

Staff Compensation

University of Wyoming

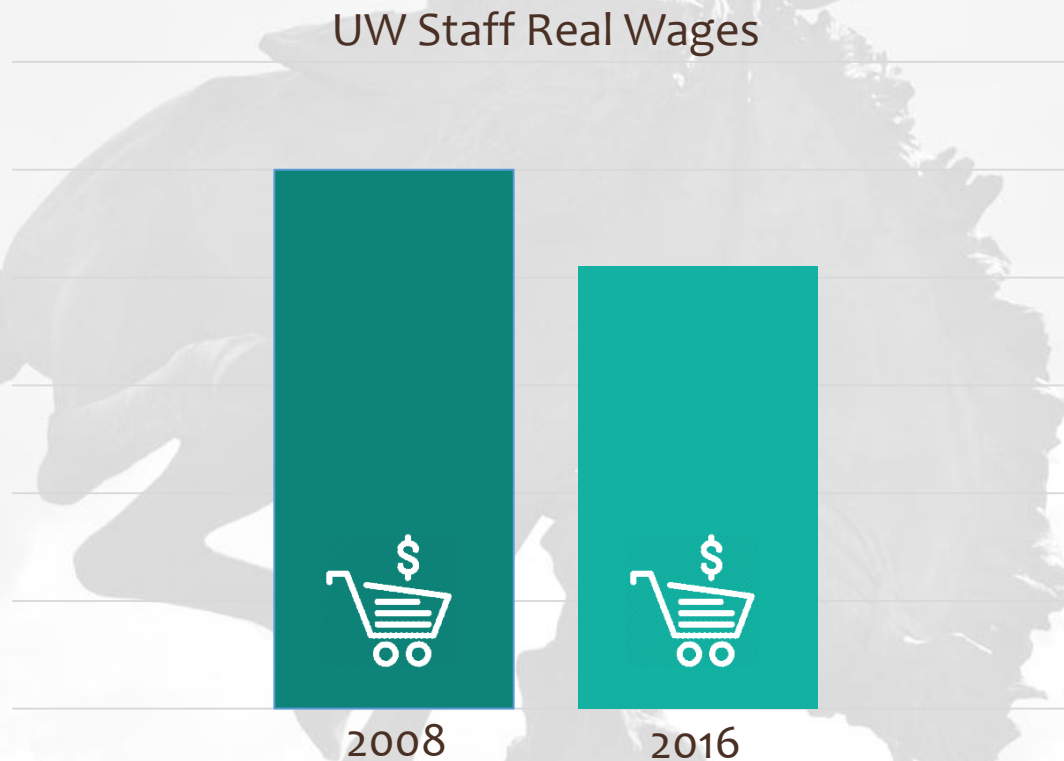
June 2017



Staff Compensation: Real Wages

The current salary matrix for staff at the University of Wyoming was created in 2008, and has not been updated since.

According to the State of Wyoming Economic Analysis Division, the cumulative inflation rate from 2008 to 2016, calculated on a 4th quarter basis, is 17.9% .



Source: <http://eadiv.state.wy.us/wcli/inflation.pdf>

Note: further adjustments to take-home pay caused by mandated increases in employee paid retirement contributions are not reflected here

Staff Compensation: Comparators

A salary study completed in 2013 by UW's Human Resources department in conjunction with the State of Wyoming Human Resources Division found that UW staff earn less than their counterparts at other Wyoming state agencies.

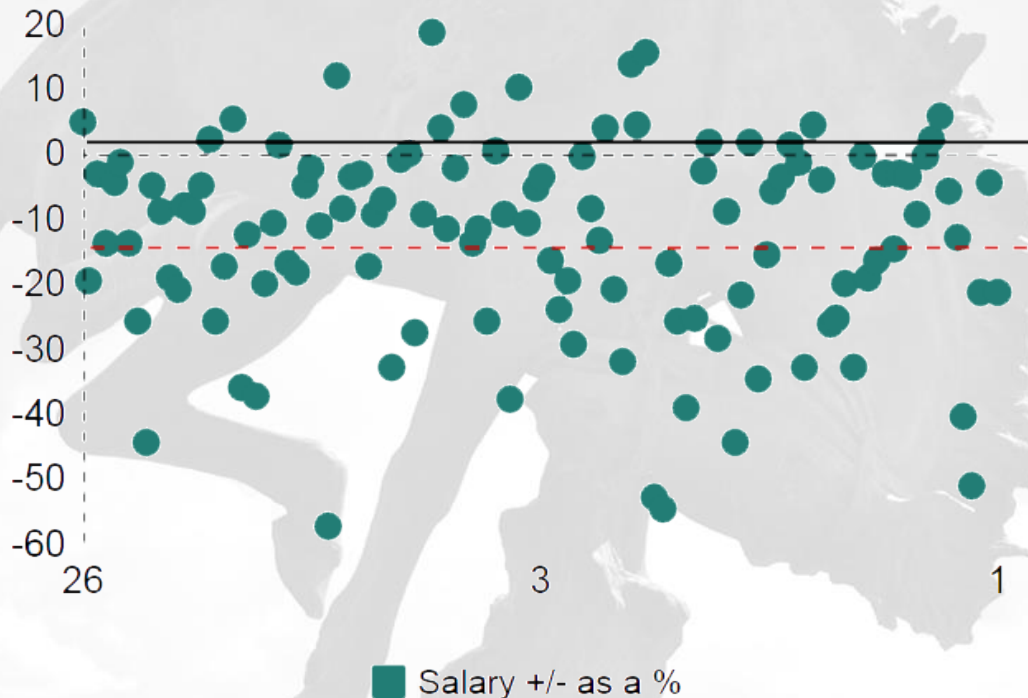
UW Staff and their Comparators



83% earn less 17% earn the same or more

Staff Compensation: Comparators

UW staff employees have a wide range of skills that are central to the teaching and research mission of the University. UW staff keep the campus running every day, ensure the continued administration, accreditation, and funding of UW programs, and serve the state in a variety of ways. Despite these important functions, their compensation lags behind their peers. The difference for all staff employees* is an average of **-13.3%** with a maximum difference of **-57.7%**. The average difference in wage for those 83% of UW staff who earn less than their counterparts at other state agencies is **-17.23%**.



*This includes only those staff positions that were included in the 2013 salary study. Positions that shared less than 67% of job duties were not included.
Full details: http://www.uwyo.edu/staffsenate/_files/docs/issues/salary-study.xlsx

Staff Compensation: Comparators

This difference in salary between UW staff employees and their counterparts at other state agencies amounts to a significant sum when calculated on an annual basis.

Salary Difference	\$4,181,104.00
Payroll Taxes	
Medicare	60,626.01
Social Security	259,228.45
Retirement	597,897.87
Total	\$5,098,856.33

Other Staffing Issues:

- Following the recent reductions in staffing, many staff members have experienced a significant increase in workload, and many are reporting that they do not feel they can take vacation leave.
- The current staff classification system is problematic in a number of ways
 - It makes it difficult to create positions that include the skills and competencies needed to meet college and department needs.
 - It does not account for professional staffing positions or include any mechanism for acknowledging the licenses, certifications, formal education, industry experience, and other professional development that many staff functions on campus now require.
 - It does not provide a career path in most areas that would encourage or reward professional growth and development.

Recommendations:

- Update the Salary Matrix for 2018 and then biannually thereafter.
- Begin to work toward and budget for incremental annual adjustments to bring staff salaries up to the appropriate pay range (see Appendix A for one example of how this could be accomplished).
- Revamp the staff classification system to allow for strategic staffing and to encourage professional development.
- Ensure that all staff are properly classified and that classification decisions are not based on budgetary concerns at the expense of department function and the achievement of strategic objectives.
- Include staff members in these campus conversations on staff classification and compensation, as well as deans, directors, and department chairs when appropriate, to ensure that staffing needs at all levels are accounted for.
- Require all campus units that have had staffing reductions to re-evaluate and redistribute workloads to allow for a 40 hour workweek for non-exempt staff, a reasonable workweek for exempt staff, and the opportunity to use earned vacation leave for all staff.

Further Comments:

- FY18 is an ideal time to begin the process of updating our staff classification and compensation practices due to
 - the move to a new budgeting model.
 - the updates to our staffing practices that are called for by the University Strategic Plan.
- Moving forward, the University would be best served by viewing this as an iterative process rather than a linear process with a fixed completion point.
- Having a University-wide plan to regularly conduct an employee engagement survey would facilitate future adjustments to classification and compensation practices, and address a number of other concerns such as employee morale, productivity, and organizational culture.

Staff Senate would be happy to provide representatives to serve on any committees or taskforces that may be charged with re-evaluating and updating the classification and compensation system, and/or to work with Human Resource liaisons throughout this process.



Sources:

- http://www.uwyo.edu/hr/_files/images/photos-120207/pay-matrix.jpg
- <http://eativ.state.wy.us/wcli/inflation.pdf>
- http://www.uwyo.edu/staffsenate/_files/docs/issues/uwvsstate-of-wy-classified-positions-july-2014-comparison.pdf
- <http://www.uwyo.edu/hr/classification-compensation/classification-descriptions/>
- <https://www.irs.gov/taxtopics/tc751.html>
- <http://retirement.wyo.gov/home/ActiveMembers.html>
- http://www.uwyo.edu/acadaffairs/_files/docs/stratplan_2017-2022_draft.pdf
- <https://drive.google.com/file/d/oB6bA9LFa-kaJTVhiX2NiaFB0MkU/view>

Appendix A

One example of how pay adjustments can be calculated based on both annual performance rating and relative position in salary range can be found in the State of Wyoming pay adjustment plan used in recent years:

July 2015 Position in Range Merit Matrix Distribution

Eligibility Criteria:

To be eligible for the July 2015 position in range merit pay adjustment, the state employee must:

1. Be employed as of July 1, 2015 for at least 12 months from the most recent date of hire; and
2. Have a 2014 performance evaluation on record with A&I HRD that is not rated as "unsatisfactory"; and
3. The employee must not have had a break in service since the 2014 performance evaluation; and
4. If the evaluation is Improvement / Growth Necessary the current rate of pay must be below the 50th percentile or MPP

of the Pay Range.

Elected Officials, At-Will Contract Employees (AWEC) and Special Classified (TP01) temporary and or seasonal employees are NOT eligible. Employees with salaries over the max will be as a one-time annual bonus payable in July 2015.

Performance			Position in Range						
			Minimum						Maximum
			Min - 10th %ile	10th %ile - 25th %ile	25th %ile - 50th %ile	50th %ile - 75th %ile	75th %ile - 90th %ile	90th %ile - Max	Over Max
Distribution of EE's			14.06%	31.61%	41.27%	10.09%	1.69%	0.64%	0.65%
Performance Rating	% of EE's	Number of EE's	1191	2678	3497	855	143	54	55
Superior (3.5 - 4.0)	6.99%	592	5.352%	5.102%	4.852%	4.602%	4.352%	4.102%	3.852%
Commendable (3.0 - 3.4)	22.58%	1913	4.102%	3.852%	3.602%	3.352%	3.102%	2.852%	2.602%
Competent (2.0 - 2.9)	55.54%	4706	2.852%	2.602%	2.352%	2.102%	1.852%	1.602%	1.352%
Improvement / Growth Necessary (1.0 - 1.9)	2.03%	172	1.602%	1.352%	1.102%	0.00%	0.00%	0.00%	0.00%
Unsatisfactory (0 - 0.9)	0.01%	1	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
No Evaluation	12.78%	1083	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
On Protected Leave	0.07%	6	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%