

# Project Charter

**PROJECT NAME/DESCRIPTION:** Final Phase Total Compensation 2021

The organization has completed foundational work for developing and implementing a Total Compensation Program. These foundational elements include: (1) Total Compensation Philosophy, (2) Adoption of peer groups for comparative analysis of salary survey market data, and (3) development of robust position description templates and guidebook for updating job descriptions resulting in updated job descriptions for all positions. After initial engagement and review with the organization, there remain key components to finalize a robust Total Compensation Program. This charter identifies that work.

**PROJECT START DATE:** 2/1/2021

**PROJECT END DATE:** 8/31/2022

**PROBLEM TO SOLVE/OBJECTIVE:**

- Internal HR compensation procedures not documented
- No grade structure for compensation ranges
- Do not have regular schedule for updating compensation ranges against market data
- Evaluate updates to peer groups based on experience of first three years
- Identify community education needs for supervisors & employees
  - Create Manager’s Toolbox for Compensation
- Lack of transparency and clarity on compensation procedures for organization community members
- No equitable processes for employee movement within range
- Lack of regular compensation reporting for leadership
- Additional job description templates for jobs with similar essential functions

**DELIVERABLES AND TIMELINES:**

Note: Provided below is an initial priority list, not timelines. Some work can be completed in 2021, and some may need a completion date in 2022.

- First priority group (August 2021):
  - Updating peer groups
  - Recommending pay grade structure
  - Adopting schedule & procedures for grades & position ranges updating against market data
- Second priority group (2021-2022):
  - Community education
  - Compensation procedures for GU community

**RESOURCES NEEDED/ASSIGNED:**

**SCOPE:**

**From Organizational HR Unit:**

- HR employees to include compensation, recruiting, HR leaders

**In Scope for Consultant:**

- First & second priority group in deliverables

**From Other Organizational Partners:**

- Finance, Payroll
- Compensation Advisory Group
- Senior leadership

**Out of Scope for Consultant:**

- Additional job description templates
- Compensation Reporting
- Internal HR compensation procedures documented

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| <p><b>ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• Compensation is aligned with leadership vision</li> <li>• Fully operational with Compensation Philosophy</li> <li>• Managers &amp; leaders can explain compensation and answer questions</li> <li>• Having the budget means leaders can increase individual compensation</li> <li>• Lack of focus on Total Rewards as part of compensation package</li> <li>• Individual pay is the only tool for managers to reward employees</li> <li>• Pay increase = Promotion</li> <li>• Title is the primary element for compensation assessments</li> </ul>   | <p><b>RISKS:</b></p> <ul style="list-style-type: none"> <li>• Lack of procedures for on-call employees, projects, temporary pay increases, bonuses, etc.</li> <li>• Not staying current with market risks employee retention unnecessarily</li> <li>• Wage/hour compliance</li> <li>• Proper classification of exempt / non-exempt</li> <li>• Changing federal &amp; state exemption requirements</li> <li>• Inequities in compensation procedures remain, particularly around additional compensation, promotions, etc.</li> </ul> | <p><b>MEASURES OF SUCCESS/TARGETS:</b></p> <ul style="list-style-type: none"> <li>• Development of regular schedule to update ranges against salary surveys by August 2021</li> <li>• Update peer groups to account for experience issues by August 2021</li> <li>• Develop pay grade structure by August 2021</li> <li>• Publish existing procedures for employee / manager access by June 2021; Develop other compensation procedures for publishing by December 2021</li> <li>• Develop regular communications and educational opportunities for managers, leaders, and employees on compensation topics - 2021</li> </ul> | <p><b>CONSTRAINTS &amp; DEPENDENCIES:</b></p> <ul style="list-style-type: none"> <li>• C/D: Uneducated community on compensation</li> <li>• C/D: Pandemic caused financial instability</li> <li>• C/D: Funding mechanism for various procedures (promotions, compensable factors, etc.)</li> <li>• C: State and federal regulations</li> <li>• C: Compensation is emotional</li> <li>• C: Distinct pay ranges for positions rather than pay grades</li> </ul> |
| <p><b>TEAM MEMBER NAMES &amp; PERCENT OF TIME ON PROJECT:</b></p> <p><b>Executive Sponsors</b> (the high-level manager(s) who is the ultimate decision-maker for the project and is ultimately responsible for the outcome): <b>Chief Human Resource Officer</b></p> <p><b>Project Lead</b> (the person(s) who manages the project's deliverables, processes under consideration and is responsible for ensuring that the project team completes the project): <b>Compensation Specialist</b></p> <p><b>Project Manager</b> (the person(s) who manages the project's resources, time, money and scope and is responsible for ensuring that the project team completes the project): <b>Consultant</b></p> <p><b>Team Members</b> (the people responsible for executing the tasks and producing the deliverables of the project): <b>TBD, likely other Human Resources team members</b></p> |   | <p><b>REFERENCE DOCUMENTS (SPECIFICATIONS, ETC.) LINKS:</b></p> <ul style="list-style-type: none"> <li>• Project Proposal</li> <li>• Compensation Program Mind Maps</li> <li>• Compensation Causal Loop Diagrams (Systems Perspective)</li> </ul>   |   |

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**ADDITIONAL INFORMATION:**

List of known procedures to develop:

- Compensable factors (how individuals move through their range)
- % spread of ranges
- Compression guideline, definition, & minimum percent established
- Red circling (consistent procedure for individuals above their range)
- Promotion definitions, procedures & compensation
- Essential employee pay for closures
- On-call pay
- Hiring Manager Guidance for total compensation discussions & negotiations
- Additional compensation procedures for trainers/facilitators/presenters, special projects, etc.

Procedures fully developed and ready for publishing:

- Temporary Pay Increases
- Pay for Domestic & Abroad Travel Requirements
- Pay under Grants

**ADDITIONAL INFORMATION:**

Known issues with Peer Groups, Salary Survey Data, Comp Philosophy:

- Sources/localities of recruitment not a factor in peer groups
- Peer groups are too narrow resulting in skewed or limited salary survey data
- Salary survey data is not current to market as identified in philosophy

**EXECUTIVE SPONSOR SIGNOFF:****DATE:****CONSULTANT SIGNOFF:****DATE:**