



University of Colorado **Denver**



Comprehensive Compensation Collaborative

Steering Committee

January 2024




Scope of the Project

- Review of current job groups, job descriptions, job codes and career progression opportunities
 - Conduct market salary/job review for updated salary range information
 - Identify areas of compression, below market, impacts from EPEWA and market fluctuations
 - Create strategy for addressing compensation concerns (compression, below market/new range, equity, etc.)
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Goals and Outcomes

- Develop a compensation philosophy aligned with the university's vision and goals
 - Conduct a market salary and job review to create updated salary ranges
 - Identify areas of compression, equity issues, below market salaries, and market fluctuations & create a strategy for areas of concern
 - Define a salary structure that is transparent and equitable.
 - Create/update salary administration guidelines
 - Create greater consistency across campus within career families and pay grades
 - Ensure opportunities for career progression/advancement within the university
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What is would stay the same

- Job responsibilities and tasks
- Job group, title, code (in most cases)
- An employee's supervisor
- An employee's base pay – no salaries will be reduced, nor will they be automatically increased. Compression will be addressed through a larger strategy and priorities set by leadership based on the market analysis by Mercer and funding availability.
- Performance/development goals
- Benefits (including health, dental, vision insurance, state group life, retirement, etc.). Benefits are managed through CU System. Recommendations that emerge from the CCC will be shared with the system office for consideration.
- Employee classification (university staff, classified staff, faculty, etc.)
- Jobs will not be eliminated, as a result of the CCC project

Steer Committee Member responsibilities & expectations, revisit

- Serve as a communication conduit and liaison between the CCC project and group(s) that you represent
- Provide updates from the steering committee meetings out to those groups and information back into the CCC project
- Provide insights, questions, feedback, etc. for regular connection and collaboration throughout the project

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Overview of Mercer Consultant Work/Deliverables

Project Approach: Strategize

Objectives

- Develop project plan, team, timing & objectives
- Schedule project update calls
- Collect data request documents
- Conduct stakeholder focus groups to understand current state and desired future state
- Conduct current state analysis
- Discuss communication and engagement strategy

Deliverables

- ✓ Project Plan
- Data request
- Stakeholder focus groups
- Report of current and future state key themes
- Initial communication and engagement strategy

Overview of Mercer Consultant Work/Deliverables

Project Approach: Compensation & Structures

Objectives

- Review and update CU Denver's compensation philosophy & benchmarking methodology
- Complete market pricing of all faculty roles with available data
- Complete market pricing of 80 staff benchmark roles
- Provide a market gap analysis comparing CU Denver employees to finalized market matches
- Faculty salaries will be aligned to rank/discipline market
- Staff benchmark jobs will be mapped to the salary structure based on benchmarking and non-benchmark jobs will be slotted
- Provide CU Denver with validation materials to ensure jobs are appropriately mapped
- Provide outlier and cost analysis

Deliverables

- Compensation philosophy
- Benchmarking methodology
- Competitive assessment
- Market-based salary structure
- Outlier and cost analysis

Overview of Mercer Consultant Work/Deliverables

Project Approach: Communication & Change Management

Objectives

- Development of a communication and change management plan
- Provide Mercer templates which provide education on general compensation principles and CU Denver's newly revised program

Deliverables

- Rollout strategy and implementation plan and timeline, including Mercer education materials

► June 2023 Recap

Focus Groups were scheduled, invitations were being drafted and communications planned.

Four Sessions are scheduled (invitations are forthcoming in the couple of weeks)

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|----|-------------------------------------|-------------------------|
| 1) | Campus Leadership (Cabinet & Deans) | July 17 th |
| 2) | University Staff | July 20 th |
| 3) | Tenure/Tenure Track Faculty | August 16 th |
| 4) | IRC Faculty | August 17 th |

~ times are being finalized; invitations will be going out to the audiences along with campus notification in various means over the next couple of weeks. For faculty, an additional communication will go out as they return back to campus/on contract.

CU Denver team continued work:

- Updating JD template
- Syntesizing feedback for the job architecture/career families feedback

- July 2023 – there was not a SC meeting

August 2023 Recap

Phase 1 (Fall 2022)	Phase 2 (Spring/Summer 2023)	Phase 3 (Fall 2023)	Phase 4 (Spring/Summer 2024)
Information Gathering & Analysis			
Career Family/Job Description Committee	Career Family/Job Description Redesign	New job description templates rolled out	
Consultant Vetting	Consultant Contract Signed Consultant Work begins <ul style="list-style-type: none"> • Feedback meetings • Market Information & Analysis conducted 	Consultant work continues <ul style="list-style-type: none"> • Market Information & Analysis continues • Recommendations provided • Strategy, Structure & Guidelines drafted 	Consultant work wraps up <ul style="list-style-type: none"> • Strategy, Structure & Guidelines finalized • Implementation strategy recommendations provided
			Trainings presented Socialization strategies rolled out

August 2023 Recap

- Focus Groups: Staff focus group was conducted on July 20th. Two faculty focus groups are scheduled for this week on Wednesday 19th (IRC) and Thursday 20th (Tenured/Tenure Track) both at 8am.
- JD library is getting close draft completion. Next steps include over fall semester:
 - Share with the Career Family/JD group and the HR community to walk them through and gather feedback.
 - Make updates to create a final draft to the updated job library
 - Share with leadership
 - Train and communicate with HR community & continue to work with OIT for an online version
 - Develop training about the online job library and begin training with campus community
 - Online job library is ready to go live

Benchmarking Methodology Summary

Item	Market Practice
Data Elements	<p>Institutions will typically include the following compensation data elements in market pricing results for all positions regardless of level, at the 25th, 50th, 75th percentiles (where available):</p> <ul style="list-style-type: none"> • Base Salary • Target STI • Target Total Cash Compensation (Base + Target STI)
Target Positioning	<p>CU-Denver University targets positioning for staff and Faculty compensation at the 50th percentile</p>
Survey Sources	<p>Data will be drawn from the following surveys:</p> <ul style="list-style-type: none"> • Mercer US Benchmark Database • Willis Towers Watson • CUPA • CompData • Western Management Educomp
Higher Education Scope	<p>The following will be used for higher education jobs (if available):</p> <ul style="list-style-type: none"> • CUPA • CompData • Western Management Educomp
General Industry Scope	<p>The following will be used for general industry jobs (if available):</p> <ul style="list-style-type: none"> • Mercer's US Benchmark Database • Willis Towers Watson • CompData



Comparison Groups are KEY to Good Results

- When assessing compensation, the first step is to refine or identify potential comparison markets.
 - A key is to balance simplicity and consistency, but differ when it critically impacts the assessment.

Carnegie Class

Size

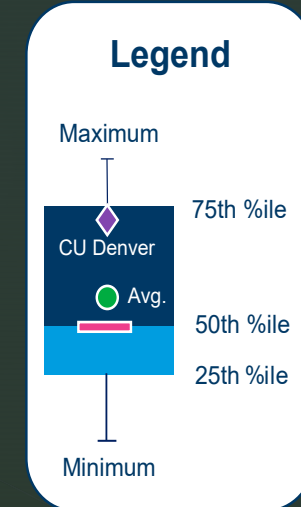
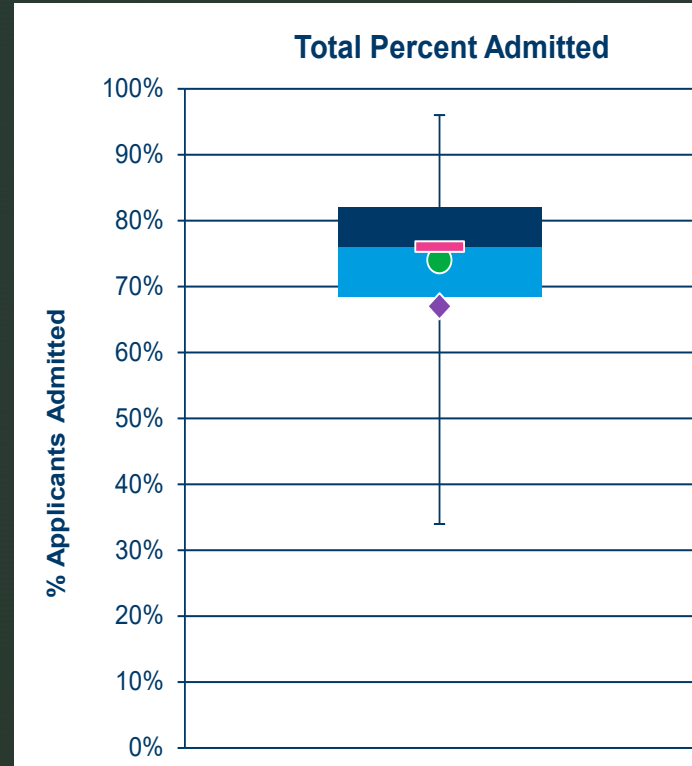
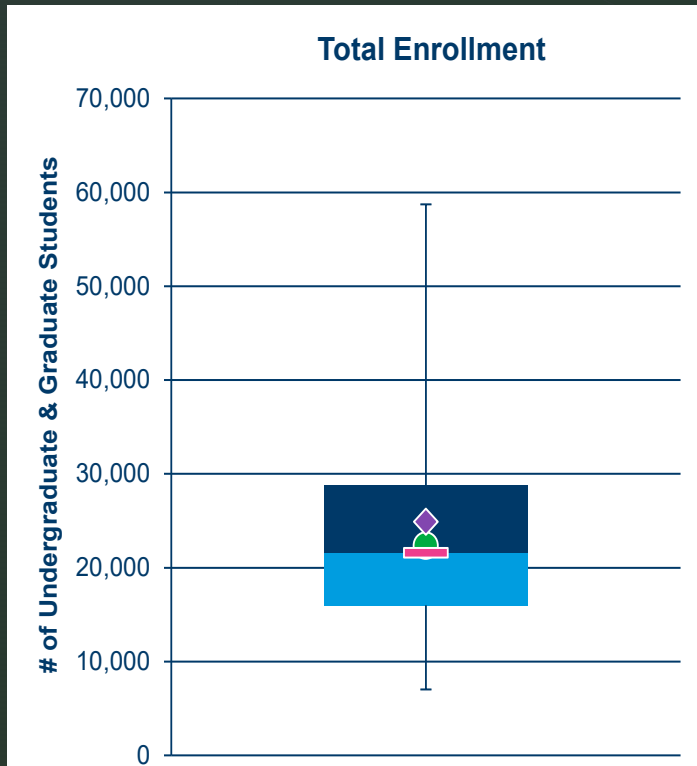
Ranking

Region

Comparison Market Analysis – By Rank

COMPARISON FACTORS

- **Sector:** Public, 4-year or above
- **Rank:** National Public Rank 72 – 132 plus the following peer institutions: Northern Arizona University, Wichita State University, University of New Orleans, University of Akron, Cleveland State University, and Portland State University
- **Degree or Urbanization:** All Cities, Suburbs and Towns
- **Carnegie Class:** Doctoral Very High Research (25 institutions), Doctoral High Research (38 institutions), Doctoral / Professional Universities (2 institutions), Masters Colleges and Universities (9 institutions)
- **Comparison Market Size:** 74 institutions (all in **CUPA Salary Survey**)



September 2023 Recap

Updates

- Focus Groups information is being reviewed, themes from the information will be shared in the next few weeks.
- Working on a website for CCC information and updates.
- Mercer is working on the compensation market data.

Career Family/Job Library Timeline

Sept through mid October	mid October	mid October through November	mid November through end of December	beginning of January
Instructional Career Family Review/Feedback to AVC for Faculty Affairs, FA – APC and Exec Committee UCdali (or other recommended committee)				
University Staff Career Family Review/Feedback to initial Career Family/JD committee and Staff Council Exec Comm (or appropriate committee)				
	Full Career Family Review/Feedback to HR Community			
	CF/JD working group to make final updates from reviews			
		Present to campus leadership		
		Final formatting info job description template		
		Phase 1 of Job Library read for HR community use		
		job library and new JD template		
		Online Job Library		
			Training for campus supervisors and hiring authorities for	
			Training for campus community for job library	
				new Online Job Library preview for major stakeholder user groups
				Launch of new online Job Library

October 2023 Recap

Example of Career Family/Job Library

Academic Services: Click [HERE](#) to review

Information Technology: Click [HERE](#) to review

Website Coming Soon!

The website will include:

- General overview
- Purpose, Goals and Outcomes of the project
- Things that will remain the same
- Past Communications
- Ways to stay engaged
- Phases, timelines, updates including
 - Career Family Review & Job Library
 - Compensation Philosophy & Guidelines
 - Steering Committee
 - Trainings and Tools
 - Mercer Consulting
 - Focus group feedback

November 2023 Recap

- Focus Group Results
 - Thematic analysis is continuing and is taking a bit longer than originally planned, working with new software so was a bit of a learning curve. Paul (in the SIP team), indicated he should be wrapping this up by early next week. conducted. Summary information will be shared once we have that ready to go likely after fall break.
- Compensation Philosophy and Guidelines
 - We are now working drafting compensation philosophy and compensation guidelines.
- Mercer is conducting the market review
- Job Library/Career Family Review
 - Various groups are currently reviewing the work that has been done that started from the career family review/feedback committee.
 - The outcome of this work will be the job library.
- Website
 - Currently being built out, goal of having it published right after fall break.

Upcoming Information Sharing

Attending the following meetings to provide updates:

- HR Community Meeting on 11/15 and 12/20
- UDALI meeting on 12/1
- Committee on the Status of Women (Faculty Assembly committee) on 12/8
- Staff Council meeting on 12/12

January 2024

Updates

- *Initial thematic report from focus groups shared with me, will review with leadership and a plan is being developed to share with campus community.*
- *Website should be up later this week.*
- *Job architecture draft is being finalized, based on feedback for leadership approval.*
- *Online job library is being created.*
- **Mercer is working through the market review of the faculty and staff positions, upon completion of this review, they will provide the ccc core team information salary ranges for staff, discipline specific information faculty.**
- **Mercer will then conduct the analysis comparing the market information to our current salary information review where there are gaps. That report will be shared with me/ leadership.**
- *Leadership will use that information to inform a strategy to address those areas of concern, in alignment with our compensation philosophy and strategy. (this is future work outside of the CCC)*