



Master FAQ List

Classification & Compensation Studies

Study Overview

Overall Objectives and Goals:

To ensure that the UAMS classification and compensation system is accurate, equitable, and market competitive to attract and retain highly qualified employees. This includes:

- Review and updating of job descriptions, campus-wide (excluding faculty and nursing)
- A comparison of pay levels to the market and adjustments, if needed.
- Determining the market value of benefits for employees.
- To update the UAMS salary structure, make recommendations, provide cost projections for an implementation strategy, and provide guidelines for ongoing compensation administration.
- Analyze and recommend improvements to total compensation for employees, including salary and benefits.

Q. What is the purpose of this study?

A. UAMS has contracted with MGT Consulting Group, a national consulting firm, to develop a compensation and classification structure that is internally equitable and reflective of the competitive external market. The overall objective of this study is to create a clearly defined position classification structure to facilitate compensating employees at a fair market rate.

Q. Is the MGT study a performance appraisal?

A. No. This study does not determine job effectiveness or job performance. The study and UAMS PD that will be used are aimed at reviewing what you do, not how well you do it.

Q. Is my job at risk?

A. No. No positions will be eliminated as a result of this study.

Q. How will I find out about the results of the study?

A. Once the study is completed, your Human Resources Office will communicate the results of the study. New or updated Job descriptions resulting from the study will also be distributed when finalized.

Q. When will the study be completed?

A. There are various milestones in this project. Draft job descriptions will be available for review late Spring / Early Summer. A revised salary structure and jobs placed in the structure should be available by the end of the year.



Job Descriptions

Q. How will the study result in updated job descriptions?

A. Each job description will state the knowledge, skills, abilities, education level, and amount of experience required to perform the position. All job position descriptions will be based on the data received from the UAMS Position Description form completed by employees and the Management Issues Paper (MIPs) completed by supervisors. Staff input on the survey forms is vital to ensuring accurate job descriptions are created and classifications are compared appropriately to the market.

Q. Could my job title change?

A. Yes. This study tries to assign job titles that represent job responsibilities, are recognizable to job seekers, and that are consistent with title conventions across the organization. It is possible that job titles may be updated to better reflect a position if the nature or duties of a position has changed over time.

Q. Is it possible that my exempt status might change?

A. Yes. Some of the questions on the UAMS PD are asked in order to determine exempt/non-exempt status. They mirror FLSA (Fair Labor Standards Act) regulations.

Q. Will this study look at the issue of the same title used in different ways throughout the campus and with different pay ranges attached?

A. Yes. One deliverable of the project is to ensure that job positions are titled and compensated accurately and reflect the market standard. MGT will analyze the MIP's and UAMS PD's submitted for each position to gather position descriptions and create job titles and pay ranges accordingly.

The Management Issues Paper (MIP)

Q. What is the Management Issues Paper?

A. The Management Issues Paper (MIP) is a survey for supervisors and managers to complete to submit concerns about a position under their supervisory responsibility. Concerns may regard position titles, retention/recruitment difficulties, salary or salary ranges, and advancement.

Q. Does everyone fill out the MIP?

A. No. The MIP is distributed only to your Human Resources Office and to supervisory employees.

Q. How will you determine who is a supervisor and the survey out to them? The data in SAP regarding supervisors is not always correct.

A. We will send out the MIP to all the supervisors that are listed in SAP. Then following that we will send out a communication to let employees know that the first survey has been distributed to supervisors. So, if you know of an issue in SAP, please report it and we will get it fixed.

UAMS Position Description Form



Q. What is the UAMS Position Description Form (PD)? Is it a performance appraisal?

A. The UAMS PD is a survey used to ensure accurate and current job descriptions, determine if positions are accurately classified, and to assist with compensation plan analyses and updates. The UAMS PD does not evaluate your job performance. The study and UAMS PD are aimed at reviewing what you do, not how well you do it.

Q. Does everyone have to fill out the UAMS PD?

A: Yes. UAMS wants input on every position (faculty and nursing will be exempt from this study). While the UAMS PD allows every employee the opportunity to provide information on the content of their job, employees with identical job titles might be asked to work together to submit one UAMS PD that all employees with that job title have worked on together. If for any reason an employee does not feel that group input accurately captures his/her feedback, the employee may choose to submit their own UAMS PD.

Q. May I request a copy of my current job description to reference as I fill out the UAMS PD?

A. Yes. Please contact your immediate supervisor for a copy of your current job description. Please keep in mind that the job description on file may be outdated and inaccurate. It should only be used as a tool to help you start the process of completing your UAMS PD. You do not need to use your current job description if it is not helpful or if it does not reflect your current job duties. If there is another job description that is helpful, you may request it.

Q. How long does it take to fill out the UAMS PD

A. The UAMS PD can take 1-2 hours to complete depending on the nature of your position. Employees are encouraged to speak with HR, their supervisors, and other employees as needed to support filling out the UAMS PD.

Q. Does the UAMS PD have to be completed in one session?

A. No. The survey will save your responses as you move through the survey pages. Once you begin, you will be able to save your information and finish completing the UAMS PD at another time if needed. You will be sent reminder emails until you have finished filling it out.

Q. Are there any buzzwords or keywords that will affect the salary grade assignment of my position?

A. No. UAMS PD's are not electronically scanned by a software program. They will be reviewed and evaluated by MGT consultants for the purposes of verifying essential position details.

Q. Can my supervisor change my responses on my submitted UAMS PD?

A. No. Once an employee fills out the UAMS PD, it cannot be changed by their supervisor. The supervisor may make comments regarding job duties and tasks in their UAMS PD review, but individual answers cannot be altered.

Q. Will Management have to review each UAMS PD and can they change an employee's responses?



A. Immediate supervisors are encouraged to review the UAMS PD for their direct reports. Supervisors can agree/disagree with an employee's responses and add comments, but they cannot change the content submitted by the employee. Next level managers who wish to review UAMS PDs must make their supervisors aware not to submit until they have an opportunity to review and add comments. MGT will review both employee and supervisor responses as submitted.

Q. Will the employee be able to modify their answers once they submit the UAMS PD survey?

A. Once an employee has submitted a survey, they are **not** able to modify it any longer. If there has been a mistake, or an employee wants to add information, they must contact their supervisor or HR Office to discuss the desired changes. Supervisors may include a note about the addition or change in his/her supervisor review.

Q. Will the input given by the staff on the UAMS PD go toward creating the new job descriptions?

A. Yes. The data entered per position will be combined to create a job description for that position. The UAMS PD collects job data on a position's duties, responsibilities, education/experience requirements, certifications/trainings (if any), physical requirements, and work environment, among other factors, and will be used for job assessment, job description development, and market comparisons.

Q. Will I be paid for my time spent filling out the UAMS PD?

A. Yes. The UAMS PD is not meant to be exhaustive or time-consuming. Each employee will be allowed to spend an adequate amount of time to fill out the survey during work hours.

Q. I am in an interim position. Do I complete the UAMS PD for my regular position or for the interim position?

A. If you have performed the interim duties for less than a year, you should complete the UAMS PD based on your regular/historical position. In this case, the supervisor of the vacant position is responsible for completing the UAMS PD for the interim duties/position you are performing. If you have performed the interim duties for more than a year, you should complete the UAMS PD based on the duties you are currently performing.

Q. Since the information submitted in the UAMS PD is used to create job descriptions, what happens if the essential duties or job requirements as written in the UAMS PD are incomplete or incorrect?

A. Managers and employees will have an opportunity to review draft job descriptions and make changes before they are finalized.

Q. How will employees hear about the results of the job description review and study?

A. Once job descriptions are generated, MGT will send them to the Office of Human Resources. OHR will issue them to supervisors for review before finalizing. The results of the MGT study will not be known until later in the year.

Market Survey & Benchmarking



Q. Will my performance in my position affect the way my UAMS PD is reviewed and compared to the market?

A. No. This study does not determine job effectiveness or performance. How well you perform your job is not taken into consideration when benchmarking your job position to the market. The focus of this study is on the position itself, not the person performing the job.

Q. What if you can't find a match for my job position in the market data?

A. For unique positions in which there is not a comparable benchmark position in the market, MGT will create a "hybrid" job of several comparable positions to match to the market. A hybrid market match is created by using the job responsibilities and percentage of time spent on position duties to select and weight market salary data from several positions to create the hybrid match. For instance, if a job consists of 25% financial analyst duties, 25% payroll specialist duties, 25% analyst duties, and 25% financial clerk duties, a hybrid job will be created by taking the average of all of the market salaries for each of those comparable market positions. MGT will attempt to find data for each component of a position and weight the market data accordingly to create the market match.

Q. What market survey sources are you using to benchmark UAMS jobs?

A. There are several market data sources that will be used in this study:

1. The Bureau of Labor Statistics (BLS) Occupational Employment Statistics (OES), which include public and private salary data at the national, state, regional, non-metropolitan, and metropolitan levels. BLS OES data are updated every late March-April.
2. AHA / Culpepper / Towers Watson / Sullivan Carter Salary Surveys.
3. CUPA-HR Administrator, Professional, and Staff Salary Surveys.
4. Salary.com CompAnalyst Salary Database of employer-reported salary data.
5. A custom market salary survey distributed by MGT to other comparable organizations, which may be based on geographic locations relative to UAMS recruitment markets and/or budget sizes.

Q. Will advanced degrees or additional certifications be taken into consideration when measuring my job with the market?

A. We are asking you to provide the minimum qualifications that are needed to perform the job. This study will determine the base market value of a job position. It is possible that an employee has higher qualifications than what is required to perform the position. This study focuses on what positions are required to do and what qualifications are required to perform those duties, not individuals and their own qualifications. There is an opportunity on the UAMS PD to indicate that experience can be considered as a substitute for education or that education can be considered as a substitute for experience.

Results

Q. Will I see an increase to my pay as a result of the study?

A. Upon completion of the study, an implementation plan will be developed for those employees identified for salary adjustments. Typically, adjustments are made first to bring employees that are



being paid below the minimum of the assigned range to the minimum salary of their pay range. Employees who are being paid at or above the market typically will not experience an increase to pay.

Q. Can my salary be reduced by the MGT study?

A. No. Employee salaries will not be reduced as a result of this study. This study will determine whether a position is market competitive and which positions will need a salary adjustment relative to the new/updated compensation system.

Q. When will any adjustments to pay occur?

A. Upon completion of the study, an implementation plan will be developed for those employees identified for salary adjustments. It may not be financially feasible to increase the pay of all employees identified for adjustments at one time, but a plan will be developed to make needed salary adjustments over a manageable period of time. How quickly UAMS can make adjustments depends on the amount of money needed.

Q. How long will it be before the results of the study are delivered?

A. We intend to have the results out by end of 2019, so that they can be used for budget planning for FY2020.