



COOPERATIVE EXTENSION UNCLASSIFIED STAFF COMPENSATION RESOURCE DOCUMENT

Primary Compensation Sources Within Cooperative Extension

1. Annual Pay Plan

Every two years, the UW System (UWS) proposes a plan, known as the “pay plan”, for compensating its unclassified staff employees. (Pay plans do not include a plan for compensating classified staff because such compensation is governed by union contracts.) The distribution of each pay plan is guided by University of Wisconsin Board of Regents policy, and must be approved by faculty governance, the State Legislature and the Wisconsin Department of Administration. Each UWS institution in turn formulates its own pay plan distribution policies in accordance with the policies determined by these governance bodies.

By Regent policy, an **approved pay plan can be distributed within each institution on the basis of performance, merit and/or market.** An institution’s performance evaluation and pay plan distribution plan can allow **performance** results to be converted to compensation adjustments irrespective of the specific amount of the pay plan. Within Cooperative Extension, pay plan distribution guidelines apply only to those pay plans that are greater than 2%. Pay plans of 2% or less are distributed across-the-board to satisfactory performers because such an amount represents a cost-of-living adjustment. A detailed explanation of the Cooperative Extension Compensation Policy for Unclassified Staff may be reviewed at <http://www.uwex.edu/ces/admin/policies/comppolicy0709.pdf>

The current pay plan distribution guidelines (in effect when pay plans are greater than 2%) provide that:

- Not less than one-third of the total compensation plan shall be distributed on the basis of solid performance;
- Not less than one-third of the total compensation plan shall be distributed on the basis of merit/market; and
- Not less than one-third of the total compensation plan shall be distributed on the basis of both solid performance and merit/market criteria.

As explained above, when the UWS pay plan is greater than 2%, the pay plan for Cooperative Extension is distributed to take into consideration **merit and market factors, in addition to performance considerations.** The current process for determining **merit eligibility** within Cooperative Extension is:

- Merit determinations for unclassified staff are based on a systematic performance review process which identifies positive contributions by colleagues in teaching, research, public service, and/or the support functions inherent in Cooperative Extension's mission.
- Using the logic model framework, Extension colleagues annually submit one or more success stories to the planning and results system, to be evaluated for merit on specified divisional goals. Colleagues in non-programming positions who are not expected to submit to the planning and results system prepare a success story to submit at the time of their annual performance conference.
 - Innovative Programs: Extension colleagues will share a success story on the impact of a significant innovative program in the planning and reporting system. The innovation may be an idea, educational approach, audience, new knowledge or adoption of research.
 - Continued Excellence: Extension colleagues will share the impacts of their programming efforts that exhibit evidence of continued excellence, transformational education and teamwork.
 - Significant Partnerships: Extension colleagues will lay the groundwork for strengthening or creating a significant partnership that results in reaching new audiences, achieving program goals or securing additional fiscal or human resources for Cooperative Extension.
- In the year of a tenured faculty member's review, the results of the review as described in the summary report will be the primary basis for merit review.
 - In years between tenured faculty reviews, the results of the most recent tenured faculty review must be considered along with the annual performance review information in the annual merit process.
 - The specific annual salary changes will depend on the UW System and UW–Extension guidelines for merit salary determinations, tenured faculty review results, and the specific context of the faculty members' appointment (UPG#12.03(4)).
- A performance review that reflects solid performance is required for consideration.

Salary adjustments due to merit must be approved by the dean in order for them to become effective.

- Criteria for merit salary increases and the approval process are available at <http://www.uwex.edu/ces/admin/policies/compcrit07.pdf>

The current process for determining a salary adjustment on the basis of **market** is:

- Requests for market adjustments may be initiated by the employee, unit head, district director or program director. The requests are submitted to employee's administrative lead or supervisor, e.g., district

director, program director, unit head, dean, etc. before the pay plan is finalized.

- The following information is needed:
 - Rationale for request.
 - Salary data about internal and/or external positions with similar responsibilities in the county or district.
 - Description of significant cost of living concerns.
 - Job duty comparisons with similar positions within Cooperative Extension if this is part of the rationale for the request.
 - Colleagues in county positions must demonstrate support from their county department head and county partner.
- Only employees with performance reviews that reflect a record of performance will be considered for market adjustments.
- Salary adjustments due to market must be approved by the dean in order for them to become effective.
- You are strongly encouraged to submit for a rank or title prefix change prior to applying for market.

2. Faculty Promotions

Faculty promotions are granted following a successful review based on a thorough examination of the faculty member's scholarly work and growth, and in accordance with academic department policies:

Department of Ag/Ag Business:

<http://www.uwex.edu/ces/ag/department/index.html>

Department of Community Resource Development

<http://www.uwex.edu/ces/cnred/deptlink.cfm>

Department of Family Development

<http://www.uwex.edu/ces/flp/department/>

Department of Youth Development

<http://www.uwex.edu/ces/4h/department/>

Department of Environmental Sciences

<http://www.uwex.edu/wgnhs/des.htm>

The dean, chancellor and regents must approve a change in rank for it to become effective.

Effective July 1, 2007, the following base salary augmentations result from faculty promotions:

- ◆ Promotion from rank of Instructor to Assistant Professor - \$2,500
- ◆ Promotion from rank of Assistant Professor to Associate Professor - \$3,500
- ◆ Promotion from rank of Associate Professor to Professor - \$4,500

3. Academic Staff Title Prefix Review Process

Most academic staff positions are eligible for a title prefix review which, if approved, results in a promotion to the next title prefix in the series and can result in a significant salary adjustment. (Program manager positions do not have title prefixes and are not eligible for a title prefix review. Titles for these positions are evaluated at the time the position is created and are determined based on characteristics of the program such as size and scope. A title change may be requested for these positions through a separate position questionnaire and analysis process.)

In accordance with academic staff policy, requests for a title prefix review are evaluated on a number of factors including years in the title and/or relevant experience, as well as demonstrated competency, professional development and contributions to the organization. Salary increases associated with a successful title prefix review request are based on Cooperative Extension policy or on the minimum salary amount required by UWS policy, whichever is greater. For more details see the Cooperative Extension Title Prefix Review page: <http://www.uwex.edu/ces/admin/title/>. The dean and UWEX chancellor must approve a change in title prefix in order for it to become effective.

The following base salary augmentations were effective as of July 1, 2007:

- ♦ Promotion from the Associate title prefix to No Prefix - \$2,500
- ♦ Promotion from the No Prefix to Senior title prefix - \$3,500

4. Change in Position Duties

It is generally accepted that duties may change over time for any given position. When duties change significantly and qualitatively, there may also be cause to evaluate the relevance of the job title and the salary for the position. "Significant" in this case is generally defined as more than a 30% change in position duties. The request for a position review may be brought to the attention of the Cooperative Extension Human Resources Office by the employee, supervisor, unit head, district director, program director or dean. The dean must approve a change-in-duty position request and related salary augmentations in order for them to be effective. The request must also be approved by the UWEX human resources director, and in cases of significant salary augmentations, by the chancellor, in order for it to become effective. Requests that are made after the pay plan has been dispersed must also be approved by the chancellor.

5. Raise to the Minimum

An employee's salary is automatically adjusted by the Office of Budget and Fiscal Operation when it is determined that the salary has fallen under the minimum for that position title as set by the UW System. This increase

occurs without any action on the part of the employee. Within Cooperative Extension, the need to raise salary to the minimum amount occurs most often for professional and technical academic staff positions that are found in the Compensation Category A. The 2007-2008 Category A minimum salary chart may be found at:

<http://www.uwsa.edu/hr/upgs/UPG%204/Upg04a3%2007-08.pdf>

6. Temporary Assignment of Duties

Cooperative Extension has a policy that guides its practice of temporarily assigning duties to a colleague to ensure program or administrative coverage on a short-term or emergency basis. Examples include assigning duties to a colleague on an interim basis while recruiting for a permanent position or when there is an unanticipated vacancy in a critical program or administrative position which will require an extended period to fill. There may also be a need to accomplish work of an unusual, short-term or non-recurring project nature. For example, a district director or program director may be asked to take on another role on an interim basis. This action often creates a need to “backfill” by temporarily assigning duties to a different colleague who will carry out some of the responsibilities of the director’s position while he or she is in the interim role.

According to Cooperative Extension guidelines, if the temporary assignment of duties is significantly different from the individual’s appointed duties, a salary augmentation is in order. This augmentation is effective only while in the interim role. Salary adjustments due to assignment of temporary duties must be approved by the dean in order for them to become effective.

Requests that are made after the pay plan has been dispersed must also be approved by the chancellor. Information is available on Temporary Duty Assignments at <http://www.uwex.edu/ces/admin/policies/facduity.htm>

7. Administrative Retention Efforts

Faculty

Cooperative Extension received an allocation of retention funds from the UWS of \$69,790 in the FY08 budget. The creation of these retention funds were initiated and approved by the State Legislature. Based on UWS guidelines, “This allocation is intended for faculty recruitment and retention to help UW institutions compete with other higher education institutions by allowing UW institutions to ‘be in the market’ for new, bright academic talent, and provide funds to address major areas of market inequity.” These funds are separate from the resources available from the annual pay plan.

This FY08 allocation has been used to help remedy salary inequities for colleagues who hold the rank of Professor within Cooperative Extension. Salary inequities are most often the result of increased starting or promotional salaries approved years after a long-term employee has been in his or her

position. This action was taken because colleagues who have achieved the rank of Professor were hired at a time when starting salaries and faculty rank promotional amounts were much lower.

An FY09 allocation is anticipated, and preliminary discussions have focused on using these faculty retention funds to address salary inequities for colleagues who hold the rank of Associate Professor. Allocations beyond FY09 are not anticipated.

In the past, Cooperative Extension applied faculty retention fund allocations towards addressing salary inequities for individual faculty members. For instance, in FY06 and FY07, district directors and program directors nominated faculty for retention awards. Faculty members were also encouraged to self-nominate. The criteria included peer comparisons and the county's ability to provide their share of the award. In a few cases, these resources were used to counter outside salary offers.

Solid performance will continue to be a requirement for consideration. The dean must approve the dissemination of faculty retention funds in order for them to be effective. Requests that are made after the pay plan has been dispersed must also be approved by the chancellor.

Academic Staff

While UWS has not distributed designated funds for the purpose of academic staff retention, Cooperative Extension has dedicated resources from past pay plans to address salary inequities for academic staff due to market considerations. These market influences on salaries could otherwise result in academic staff leaving for higher salaries elsewhere. For example, in FY06 and FY07, district directors and program directors nominated academic staff members whose salaries were most out of alignment with the salaries of like positions internal and external to Extension. Academic staff members were also encouraged to self-nominate. The criteria included peer comparisons and the grant funds or county's ability to provide their share of the award. Solid performance was required for consideration.

The FY09 allocation will be based on market adjustment requests submitted by academic staff, district directors, program directors or unit heads. The dean must approve academic staff retention awards in order for them to be effective. Requests that are made after the pay plan has been dispersed must also be approved by the chancellor.

8. Market Driven Retention Efforts

Outside Offer

This adjustment reflects a salary increase necessary to retain a person who has received an outside offer of employment (with comparable duties and responsibilities) at a higher rate than his/her existing rate. The position offered

must be from an employer outside of the UW System.

The employee's request for a salary adjustment due to an outside offer must include the following:

- A copy of the outside offer letter or other evidence of the offer.
- Identification of the source of funds for the increase and the ability of partners to meet their share, with consideration given to the impact the increase will have on the funding source.
- An analysis of the effect of the adjustment on the salary structure within the unit including the effect of gender/race and pay equity.
- Amount requested for the salary adjustment.

Solid performance is required for consideration. All requests must be approved by the supervisor, unit head, district director and/or program director, and final approval is made by the dean. Requests that are made after the pay plan has been dispersed must also be approved by the chancellor.

Preventive

This adjustment may be used when a salary increase is necessary to retain colleagues who have not received an outside offer in a case where significant evidence of serious retention problems exist, such as a recent pattern of employees in the same discipline/unit leaving Cooperative Extension employment to take outside positions with comparable duties and responsibilities at higher levels of pay. This type of adjustment will be used only to retain an individual whose expertise is highly valued and who has exemplary performance.

The employee's request for a salary adjustment must include the following:

- Evidence of a retention problem.
- Market data showing current salary is below market (e.g. salary surveys).
- Statement regarding the performance level of the individual.
- An analysis of the effect of the adjustment on the salary structure within the unit, district and program area, including the effect of gender/race pay equity.
- Identification of the source of funds for the increase and the ability of partners to meet their share, with consideration given to the impact the increase will have on the funding source.

Solid performance is required for consideration. All requests must be approved by the supervisor, unit head, district director and/or program director, and final approval is made by the dean. Requests that are made after the pay plan is disseminated must also be approved by the chancellor.

9. Equity Issues

A salary adjustment may be used to correct a salary inequity identified through analyses of the salaries of faculty or academic staff with comparable training, experience and responsibilities. A salary adjustment for equity purposes also may be made when significant inequities are created by hiring new employees at rates higher than those of existing staff, provided the salary rate of the new employee is necessary in order to recruit and hire the most qualified individual.

A request for a salary base adjustment for equity purposes must include the following:

- Information on positions with similar responsibilities in the county, district, or external job markets.
- Identification of the sources of funds and the ability of funding partners to meet their share.

Solid performance is required for consideration. All requests must be approved by the supervisor and final approval is made by the dean. Requests that are made after the pay plan is disseminated must also be approved by the chancellor.

10. Other Salary Adjustments

Stipends

Stipends, or supplemental salary amounts, are provided to colleagues who perform the role of county department head or academic department chair.

County department heads are paid a stipend of \$3,000 per year. Those in shared department head roles typically share the stipend amount.

Academic department chairs receive a stipend of \$3,000 per year for serving in this capacity. (They also receive a budget to use as they wish in their home counties to support their leadership roles.) \$1,500 of the stipend amount is added to the base salary of an academic department chair at the end of their term.

Distinguished Title Prefix for Academic Staff

Per UWEX UPG#18, the availability of the distinguished title prefix is intended to permit UW-Extension to acknowledge the reputation and expertise of those few academic staff who have gained the widespread recognition of others in the profession. It is understood that the distinguished prefix is not part of a natural career progression track for academic staff in the professional and instructional series titles, but is awarded in exceptional cases to the “superstar” who has met a set of criteria defined by UPG#18 located at <http://www.uwex.edu/secretary/upgs.cfm>

The distinguished prefix cannot be assigned prior to review by the UWEX Distinguished Title Prefix Institutional Review Committee and approval of the chancellor. Applications for a distinguished title prefix review are due by December 1st each year. A base salary augmentation of \$4,500 is awarded to those awarded the distinguished title prefix effective July 1st of the year the title change is approved.

Select Definitions

Market

Determinations for faculty and academic staff are on a systematic performance evaluation program that identifies positive contributions by the colleagues to teaching, research, public service and/or the support functions inherent in the institution's mission.

Merit

Based on a systematic performance evaluation program which allows supervisory assessment of meritorious performance in the area of designed responsibility, Cooperative Extension disseminates merit based on success stories entered in the planning and results system and criteria related to identified divisional goals.

Solid Performance

The designation given to unclassified staff who have demonstrated satisfactory performance during the year an approved pay plan is implemented.