

CIRES HR Compensation Analysis Position Description Project

Presented by: Jimena Ugaz and Angela Knight

Project Facilitated by: CIRES HR Team

Janet Garcia

Lucia Harrop

Emily Hinga

LuAnn Line

Jasmine Moore

In Partnership with CIRES Director, Associate Director for Science, Unit Leadership and CIRES IT



Cooperative Institute for Research in Environmental Sciences
UNIVERSITY OF COLORADO BOULDER and NOAA



CIRES HR Compensation Analysis Position Description Project

Notes for today's session:

- 1) It will be recorded and shared for future reference.
- 2) Slides will be shared as well, in addition to guidance on accessing and completing the template.
- 3) We will take breaks for Q&A, but will stick to timelines in order to cover all necessary information.
- 4) Taking questions via the Chat feature. HR team members will respond, or direct questions to Angela and Jimena.
- 5) We will save a copy of the chat to respond later to any unanswered questions.

CIRES HR Compensation Analysis Position Description Project

Goals for session:

- 1) Phase 1 – CO Equal Pay Act
- 2) Phase 2 – CIRES Compensation Analysis of AS & RS Positions
- 3) Share Position Description Template (specific to this project)
- 4) Ask for Your Participation in Completing a Position Description
- 5) Deadlines for Completion and Related Instructions

THANK YOU IN ADVANCE!

This is a partnership and the project cannot be successful without you!



Cooperative Institute for Research in Environmental Sciences
UNIVERSITY OF COLORADO BOULDER and NOAA



CIRES HR Compensation Project Overview

Phase 1: Colorado Equal Pay Act and Resulting Actions

Start : Overview in December 2020 with Central HR Partners – Act launched 1/1/21

- What the Act DOES do:
 - Requires transparency in Hiring Salaries: Immediate Action – Job postings
 - Prohibits wage discrimination on basis of sex, or other protected class in combination w/ sex.
 - Requires employer to maintain job descriptions & wage rate history
 - Requires notifications of job postings & promotional opps. if vacancy exists.
 - Prohibits use of wage history for prospective employee to determine wage rate
 - Requires similar pay for substantially similar work
 - Act allows peer comparisons to be based on funding source, and pending budget availability.
- What the Act DOES NOT do:
 - Require employees be paid labor market rate.
 - Require salary reductions
 - Require retroactive implementation of salary changes prior to January 1, 2021.

CIRES HR Compensation Project Overview

Phase 1: Colorado Equal Pay Act – Continued

- Campus HR Responsible for Review and Salary Setting:
 - Tenure Track Faculty
 - University Staff
 - Includes most of CIRES Admin positions, including HR, Finance, Comms. & IT
- Campus *delegated* authority for research staff/faculty positions (PRAs & RAs) to Institutes due to complexity in funding sources and differences amongst institutes.
- Determining True Peers and Substantially Similar Work
 - Since 1/1/21 - CIRES HR is working across units to perform in-depth salary equity reviews.
 - Assessment requires partnership and review from CIRES Associate Director for Science and unit/lab leadership.
 - Salary review includes several factors.

CIRES HR Compensation Project Overview

Phase 1: Colorado Equal Pay Act - Determining Substantially Similar Work

- Peer factors include:
 - CIRES Lab/Unit/Research Team (budgets sometimes vary by team)
 - Career Track, Most Recent Career Track Promotion
 - CU Job Title (Professional Research Assistant, Research Associate)
 - Degree type, Degree Focus, Years Since Highest Degree
 - Reviewed resulting cohorts with unit leadership to further narrow down peers according to nature of daily work, level of autonomy and responsibility.
 - Reviewed protected class information available for identified peers.
 - Per Act, salary differences in peers can occur for justifications of:
 - Merit/performance, seniority, education and certification, and geographic location of work performed.

CIRES HR Compensation Project Overview

Phase 1: Colorado Equal Pay Act – Finalizing Peer Salary Analysis

- Once true peer cohort established:
 - Salary examination performed, adjustments recommended where appropriate and pending budget availability.
 - If budget is an issue, we recommend a phased approach toward more reasonable salaries.
- Several unit salary assessments completed or underway.
 - Goal of finalizing peer to peer assessments and any recommendations by 12/31/21.
- CO Equal Pay Act: <https://www.colorado.edu/hr/colorados-equal-pay-equal-work-act>

Questions on Phase 1?

CIRES HR Compensation Project Overview

Phase 2: Institute Compensation Analysis of Associate & Research Scientist Groups

Going Beyond Peer to Peer Analysis and CO Equal Pay Act –

- Determine how CIRES AS & RS salaries compare to relevant market data.
- Understand what constitutes a reasonable salary based on external data beyond CU and CIRES.
- Results of compensation analysis, determine feasible actions.
- Resulting information may inform salary related payroll actions, including:
 - Starting salaries, out-of-cycle increases, retention efforts, proposal budgets for positions, etc.

CIRES HR Compensation Project Overview

Phase 2: Process

- Engage external consultant
 - Identify and categorize AS & RS job families
 - Map those job families to relevant labor market data.
- This is not required by Act but something CIRES HR and Leadership strongly support in being a responsible employer.
- Job mapping effort requires understanding of existing CIRES roles and qualifications.
- CIRES does not have current position descriptions for all AS & RS positions – especially for this context.
- Necessitates CIRES HR ask for position descriptions from all AS and RS positions collected in a template specific to this project.

CIRES HR Compensation Project Overview

Phase 2: Process Continued...

- Compensation Position Description Template
 - Template requests information about the necessary skillset to perform the job.
 - Requires you to separate position from person currently performing the role.
 - What skillset does this position require on someone's first day of job?
 - *Supervisors are essential to this effort and will partner with employees in iterating, reviewing and approving final description. Supervisors will have to approve the description before submission.*
- Position Description Preparation
 - Recent position descriptions on file in personnel database may be a reference – keeping in mind this project has a distinct template.
 - CIRES HR is available to consult throughout for individuals, teams or units.

CIRES HR Compensation Project Overview

Phase 2: Desired outcomes of this compensation analysis:

- Categorize the types of research work being performed at CIRES, and the level of expertise needed to perform that work.
- Organize our positions into job families, allowing CIRES to map its positions to relevant labor market data, and compare resulting pay bands with existing salaries.
- Resulting salary information may act as a guide toward improving CIRES salaries over time, and according to available budget.
- Successful project outcomes require your participation to ensure our identified job families are accurate and inclusive and therefore reflected in resulting salary information.



CIRES HR Compensation Project Overview

Phase 2

- Position Descriptions Due: **Friday, November 12th**
 - CIRES HR will review/approve all submitted descriptions.
- Overall compensation project timeline: approximately 1 year

Thank you!

Questions on Phase 2?