we are working with consultants from Willis Towers Watson on a pay structure review.

# Salary Administration Guidelines

- New Hires
- Movement within the range
- Reevaluation
- Salary adjustments

## Special Pay Adjustments

- Market
- Equity
- Temporary Pay Increase
- Extra Compensation



# Guidelines for New Hires and Movement within the Range

	2 <sup>nd</sup> Quartile (P25 to P50)		3 <sup>rd</sup> Quartile (P50 to P75)	
1 <sup>st</sup> Quartile (Minimum to P25)	CR 0.85 – 0.99	Midpoint (P50)	CR 1.01 – 1.15	4 <sup>th</sup> Quartile (P75 to Maximum)
CR typically < 0.85		CR = 1.0		CR typically > 1.15
<ul style="list-style-type: none"> <li>▪ Novice employee; new to the job and on a learning curve</li> <li>▪ Minimal experience related to the position</li> <li>▪ Meets minimum qualifications and is able to perform basic duties and responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Gaining experience, skill and proficiency</li> <li>▪ Consistent “<i>successful</i>” performance</li> </ul>	<ul style="list-style-type: none"> <li>▪ Experienced and fully qualified employee</li> <li>▪ Fully proficient skill level</li> <li>▪ Performance is consistently “<i>successful</i>” and frequently “<i>exceeds expectations</i>”</li> </ul>	<ul style="list-style-type: none"> <li>▪ Experienced employees with performance that consistently “<i>exceeds expectations</i>”</li> </ul>	<ul style="list-style-type: none"> <li>▪ Highest salary level for an employee with extensive experience with performance consistently rated “<i>outstanding</i>”</li> </ul>
Entry Level	Intermediate Level	<b>Career or “Market” Level CR ~ 0.95 – 1.05</b>	Normally initial pay levels should not have a CR > 1.06, and <u>almost never</u> > CR 1.15 (must demonstrate “ <i>outstanding</i> ” performance)	

Source: Compensation Hiring Guide for Managers

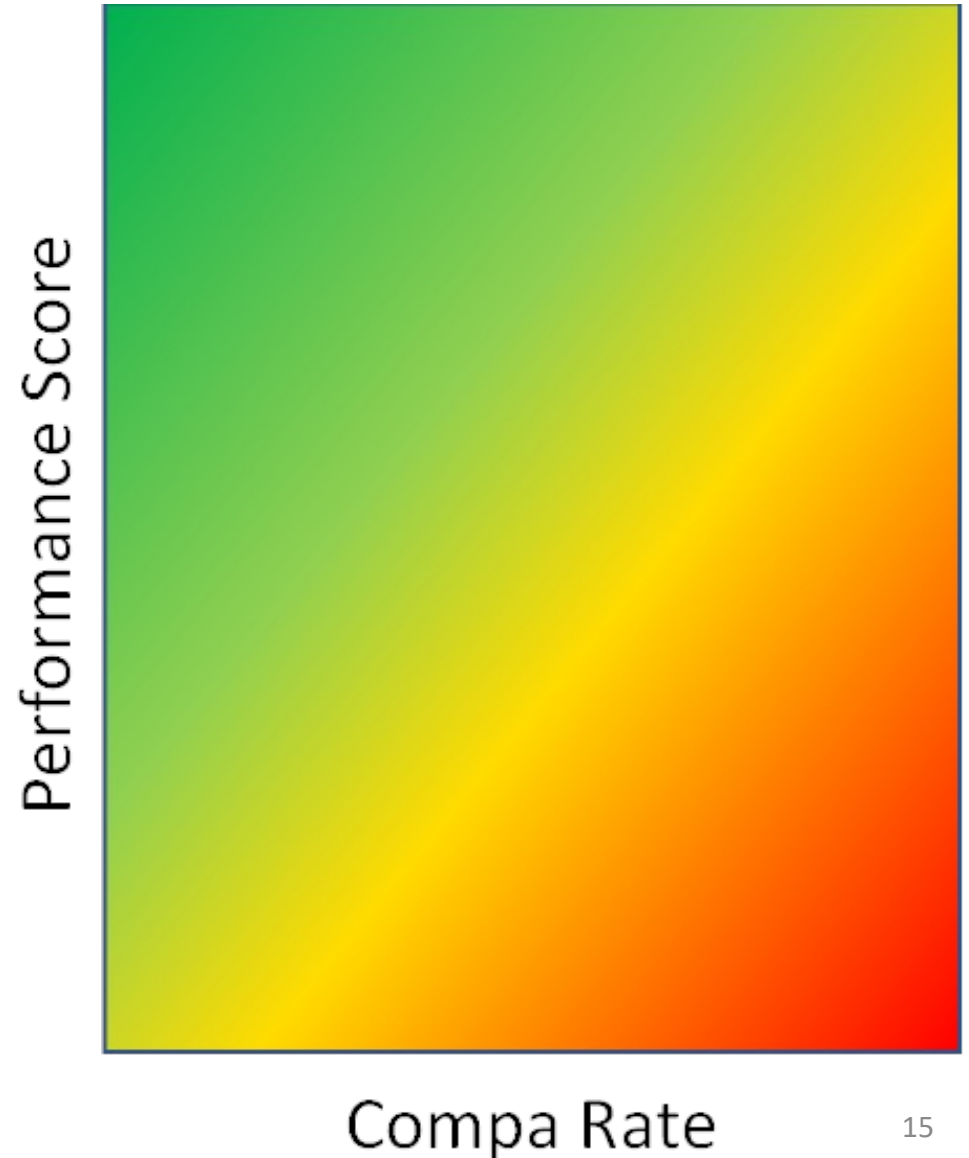
# Objective of a Salary Structure

- External Competitiveness
- Internal Equity
- The hierarchy of positions in the organization
- A basis for communicating with employees
- A way to manage employee growth, development and mobility
- <https://www.umsystem.edu/totalrewards/compensation>

# UMSL's Merit Increase Guidelines for Fall 2022 Increases

## Eligibility

- Hired into a benefit eligible position prior to January 1, 2022
  - Employees hired after January 1st will be included in the 2023 merit process
  - Employees hired after January 1st may be eligible market adjustments
- Satisfactory performance rating and no active performance improvement plans or progressive disciplinary actions
  - Supervisors are ineligible for an increase if they have incomplete employee performance appraisals as of June 30, 2022
- Increases for employees who received a permanent base-building pay increase after January 1 will be considered on a case-by-case basis by the Justification Committee.



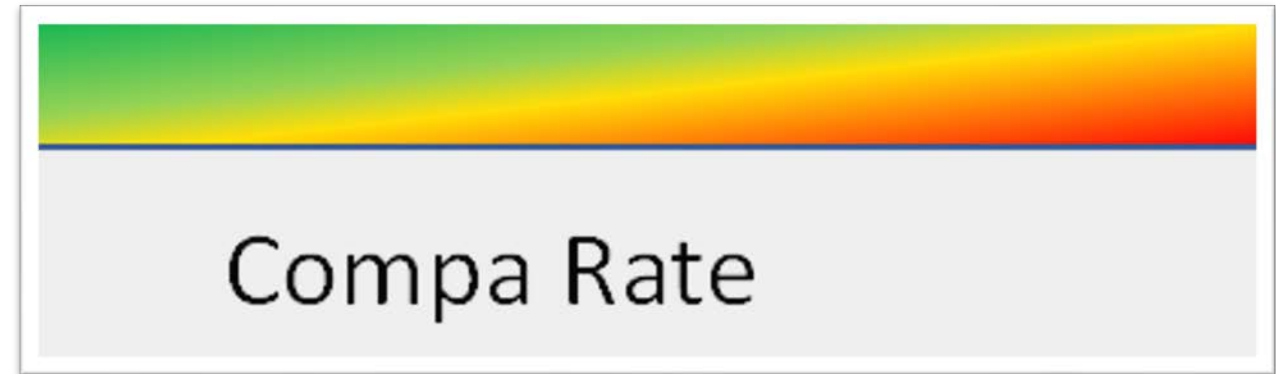


# UMSL's Market Increase Guidelines for October 2022

## Eligibility

- Benefit-eligible staff member
- GGS level 1 – 15
- Compa-ratio of .79 or below
- A performance appraisal score of at least a 1.5 (“Reliably Delivers – Sometimes needs additional direction and support”)

*Increases were reviewed by supervisors for internal equity in the unit.*



**UMSL**



# Total Rewards



**UMSL**



Questions?