By 2016, all Missouri S&T employees’ will be in the established salary ranges in the University of Missouri Staff Compensation Structure.
What Is The Staff Compensation Structure?

Began with an evaluation of each non-academic job in job families or Global Groups to ensure the University offers an externally competitive and internally equitable total rewards package at all university locations.
What is the thought behind the Staff Compensation Structure?

Compensation philosophy
To offer a competitive and internally equitable total rewards package
To maintain a compensation system to recruit and retain high-quality talent
Global Groups*

The evaluation process is being completed for each Global Group of positions across the organization:

– Office Administration/Support
– Advancement
– Business Administration
– Communications
– Craft Service Maintenance
– Executive
– Information Technology
– Student Support Services
– Research and Engineering

*This list is not in order of implementation.
Why is the Staff Compensation Structure important?

This compensation structure allows the University of Missouri System and specifically Missouri S&T to **Recruit**, **Retain** and **Reward** valuable employees.
What will this Staff Compensation Structure do?

This Staff Compensation Structure will:

• Place positions within a salary range
• Create updated position documentation
• Create internal equity for salaries
• Create external competitiveness for similar positions
What will implementing this Staff Compensation Structure NOT do?

This effort will not:

• Reduce pay
• Change position duties
• Change the organizational structure
• Eliminate positions or cause layoffs
• Evaluate performance
Process Summary

• The project uses a nationally known evaluation tool called the Global Grading System

• Human Resource Services staff across all campuses have been certified in the use of Global Grading System

• Positions are evaluated by a cross-campus group of Global Grading System trained evaluators

• Once a global group is evaluated, it is then validated by a larger group of cross-campus Human Resource Services 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
Once the career path is determined, additional factors of the position are evaluated:

**Individual Contributor**
- Functional Knowledge
- Independence in applying professional expertise
- Role

**Supervisor or Manager**
- Type and level of positions supervised
- Influence upon functional or business strategy
- Role
How is the job level decided?

7 specific job factors are assessed to determine the level of the job within each role:

- Functional knowledge
- Business expertise
- Leadership
- Problem solving
- Nature of impact
- Area of impact
- Interpersonal skills

- The knowledge required to perform the work
- The expertise in the job, the related areas affecting the job, and areas which the job affects
- The leadership required in the job
- The independence with which the job operates
- The influence of the job on other entities within the department, division and campus
- The impact of the job – both the type of impact and the scope of impact on the work team, department, division and campus
- The interpersonal and communication skills required
How do jobs fit in the structure?

After establishing a career path and determining the role within that path, a **grade** will be assigned based on the job level within that role.

---

**Management Career Path**

- **Grade:** 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, E1
- **Role:** CEO, SUPERVISOR, MIDDLE MANAGEMENT, TOP MGMT, 1st. LINE MGMT

**Individual Contributor Career Path**

- **Grade:** 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18
- **Role:** MANUAL, CLERICAL / ADMINISTRATIVE, TECHNICIAN, PROFESSIONAL, SUBJECT MATTER EXPERT
How does the salary range work?

- **Salary Range**: a market-based compensation range with a minimum, midpoint and maximum salary

  **MINIMUM**: Employees with little or no experience

  **MIDPOINT**: Experienced, well-performing employees. The midpoint is the “market rate” for the job

  **MAXIMUM**: Top-performing employees; the most we pay for a particular job
What are the new Salary Ranges?

<table>
<thead>
<tr>
<th>Global Grade</th>
<th>Minimum</th>
<th>Midpoint</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$15,700</td>
<td>$18,500</td>
<td>$21,200</td>
</tr>
<tr>
<td>2</td>
<td>$16,800</td>
<td>$20,700</td>
<td>$24,400</td>
</tr>
<tr>
<td>3</td>
<td>$18,500</td>
<td>$23,200</td>
<td>$27,800</td>
</tr>
<tr>
<td>4</td>
<td>$21,300</td>
<td>$26,600</td>
<td>$32,000</td>
</tr>
<tr>
<td>5</td>
<td>$23,500</td>
<td>$30,600</td>
<td>$37,600</td>
</tr>
<tr>
<td>6</td>
<td>$27,000</td>
<td>$35,200</td>
<td>$43,300</td>
</tr>
<tr>
<td>7</td>
<td>$31,100</td>
<td>$40,500</td>
<td>$49,700</td>
</tr>
<tr>
<td>8</td>
<td>$34,400</td>
<td>$46,500</td>
<td>$58,600</td>
</tr>
<tr>
<td>9</td>
<td>$39,600</td>
<td>$53,500</td>
<td>$67,400</td>
</tr>
<tr>
<td>10</td>
<td>$45,600</td>
<td>$61,500</td>
<td>$77,500</td>
</tr>
<tr>
<td>11</td>
<td>$52,400</td>
<td>$70,700</td>
<td>$89,100</td>
</tr>
<tr>
<td>12</td>
<td>$60,600</td>
<td>$84,900</td>
<td>$109,100</td>
</tr>
<tr>
<td>13</td>
<td>$70,200</td>
<td>$101,800</td>
<td>$133,400</td>
</tr>
<tr>
<td>14</td>
<td>$81,400</td>
<td>$122,200</td>
<td>$162,900</td>
</tr>
<tr>
<td>15</td>
<td>$97,800</td>
<td>$146,600</td>
<td>$195,500</td>
</tr>
<tr>
<td>16</td>
<td>$108,300</td>
<td>$176,000</td>
<td>$243,600</td>
</tr>
<tr>
<td>17</td>
<td>$129,900</td>
<td>$211,100</td>
<td>$292,200</td>
</tr>
</tbody>
</table>
What does a salary structure do?

- There are several objectives for a salary structure
  - **External competitiveness** – defining the market and aligning the salary ranges with the market
  - **Internal equity** – aligning positions of common value in the same salary grade
  - Create a **hierarchy of jobs** in the organization from entry level positions through the President’s position
  - Serve as a basis for **communicating** to employees how salary is determined, a path for career development and a process for increases and promotions
  - Allow **employee growth and development** to be rewarded
How is the salary structure maintained?

- Salary structure is assessed about every two years
  - The structure is adjusted according to program objectives and the university’s ability to make the market adjustment

- Benchmark positions are used to test the structure vs. the market
  - A benchmark position can be matched to a similar position in the external market

- External market data is used for comparison
  - “The Market” is defined as the areas from which the university competes for employees

- Range adjustment
  - Ranges may be adjusted if there is evidence that the university has fallen behind the external market
  - Range adjustment may or may not impact employee pay
What happens now?

- Employees will perform their regular duties and receive their regular pay as usual.

- When your job group is moved into the Staff Compensation Structure.

- Your supervisor will discuss any changes with you prior to any implementation:
  - Your position title could change
  - Your salary could possibly increase if it is below the minimum of the new salary range, but it will NOT decrease.
Frequently Asked Questions
Frequently Asked Questions

Will my pay be affected by the study?

No one’s pay will decrease as a result of the study. However, some employees will receive a pay increase as a result of the analysis.
Frequently Asked Questions

Will my performance evaluation be affected?

No. The Staff Job Title and Salary Study is about *the work*, not the worker. Performance evaluation is about the employee’s individual performance and is not a part of the study.
A career path for advancement may be clearer as a result of the study.
Why is HR implementing this structure under current budget constraints?

S&T is planning for the future, and the staff positions are mission critical to this planning effort.

While titles have been reviewed on an ad hoc basis, a comprehensive job evaluation study has not been conducted since 1972.
S&T currently has over 450 distinct job titles for a population of approximately 900 employees.

Where titles involve similar duties and responsibilities, it is likely that the number of titles will be consolidated, without eliminating staff. However, that does not preclude your department from using working titles.
Frequently Asked Questions

Additional duties have been added to my job. Will I get a raise?

If the complexity of the job increased, a pay raise could result if the job is evaluated at a higher level, though a pay raise would not be guaranteed.

If the complexity of the job did not increase, though more of the same duties were added, the job would not be evaluated at a higher level and a pay raise would not be considered, based on the job evaluation.
A few reminders…

- Only impacts non-academic positions (not students or faculty)
- Positions have been evaluated, one global group at a time
- Creates a visibility and transparency that will help address compensation issues over time
- Ensures compensation is consistent and equitable
- Some Job Titles may change
- The project is not being done to impact salary; however,
  - It could increase salary for employees below the minimum of the new range
  - Will not decrease salary
- Staffing levels and budgets are not a part of the project
- Performance assessment is not a part of the evaluation process
- Employees will be able to identify a career path