

IT Titling and Compensation Gap Analysis

Project Charter

Update June 10, 2016 - Version 1.0

Sponsor	Bruce Maas, CIO and Vice Provost for Information Technology
Project Manager	Project co-chairs: Lisa Jansen and Brenda Spsychalla
Stakeholder(s)	UW-Madison IT staff; UW-Madison personnel who hire and supervise IT staff; UW-Madison IT Leaders/Directors; Office of Human Resources and UW-Madison HR personnel.
Project Summary	
<p>The IT Titling and Compensation Gap Analysis Project will identify issues related to IT titling and compensation in order to:</p> <ul style="list-style-type: none">• Inform the Title and Total Compensation Study regarding needs/gaps specifically impacting IT staffing and retention.<ul style="list-style-type: none">◦ In order to assess common needs/gaps, the current state and desired future state will be documented. The current state will describe the existing related environment (pain points/successes) relating to IT staffing and retention. The desired future state will describe the optimal environment relating to IT staffing and retention or a vision for the future of IT on campus. This excludes making specific recommendations regarding <i>how</i> the future state should be accomplished and will focus on describing the overall environment.• Encourage creation of supporting processes that can be developed, with any processes not dependent on the study being addressed separately. <p>This project is being done in support of the Title and Total Compensation Study, and will strive to avoid duplicating or replacing any official analysis work done by the study. The project will be of relatively short duration and the recommendations will be fairly high-level.</p> <p>Out of Scope:</p> <ul style="list-style-type: none">• designing of any individual components of the new compensation and titling system• providing specific solutions for the issues/gaps identified• continuing the project work past the identified end date	
Project Purpose/Justification (aka Business Case)	
<p>In 2011 the State of Wisconsin passed Act 32 which granted UW-Madison the ability to create its own titling and compensation system separate from the rest of UW-System and State of Wisconsin. UW-Madison and UW-System will soon conduct a title and total compensation analysis as described in <i>A Strategic Plan for a New UW-Madison Human Resources System (2012)</i>.</p>	

IT positions exist in Classified/University Staff and Academic Staff, making it difficult for any single shared governance body to look at IT as a holistic community. The effort to design a new titling and compensation system presents a rare opportunity for the IT community to identify and advocate for titling and compensation needs unique to the IT community. Here are some suggested examples of needs/gaps. This is not intended to be an all-inclusive list:

- IT work is constantly changing but our titles are frozen in time. For example, the Information Processing Consultant title is currently held by desktop support professionals, computer lab managers, evaluation specialists, web designers, instructional technology consultants, and more. There can be great variety in the complexity and breadth of responsibilities which may be different from one position to the next, and the new system must be able to take those variations into account.
- It is not possible for our current personnel system to adequately identify staff who are performing IT work, generate data needed to calculate campus IT expenditure, respond to data inquiries, or perform data analyses. Being able to generate this information is essential for supporting repeatable processes that inform campus IT strategic planning and decision making. For example, Vice Chancellor Lehman has commissioned a study to capture total IT expenditures on campus and it is not possible to reliably respond to this request.
- Formulas used to calculate starting salaries are inconsistent across campus and can lead to pay inequities. For example, two candidates were hired for identical IT positions in the same department, but the more experienced candidate ended up with a lower starting salary.
- The degree requirement for most academic staff positions may prevent otherwise qualified individuals from applying for some IT jobs, and the new flexibilities are being granted in only a tiny number of cases. For example, a campus IT manager recently had a vacant Information Processing Consultant position open and was not allowed to change the degree requirement. One of the manager's long term classified hourly employees was performing work at least as well as other IPCs in the unit, but was unable to apply for the position because he held only a two year degree. The manager fears he will have trouble retaining this valuable employee because there are no other opportunities for his advancement.
- There is currently no career path or progression that spans from FLSA non-exempt to exempt status positions (outside of exceptions made for a few previously classified titles).

Deliverables

- Recommend definition of the term "IT" as it relates to the Title and Total Compensation Study.
- Collaborate with campus stakeholders to describe the current state of IT titling and compensation at UW-Madison.
- Collaborate with campus stakeholders to describe the desired future state of IT titling and compensation at UW-Madison.
- Document needs/gaps or pain points relating to compensation and titling of IT staff.
- Prepare a written report summarizing the findings.
- Keep stakeholders apprised of progress.

Milestones
<ul style="list-style-type: none"> • Broad definition of IT and its communities. • Gaps documented between current state and desired future state. • First Draft shared with sponsor. • Final Draft shared with stakeholders by August 1, 2016.
Assumptions (<i>We can be successful under the following conditions.</i>)
<ul style="list-style-type: none"> • The project will coordinate its efforts with the greater IT community, the Title and Total Compensation Study, and HR representatives. • The project will communicate with and update Title and Total Compensation Study Advisory Council representatives from UW-Madison. • This is an opportunity to educate the campus community and define existing processes.
Communication Plan (<i>What needs to be communicated? When is communication needed? To whom? How?</i>)
Communication plan and stakeholder analysis to be developed by the project team.
Project Team Roles and Responsibilities
<p>Core Team</p> <p>The core team plans and facilitates the work of the project. They represent broad perspectives of IT staff and management, academic and university staff, and centralized and distributed IT interests.</p> <ul style="list-style-type: none"> • Kevin Cherek, Manager, Operation and Support Services, AIMS • Lisa Jansen, Associate Director, L&S Learning Support Services • Jenny Kvistad, Human Resources Director, DoIT • Brenda Spychalla, Co-CIO, School of Education/Co-Director, MERIT

Sign-off

Sponsor: _____

Date: _____