Frequently Asked Questions

1. **What is the University of Miami’s Career and Compensation Program?**
The Career and Compensation Program (CCP) is a new pay and career framework designed to enhance the University's 'Canes Total Rewards package, everything offered to employees for their contribution and service to the University including pay, benefits, recognition programs, and training and development. It will provide the flexibility to offer market competitive salaries, recognize individual contributions based on performance, and create a structure to support career development within the University.

The program, which supports the University's compensation philosophy of recognizing staff contributions to teaching, research, and service, introduces a core pay structure, plus four specialized pay structures to provide pay that is competitive within the market and equitable within the University.

2. **Why is the University implementing the CCP?**
Faculty and staff feedback from the ‘Canes Total Reward Assessment and focus groups suggested that compensation is highly valued. Through the implementation of the CCP, we are able to:
   - Enhance your 'Canes Total Rewards package - everything offered to you for your contribution and service to the University including pay, benefits, recognition programs, and training and development.
   - Recognize staff contributions based on performance.
   - Maintain a competitive relationship between UM salaries and the overall market.
   - Create a structure to support career development.

3. **When will the CCP become effective?**
The CCP will be available beginning Thursday, March 26, concurrent with the launch of Workday. Staff will be able to view their new pay grade and Career Level in Workday (Career Levels are referred to as Management Levels in Workday).

4. **How was the CCP developed?**
Human Resources partnered with Buck Consultants, an industry-recognized consulting firm specializing in the strategic design of pay programs and structures, to design the CCP through both internal job evaluation and external market research. Internal research included an in-depth analysis of the University’s job structure to understand similarities and differences by role, reporting relationship, complexity of responsibilities, and minimum requirements. External research included an analysis of pay data collected from a number of reputable salary sources to understand how the market
values a particular job, as well as the comparison of pay for internal jobs against similar jobs in other organizations. A significant amount of research was conducted during the market analysis to ensure that the new pay structures and grades are competitive relative to the market. Human Resources will regularly evaluate, analyze, and update the compensation levels and pay practices to ensure they are competitive and aligned with our compensation philosophy.

5. The CCP includes five new pay structures. What are they?
The CCP includes a Core Pay Structure, plus four additional specialized pay structures (Allied Health, Information Technology, Nursing, and Research) to allow for greater flexibility in responding to differences in market pay practices.

6. Which pay structure and grade applies to my position?
Staff jobs have been placed in one of the five pay structures. Each job is in a pay grade based on job scope, responsibilities, and value, both within the University and in the external market. Pay grades contain alphanumeric values that begin with the first letter of the corresponding pay structure. Pay grades for jobs assigned to the Core pay structure will have a pay grade that begins with the letter c; Nursing structure with the letter n; Allied Health with the letter h; Information Technology with the letter i; and Research with the letter r.

Staff can view their pay grades in Workday under the Compensation Tab in the Workers Profile.
7. **How are pay grades determined for each job?**
Pay grades are determined through an analysis of market pay practices. This process includes research and analysis of various salary survey data for our job market. Salary surveys are detailed reports on pay for various jobs, reported by organizations across the country, and compiled by independent, third party organizations specializing in the collection and compiling of data reports. The process of determining pay grades included comparing UM job descriptions (i.e., actual duties, responsibilities, education, and experience requirements) to those listed in the survey sources to determine a match. Once a match was determined, the market value for that particular job was compared to the pay grade and range and assigned to the job grade with the closest midpoint value.

8. **What are Career Levels and how will they affect my career at the University?**
Career Levels, referred to as Management Levels in Workday, are groups of jobs with similar roles, levels of complexity, skills, knowledge, and required competencies. The CCP includes three Career Levels:

- **Leadership and Management**
  Roles that are responsible for managing and leading employees

- **Professional/Research**
  Non-supervisory roles; primarily knowledge workers

- **Administrative, Technical, Trades, and Healthcare Services**
  Office support, operational, technical, and healthcare service delivery roles

In January 2016, the University will implement a career development structure to provide staff with information on the qualifications, skills, and competencies needed to advance their career within the University.

9. **How are Career Levels determined for each job?**
Career Levels are determined through a number of factors, including the type of work performed, reporting relationships, education and experience required, and the amount of discretion and judgment exercised within the job.
10. Where can I find my Career Level?
Staff can view their Career Level in Workday under Job Details in the Job tab located in the Workers Profile (Career Levels are referred to as Management Levels in Workday).

The Management Level field shows your Career Level after the default display of a series of numbers (i.e., 2.1.1.1.1.1):

![Career Level in Workday](image)

11. What does the letter and number in the Career Level represent?
The Career Level provides staff with a perspective on how their job fits within the organization’s hierarchy by role and is represented by an alphanumeric value. The letter represents the Career Level:
- L for Leadership/Management
- P for Professional/Research
- A for Administrative, Technical, Trades, and Healthcare Services

The number represents the degree of complexity, with 1 representing the lowest degree of complexity to 4 representing the highest degree of complexity.

12. How does my Career Level affect my pay?
Career Levels do not affect your pay. They are not related to the pay structure or pay grades. They are separate components of the CCP and are independent of each other.

Career Level assignments reflect the complexity of job duties and requirements. They provide information on how jobs relate to each other from the perspective of career growth and professional development.

13. How are staff salaries determined?
Salaries for staff are established by the supervisor with guidance from Human Resources. Factors considered when determining pay include:
a. **Job Qualifications** – An employee’s education, relevant work experience, and skill relative to the job requirements
b. **External Value** – The market value for the job (i.e., pay rates offered by competitor organizations to employees performing similar work)
c. **Internal Equity** – Pay rates for existing University employees performing similar work, requiring similar qualifications, skills, and effort
d. **Performance Contributions** – Employee performance relative to goals and objectives outlined in the performance review process
e. **Budget Availability** – Availability of dollars to fund employee pay increases

14. **Will my pay change with the implementation of the CCP?**
The implementation of the CCP will not affect your pay unless your pay is below the new pay grade minimum on June 1, 2015. If your pay is below the new range minimum for your pay grade, you will receive an increase to bring you to the minimum salary within your pay grade. Increases for staff paid below the new minimums will go into effect on June 1, 2015. Human Resources and the Budget Office will communicate changes with affected staff and their supervisors in May 2015.

15. **Will my job title change with the implementation of the CCP?**
The implementation of the CCP will not affect your job title.

16. **What is my responsibility under the CCP?**
   *As a leader (supervisor of at least one direct report)*, you should understand the new program and communicate the program with your teams.
   *As a staff member*, you should understand the new program to provide you with information on how salaries are determined.

17. **Will the CCP introduce career paths for staff at the University?**
   In January 2016, the University will implement a career development structure designed to provide staff with information on pathways for professional growth, including the qualifications, skills, and competencies needed to develop your career within the University.
### 18. What key terms should I know?

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<th>Term</th>
<th>Description</th>
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<tr>
<td><strong>Pay Structure</strong></td>
<td>A series of pay grades that provide the framework for making salary decisions. The CCP has a Core structure, plus four specialized pay structures (Allied Health, Information Technology, Nursing, and Research) to allow for greater flexibility in responding to differences in market pay practices.</td>
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<td><strong>Pay Grades</strong></td>
<td>Groups of jobs within the pay structure that are similar in scope, responsibility, and value, both within the University and in the external market.</td>
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<td><strong>Pay Range</strong></td>
<td>The range of salaries, from minimum to maximum, assigned to a group of jobs with similar pay in the external market. The spread between the minimum and maximum varies between 60 and 75 percent.</td>
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<td><strong>Range Minimum</strong></td>
<td>The lowest pay rate associated with a pay range. The range minimum is typically offered to employees who possess the minimum qualifications and are expected to perform the basic position duties and responsibilities after normal training.</td>
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<td><strong>Range Midpoint</strong></td>
<td>Considered “market value” for a position. The range midpoint is typically offered to experienced and fully-qualified employees whose performance fulfills the major requirements of the position, and who regularly perform most aspects of the job effectively and independently.</td>
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<tr>
<td><strong>Range Maximum</strong></td>
<td>The highest pay rate associated with a pay range. The range maximum is considered the upper limit of the salary opportunity in a pay grade and is typically reserved for highly experienced employees. These individuals should be knowledgeable in their jobs and related areas, may have specialized skills and perspectives, and may serve as expert resources, role models, and/or mentors.</td>
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<tr>
<td><strong>Career Levels</strong></td>
<td>Referred to as Management Levels within Workday, Career Levels are groups of jobs with similar roles, levels of complexity, skills, knowledge, and required competencies. They provide information on how jobs relate to one another from the perspective of career growth and professional development. The three Career Levels in the CCP are: Leadership and Management; Professional/Research; and Administrative, Technical, Trades, and Health Care Services.</td>
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<td><strong>Job Family</strong></td>
<td>Broad grouping of jobs that perform similar functions (i.e., administrative assistant, human resource, financial, student affairs).</td>
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19. I have a team member whose position should be re-evaluated by Human Resources under the new pay structure. How do I begin the re-evaluation process?
Supervisors who would like to request a re-evaluation of a pay grade or career level assignment for a job within their area should first contact their HR Client Services Team to discuss the potential change. As part of the re-evaluation process, the supervisor will need to complete the Job Evaluation Packet and include an updated job description and organizational chart with the form. Human Resources will review the request and respond within seven to 10 business days.

20. How can I learn more about the CCP?
- Attend an educational webcast or live information session
- Schedule a departmental information session
- Contact your HR Client Services manager
- Send an email to the HR-Compensation Team

21. Additional Resources
- Program Summary
- PowerPoint Presentation
- Manager Talking Points
- Guidelines to Managing Staff Pay
- Job Evaluation Packet