Title and Total Compensation (TTC) Project

November All Campus Forum

Agenda

01 | WELCOME AND OVERVIEW

02 | TITLE AND STANDARD JOB DESCRIPTION (SJD) LIBRARY

03 | BUSINESS TITLES

04 | EMPLOYEE CONVERSATIONS

05 | APPEALS PROCESS

06 | PROMOTION AND PROGRESSION

07 | BENEFITS ENHANCEMENTS

08 | TRAINING AND OTHER RESOURCES

09 | QUESTIONS AND ANSWERS

Key Project Goals

Establish Market-Informed Title, Compensation and Benefits Structures
Transition to more informed total reward decisions

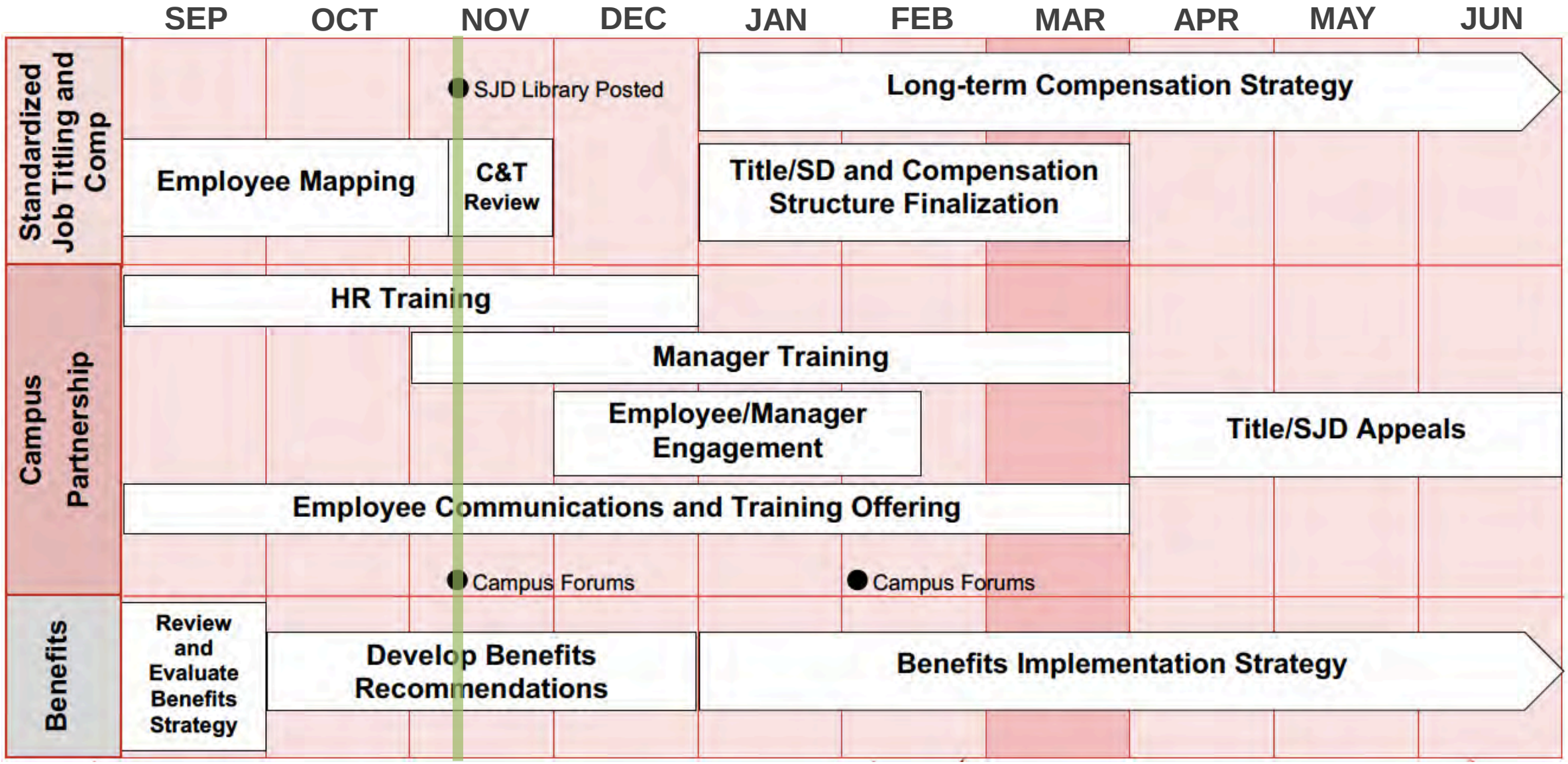
Set a Strong Foundation
Establish a job framework

Create Shorter, Consistent Format for Job Descriptions
Reduce long, variable position descriptions

Create a Compensation Center of Excellence
Serve as a resource to schools, colleges and divisions

Responsive to Employee Needs
Establish a long-term benefit and compensation strategy aimed at employee retention

TTC Project Timeline



Highlights

November

- HR and manager training
- Title and Standard Job Description (SJD) Library posted online

December

- Position descriptions are created from the SJDs
- Employee conversations begin

Spring 2020

- Title and salary structure implementation
- Staff receive letters with new title and salary ranges

Changes After Implementation

What Is Changing?

- Job framework
- Salary structure
- Working titles (business titles)
- Position descriptions
- Salary administration guidelines

What Stays the Same?

- Job duties
- Base pay
- Reporting relationships
- Performance and development goals
- Employee category
- Statutory benefits

Campus Engagement

5,755
Forum Attendance (since 2018)

3,814
Employees involved in creating the title structure (since fall 2017)

2,284
Completed August Pulse Survey

23,480
TOTAL Campus Engagements

1,915
Attended TTC Outreach and Training Events

9,601
Employees completed Benefits Preferences Survey

111
Bi-weekly campus stakeholders from schools, colleges and division meetings

Face-to-Face Engagement Examples

- Campus Forums
- Shared Governance
  - Academic Staff Assembly
  - University Staff Congress
  - Governance committees
- UW—Madison Leadership
- Human Resources Community
- Managers (Campus Supervisors Network)
- Colleges, schools and divisions
- Training
- Focus Groups

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Why Create Standard Job Descriptions (SJD)?

Defines a list of common responsibilities shared by other UW employees in similar roles

Provides a process for describing a job that can be compared to others doing the same work across the broader labor market

Promotes process for regularly monitoring and comparing our compensation and pay structures to keep pace with an ever-changing labor market*

**"Market" includes public and private higher education peer institutions as well as private sector employers.*

UW Employee Engagement in SJD Development

Participation in large events

- Forums
- Listening sessions

Participation as Subject Matter Experts in specific titles

- Surveys
- Committees
- Work groups
- Quality Assurance processes
- Trainings

Engagement in SJD Development

Fall 2017
Feedback from over 3,200 employees guided 20 employee SME/HR teams to create Job Group Framework [UW employees then SMEs & HR]

2018 Forums
Feedback from over 2,500 employees resulted in an extended review of draft SJDs [UW employees]

Winter 2018/ Spring 2019
500 SMEs involved in creating 719 new job titles and descriptions [UW employee SMEs]

Spring 2019
HR and compensation experts review job titles and descriptions to craft [Central HR]

Early Summer 2019
96 SMEs with HR support provided feedback on SJD [UW employee SMEs]

Late Summer 2019
Campus HR review SJDs matching to existing job titles [Campus HR]

Fall 2019
Supervisors/ Managers review SJD in advance of employee conversations [Supervisors/ managers]

Engagement in SJD Development

Employee Conversations
Winter/Spring 2019-2020

Prior to the employee conversations, at least 12 non-HR employees and HR employees and consultants reviewed each SJD

- 8 Non-HR Reviewers
- 4 Campus or Central HR and Compensation Expert Reviewers

SJD versus Position Description (PD)

SJD

A general set of responsibilities, without regard to any specific employee, that describes work performed, and role and impact to the organization

PD

The total work performed and role of an <u>individual employee</u>, including general <u>and</u> unique responsibilities

Position Descriptions in the Future

University Staff

Position Description (PD)

Academic Staff

Position Vacancy Listing (PVL)

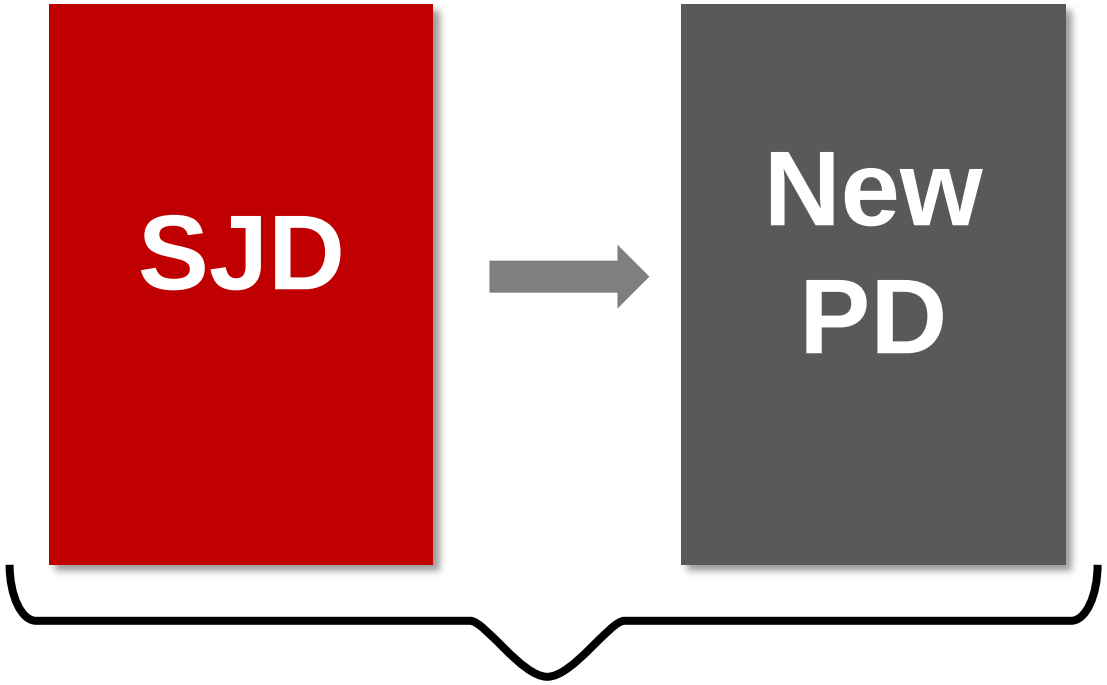
Currently

Position Description

University Staff and Academic Staff will all have Position Descriptions

In the future

How Are New PDs Created?



Initial match of SJD to employee	Refine & confirm SJD match	Build PD from matched SJD	Confirm PD describes employee's job
Office of Human Resources	Division HR/ Dept HR	Manager	Employee Conversations

Title and Standard Job Description Library

hr.wisc.edu/standard-job-descriptions

This library for UW–Madison and the University of Wisconsin System contains proposed standardized job titles and job descriptions for Academic Staff, University Staff, and Limited Appointees.

A standard job description describes work at a high level and connects UW jobs to similar jobs in the market. It is a general set of responsibilities, without regard to any specific employee, that describes the work an employee performs and their role and impact to the organization.

To learn more about standard job descriptions, visit the Title and Total Compensation (TTC) Resource Library.

This library is still in draft form and will be continually updated based on feedback through the employee-manager conversation period. Some job titles and job descriptions are *not* changing as a result of the project. If you have any questions please contact your local HR.

Print this page

Title - *735 results*

Search job titles and summaries

Job Group

All

Job Subgroup

All

Reset

TITLE	JOB GROUP	JOB SUBGROUP	DETAILS
AV Technician I	Information Technology	Audiovisual Technology	
AV Technician II	Information Technology	Audiovisual Technology	

Organized by Job Group & Sub-Group

Finance

Accounting, Financial Operations, and Reporting

- Accountant I
- Accountant II
- Accountant III
- Controller
- Financial Manager
- Financial Reporting Director
- Financial Specialist I
- Financial Specialist II
- Financial Specialist III

Bursar

- Associate Bursar
- Bursar

Financial Planning and Budgeting

- Budget Director
- Budget Manager
- Budget Planner I
- Budget Planner II
- Chief Business Officer (S/C/D)
- Chief Financial Officer (Institution)
- Chief Financial Officer (S/C/D)
- Finance Assistant Director
- Finance Director

Procurement

- Procurement Assistant Director
- Procurement Director
- Procurement Manager
- Procurement Specialist I
- Procurement Specialist II
- Procurement Specialist III

Title and Standard Job Description Library

- ✓Job Title
- ✓Job Group
- ✓Sub-Group
- ✓Job Summary
- ✓Essential Job Responsibilities
- ✓Education

Posted on the TTC Project website on November 11

Sub-Group Level

Academic Advising	
Academic Advisor I	International Services Representative
Academic Advisor II	Learning Center Coordinator
Academic Advising Associate Director	Academic Advising Director (School/College/Division)
Academic Advising Director (Institution)	

Academic Advisor – Today

Job Summary

Provides information, interpretation of policy, advice and counsel to students in academic departments, academic programs service areas such as financial aid, career planning and placement, registration or admissions. Advises students individually or in small group settings. May have advising responsibilities in more than one area or may have other related student services administrative duties.

Academic Advisor I – After Implementation

Job Summary

Engages students in decision making processes and promotes appropriate and responsible choices on academic matters, such as course selection and degree requirements. Maintains appropriate confidentiality, updates student advising records and contributes to the development of academic advising related programming. This individual will work to ensure students receive accurate, timely and holistic advising services in support of promoting student success, retention and program completion.

Job Responsibilities

- Receives, processes, and responds to academic inquiries according to established policies and procedures
- Serves as a main point of contact for students; providing information about educational options, academic requirements identifying and assessing interests, skills and values to match appropriate field of study/career options and refers to appropriate institutional resources
- Implements academic advising programs, such as, workshops, panel discussions and guest speakers
- Maintains confidentiality and accurate student records as well as processes and responds to academic inquiries according to established institutional and FERPA policies

Educational Requirements

Bachelor's Degree - Preferred

FLSA Status

Exempt

Academic Advisor II – After Implementation

Job Summary

Engages students in decision making processes and promotes appropriate and responsible choices on academic matters, such as course selection and degree requirements. Maintains appropriate confidentiality, updates student advising records, and contributes to the development of academic advising related programming. Works to ensure students receive accurate, timely, and holistic advising services in support of promoting student success, retention, and program completion.

Job Responsibilities

- Receives, processes, and responds to academic inquiries according to established policies and procedures
- Serves as a main point of contact for students and provides information about educational options and academic requirements. Assists with identifying and assessing interests, skills, and values to match appropriate field of study/career options and refers students to appropriate institutional resources
- Implements academic advising programs such as workshops, panel discussions, and guest speakers
- Maintains confidentiality and accurate student records and processes and responds to academic inquiries according to established institutional and FERPA policies
- Participates in campus-wide advising community providing input to leadership regarding the development of advising, recruitment, and co/curricular programs offered by the school/college
- Supervises the day-to-day activities of program staff and resolves routine personnel issues; and oversees internships, certificate programs, and tutoring center

Education

Bachelor's Degree - Preferred Minimum

FLSA Status

Exempt

Locksmith – Today

Locksmith

Job Summary

Employees in positions at this level work under close progressing to limited supervision, and through training, self-education and on-the-job experience progress towards mastery of locksmith trade knowledge and skills for the full range of locks and security systems for which the employee will be responsible. Employees apply knowledge of provisions of the Americans with Disabilities Act and applicable fire and safety codes to ensure that locks, doors and security systems comply with these regulations. Positions install, repair, replace, re-key, and adjust mechanical and electrical locks and electronic access control systems, and fabricate and install related door components and hardware.

Locksmith – After Implementation

Locksmith | Facilities and Capital Planning | Skilled Trades and Specialized Crafts

Job Summary

Installs and maintains locks and control systems to ensure the safety and security of students and employees. Maintains and updates computerized key and lock records to ensure availability of up-to-date facility security information.

Job Responsibilities

- Installs and services various electronic control systems and locks
- Collects, enters, and updates computerized key records
- Analyzes and interprets hardware, door schedules, and lock patterns, updates information based on user requests and needs
- Develops pinning schedules for master lock system(s) for multiple buildings

Education

H.S. Diploma - Preferred Minimum

FLSA Status

Non-Exempt

Administrative Program Specialist – Today

Job Summary

Provides specialized services associated in managing daily administrative activities in a variety of areas including instructional and research areas. Have greater responsibility and independence of action than the support focus provided by an administrative specialist. Work can be distinguished from a program manager in that the area is not typically recognized as a free standing activity. May be similar to an administrative officer, but may have less direct control of policy development and are often in units smaller than the usual size of a school, college, or administrative division. Often have expertise in the discipline area which directly affects their ability to perform their job.

Possibilities After Implementation

- Administrative Specialist I
- Administrative Specialist II
- Contract Administrator
- Department Administrator
- Executive Assistant I
- Executive Assistant II
- Learning Manager
- Instructional Administrator
- Project Manager I
- Project Manager II
- Project Manager III
- Training Facilitator
- Training and Organizational Specialist I
- Training and Organizational Specialist II
- Wellness Program Manager

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What is a Business Title (Working Title)?

A business title provides more description to an employee's assigned official job title (title of record)

A business title provides more specific detail about an individual position within the organization or the type of work performed

Business titles replace working titles

Where Can I Use a Business Title?

- UW Directory
- Department website
- Name badge
- Business cards
- Email signature
- Internal and external communications
- Office signage
- Stationery
- Vacancy announcement

Business titles do not change an employee's title of record or assigned salary range

Business Title Guidelines

A Business Title Should:

- Provide a more specific description of your job to facilitate business communications
- Add clarity to the job function, group and classification assignment in describing the individual job
- Align with professional and industry practice
- Align with other working titles within a job group or work unit
- Be 30 characters or less

A Business Title Cannot:

- Duplicate a title of record
- Misrepresent the university or the authority of a position
- Use words typically associated with institutional officers

Steps to Identify a Business Title:

- Check the SJD Library to confirm the title does not exist
- Talk with your Supervisor
- Confirm with your HR office if you have questions

Business Title Examples

Recreation Program Coordinator

- Possible Title: Adopts the business title of Coordinator of Competitive Sports to specify their program area
- Not Acceptable Title: A business title of Director of Recreation would not work because the title misrepresents their level of authority

Outreach Specialist

- Possible Title: A business title of Outreach Specialist-Senior would work because it is not a current title and reflects the employee's experience
- Not Acceptable Title: A business title of Extension Specialist would not work because that is an existing title of record

Lecturer

- Not Acceptable Title: A business title of Professor would not work because that title is an existing title of record

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Goal of the Employee Conversation

- ✓ Confirm that new title and Position Description accurately describe the work each employee does
- ✓ Provide each employee an opportunity to ask questions, be listened to, and provide feedback
- ✓ Resolve concerns with job title before implementation
- ✓ Answer questions

Conversation Formats

Individual conversation

- With manager or HR staff
- Most likely when an employee's title or PD is unique within the unit

Group conversation

- With manager or HR staff
- Most likely when employees share the same title or have similar PDs
- Followed by opportunities for individual meetings to answer specific employee questions

What You Will Talk About

Your new official job title

- A title from the Title and Standard Job Description Library that best matches your role

Your business title

- A title you can use in place of your official job title for business purposes. Business titles must follow the university's business title guidelines

Your new Position Description

- The new way of describing the responsibilities of the work you currently do

Next steps

- What to do if you have concerns about your new title or position description, and when the new title and position description will go into effect

What You Will Not Talk About

Salary range associated with the new title

- The goal of the employee conversations is to ensure that employee's work is accurately described
- This ensures that each employee will be matched to an appropriate salary range once the salary structure is complete
- Employee salary range information will be available in Spring 2020

Changes to benefits package

- The TTC Project will provide recommendations for enhancements to UW's benefits package
- At the time of the conversation, information about benefits enhancements will not yet be available

Steps in the Employee Conversation

Managers or HR should:

- Share the new job title and discuss why that is an appropriate title
- Describe business title guidelines and agree on a business title
- Review the responsibilities in the PD
- Review the Qualifications section (if qualifications are listed)
- Review the Physical Demands section (if physical demands are listed)
- Review the Task section (if tasks are listed), understanding that not all tasks may be listed in the PD
- Provide opportunities for the employee to ask questions about their new title and PD, and allow opportunities for employees to be listened to regarding concerns
- Ask whether the title and PD accurately describe the position
- Ask if the employee wants to suggest any changes

How Employees Can Prepare

Familiarize Yourself with TTC

- ✓Visit the website Resource Library

November

- ✓Review your current PD
- ✓View SJD library

Starting in December

- ✓Employee conversations and engagement
- ✓Review and confirm your new PD

Manager’s or HR’s Role

Confirm Title and Standard Job Description Mapping

- Managers best understand staff work

Create Position Descriptions (PD) for Employees

- Start now, review current PDs

Engage Employees

- Encourage open conversations throughout the process
- Official conversations with employees start in December

Budget Time

- Two-three hours per employee (mapping and conversations)
- On average, managers have four employees

Learn

- Online manager training (details coming), micro learnings, fact sheets

How Managers Can Prepare

Familiarize Yourself with TTC

- ✓Visit the website - review and share micro-learnings
- ✓Take manager training starting in November

October - November

- ✓Talk with employees about TTC
- ✓Review your employee's current position description

Beginning in December

- ✓Confirm employee mapping for accuracy
- ✓Create PD
- ✓Engage employees through the employee conversations
- ✓Actively listen to understand the employee's perspective

Manager Resources

- How to Prepare for Employee and Supervisor Engagement
- Confirmation Checklist
- Employee Engagement Checklist
- Email Template
- Talking Points: Frequently Asked Questions
- Videos and Forum Recordings

Frequently Asked Questions

Q: Why doesn't my Position Description include all my tasks?

- The purpose of Position Descriptions is to describe your position in a clear, concise format
- The Position Description summarizes your responsibilities at a high level and can capture up to 15 tasks, but is not designed to capture every task you perform
- Detailed and lengthy Position Descriptions make it difficult to compare UW jobs to the concise market summaries
- A concise summary of your position allows the university to find comparisons in the market and determine appropriate compensation

Frequently Asked Questions

Q: What is the salary range associated with my new title?

- The current phase of the project is focused on placing every employee into the job framework
- It is industry standard to match employees to new titles without taking salary structure into consideration
- You will be notified of the salary range associated with your title in spring
- As a reminder, your salary will not change as a result of TTC
- Your salary range determines the minimum and maximum base pay for your position going forward, but does not immediately impact your base pay

Frequently Asked Questions

Q: How does the TTC Project clarify my career path?

- One of the benefits of the new job framework is a clearer description of jobs on campus
- As a result of the TTC Project, you will be able to:
  - Easily identify other positions on campus that are similar or related to your job
  - Identify the next step in your career by exploring other job titles, and be able to read Standard Job Descriptions for those jobs to understand the responsibilities for those positions
  - Understand the responsibilities of the position so you can work to gain the knowledge, skills and experience needed to perform those responsibilities
- After the implementation of the new job framework, the Office of Human Resources will begin to develop a robust career development guide

Frequently Asked Questions

Q: How will I be able to progress or promote in the future?

- You will continue to have opportunities to progress and promote after the implementation of the TTC Project
- As you gain knowledge, skills and expertise in your current position, you can progress through your salary range
- Current pay adjustment tools such as performance adjustment, market adjustment and pay plan adjustment will continue to exist
- You can also promote to different positions with a higher salary range
- Review the “Progression and Promotion” micro learning on the TTC Website for descriptions and examples of progression and promotion in the future.

TTC FAQs Online

TITLE AND TOTAL COMPENSATION PROJECT

University of Wisconsin–Madison

Search

HOME | TTC & YOU | TITLE AND STANDARD JOB DESCRIPTION LIBRARY | EVENTS | RESOURCE LIBRARY | NEWS | ABOUT | CONTACT

FREQUENTLY ASKED QUESTIONS

- + What was the TTC Study and why did the name change to TTC Project?
- + What has been accomplished so far?
- + What is changing about our job titles?
- + How will my job title and job description be determined?
- + Why are we reviewing employee compensation?
- + What are we comparing our compensation packages to?
- + How will changes in salary or benefits be determined?
- + What if I am concerned about how changes might affect me?

QUARTERLY FAQS

TTC FAQ - 2019 QUARTER 3 »

TTC FAQ - 2019 QUARTER 2 »

TTC FAQ - 2019 QUARTER 1 »

TRANSLATED QUARTERLY FAQS

TTC FAQ - 2019 QUARTER 2 (ESPAÑOL / *SPANISH*) »

TTC FAQ - 2019 QUARTER 2 (HMOOB / *HMONG*) »

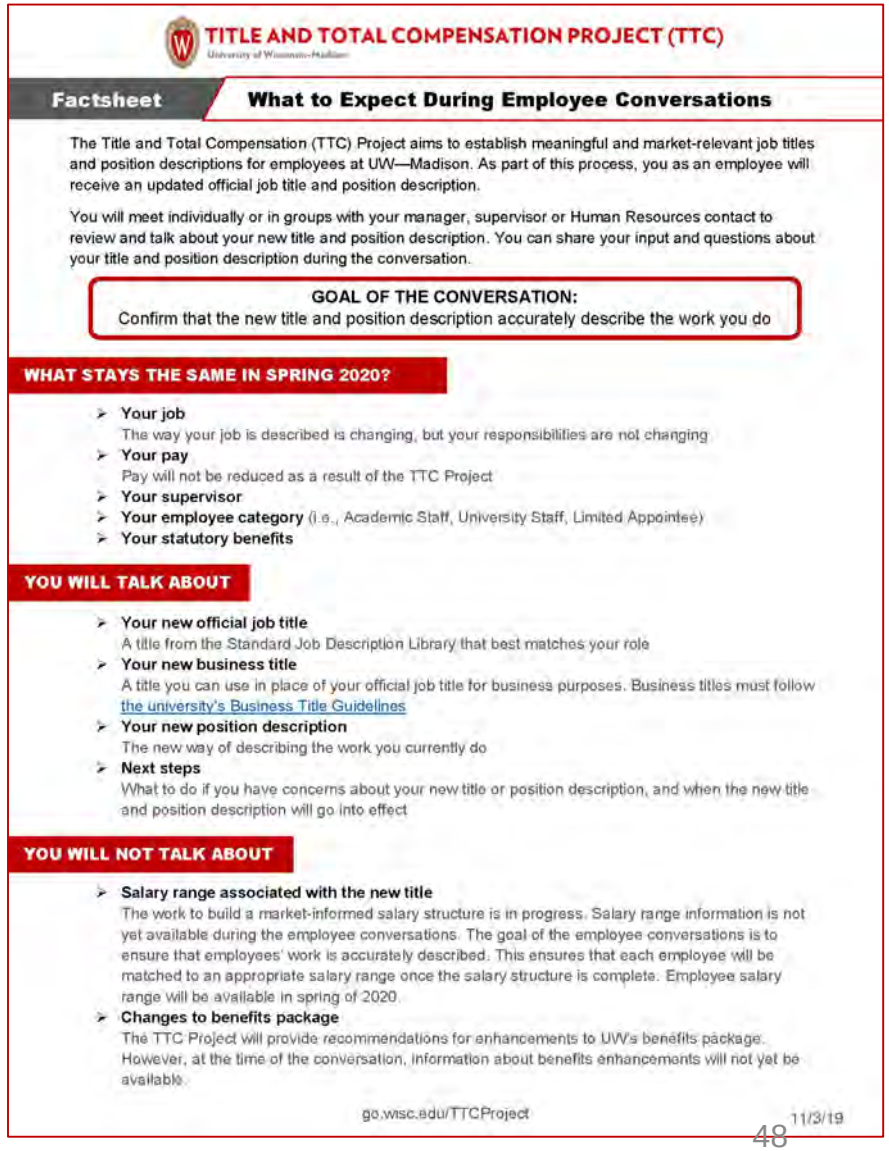
TTC FAQ - 2019 QUARTER 2 (བོད་ཡིག / *TIBETAN*) »

TTC FAQ - 2019 QUARTER 2 (中文 / *CHINESE*) »

TTC FAQ - 2019 QUARTER 2 (नेपाली / *NEPALI*) »

Employee Resources

- TTC Overview
- What Is Changing, What Stays the Same?
- SJD and PD
- Online Module: Task vs. Responsibility
- How to Prepare for Employee and Supervisor Engagement
- What to Expect During Employee Conversation
- Progression and Promotion
- Appeals Process
- Videos and Forum Recordings



TITLE AND TOTAL COMPENSATION PROJECT (TTC)

University of Wisconsin–Madison

Factsheet **What to Expect During Employee Conversations**

The Title and Total Compensation (TTC) Project aims to establish meaningful and market-relevant job titles and position descriptions for employees at UW—Madison. As part of this process, you as an employee will receive an updated official job title and position description.

You will meet individually or in groups with your manager, supervisor or Human Resources contact to review and talk about your new title and position description. You can share your input and questions about your title and position description during the conversation.

GOAL OF THE CONVERSATION:
Confirm that the new title and position description accurately describe the work you do

WHAT STAYS THE SAME IN SPRING 2020?

- **Your job**
  The way your job is described is changing, but your responsibilities are not changing
- **Your pay**
  Pay will not be reduced as a result of the TTC Project
- **Your supervisor**
- **Your employee category** (i.e., Academic Staff, University Staff, Limited Appointee)
- **Your statutory benefits**

YOU WILL TALK ABOUT

- **Your new official job title**
  A title from the Standard Job Description Library that best matches your role
- **Your new business title**
  A title you can use in place of your official job title for business purposes. Business titles must follow the university's Business Title Guidelines
- **Your new position description**
  The new way of describing the work you currently do
- **Next steps**
  What to do if you have concerns about your new title or position description, and when the new title and position description will go into effect

YOU WILL NOT TALK ABOUT

- **Salary range associated with the new title**
  The work to build a market-informed salary structure is in progress. Salary range information is not yet available during the employee conversations. The goal of the employee conversations is to ensure that employees' work is accurately described. This ensures that each employee will be matched to an appropriate salary range once the salary structure is complete. Employee salary range will be available in spring of 2020.
- **Changes to benefits package**
  The TTC Project will provide recommendations for enhancements to UW's benefits package. However, at the time of the conversation, information about benefits enhancements will not yet be available.

go.wisc.edu/TTCProject 11/3/19

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Appeals Process Timing

1. Employee, manager and HR work together to resolve questions and concerns

2. Official notification in Spring 2020

3. If, after receiving your official notification you still have questions, the Appeals Process is available.

Appeals Process

Staff can request a title review for their assigned job title (title of record)

Step 1: Informal Resolution

Step 2: Dean/Director

Step 3: Central Office of HR

Step 4: Job Classification Appeals Panel*

Step 5: UW–Madison Chief HR Officer

**Panel members include: one governance representative familiar with the area of appeal, one HR division representative and an OHR Compensation and Title expert*

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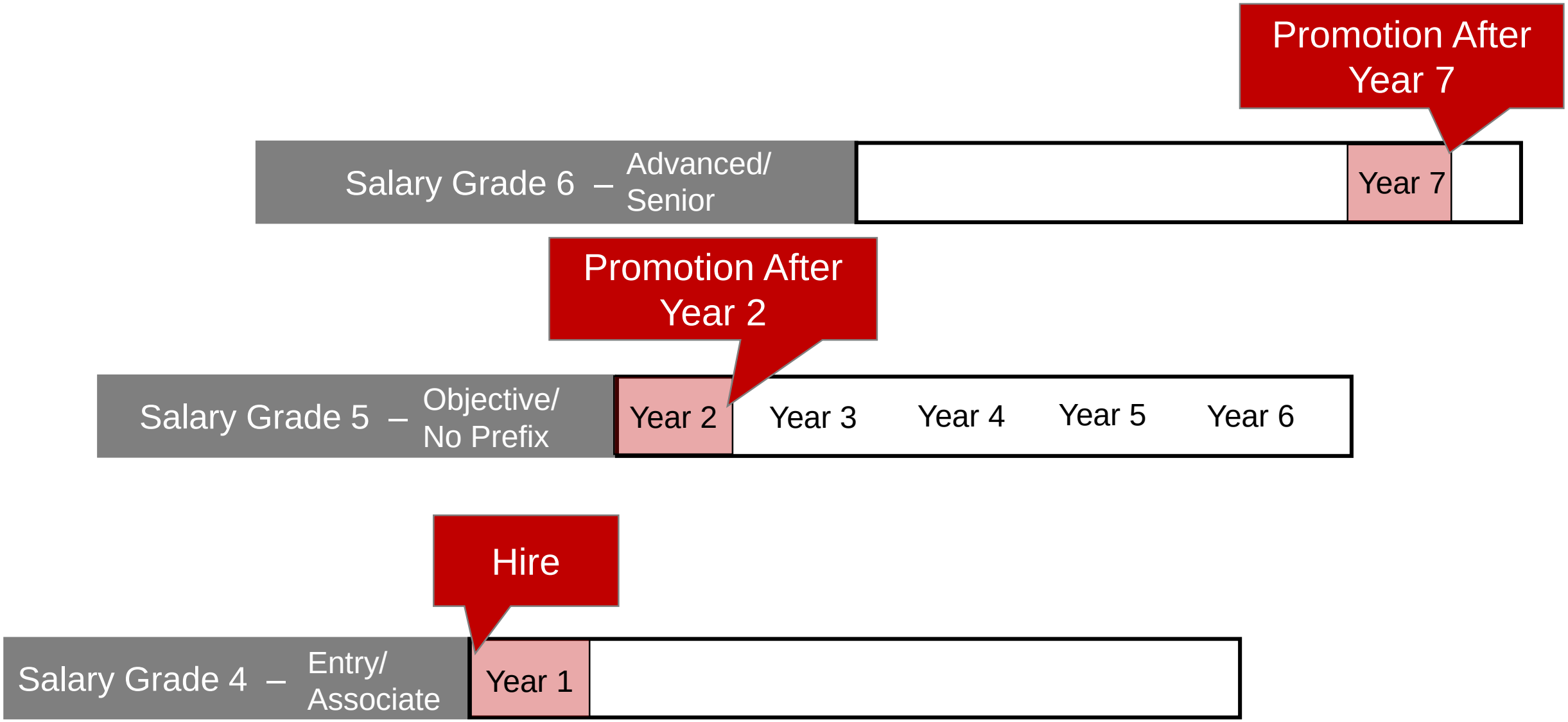
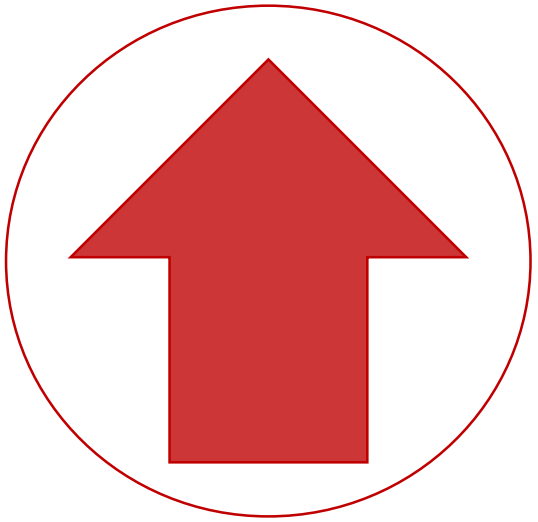
Promotion and Progression - Today

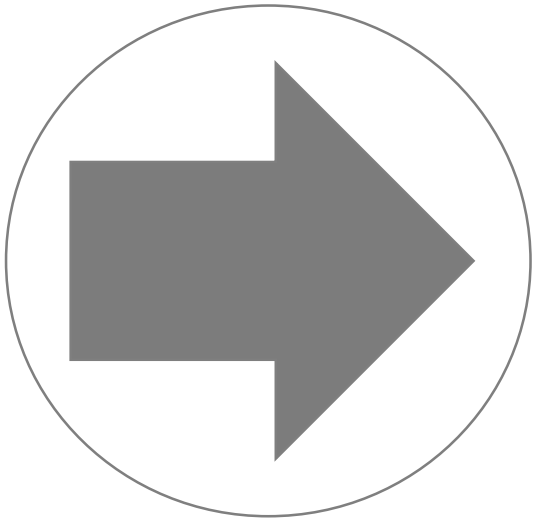


After Implementation



Promotion

- **Vertical advancement to a new job**
- Duties focused based on work performed
- Market influenced
- Internal salary alignment (parity)
- Not based on time in seat



Progression

- **Horizontal advancement within the same job**
- Performance driven within the same title
- Market influenced
- Internal salary alignment (parity)
- Not based on time in seat

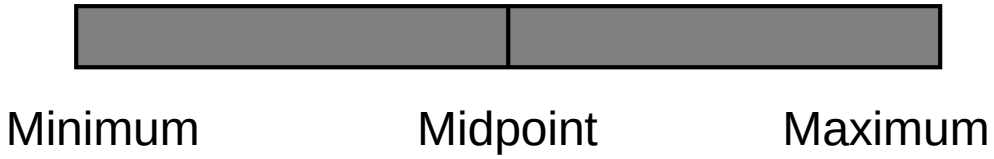
Level/Grade and Range

Salary Level/Grade (Promotion)

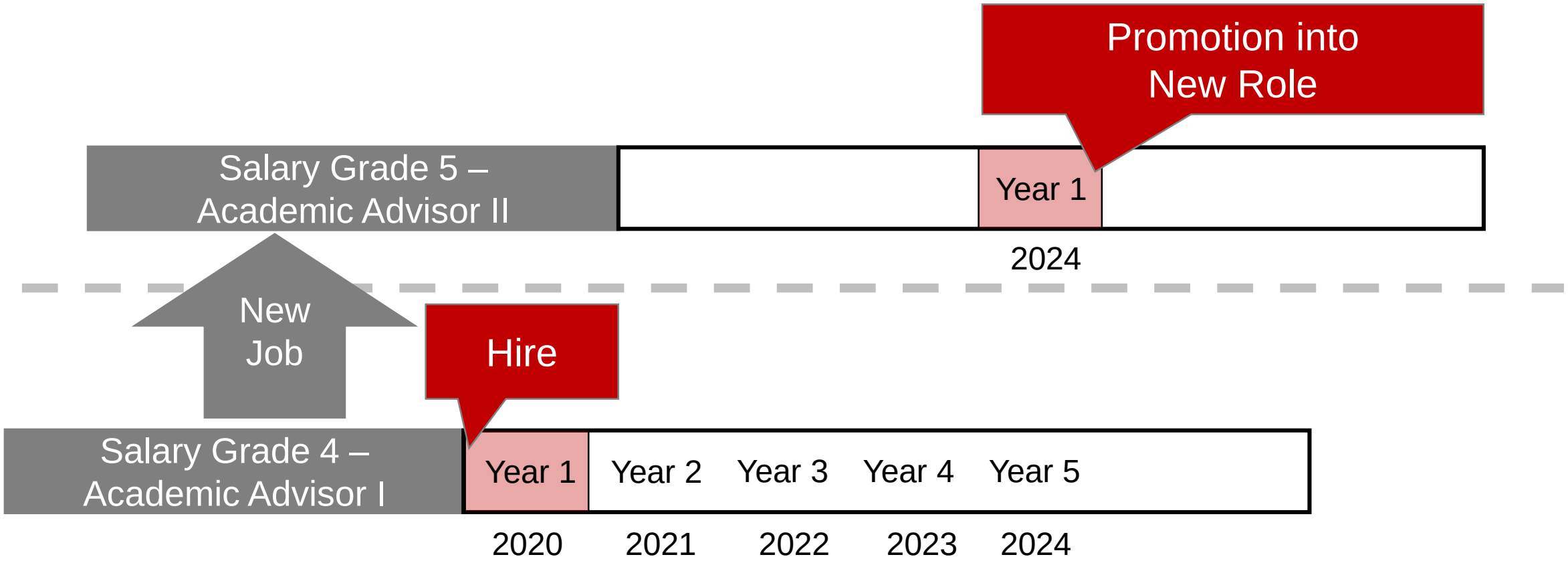
Identifies a pay range within a salary structure. Multiple jobs can be grouped into the same level or grade.

Salary Range (Progression)

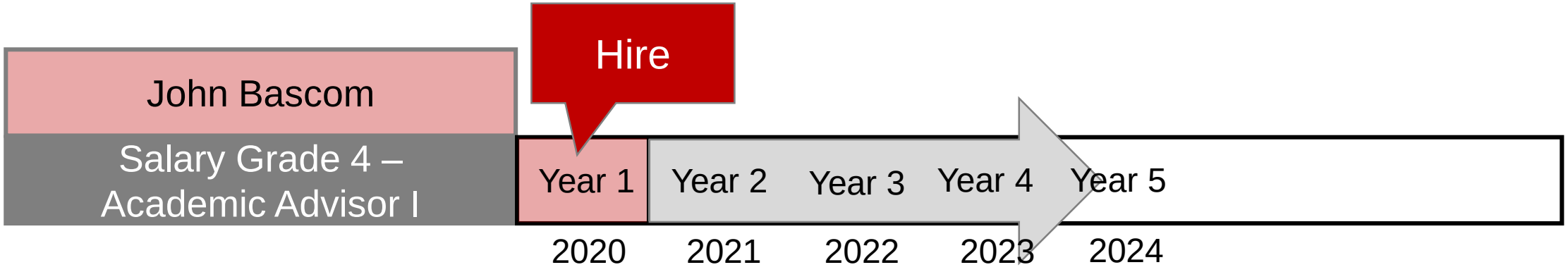
Upper and lower limits of compensation that can apply to a given job. Typically includes a minimum, midpoint and maximum.



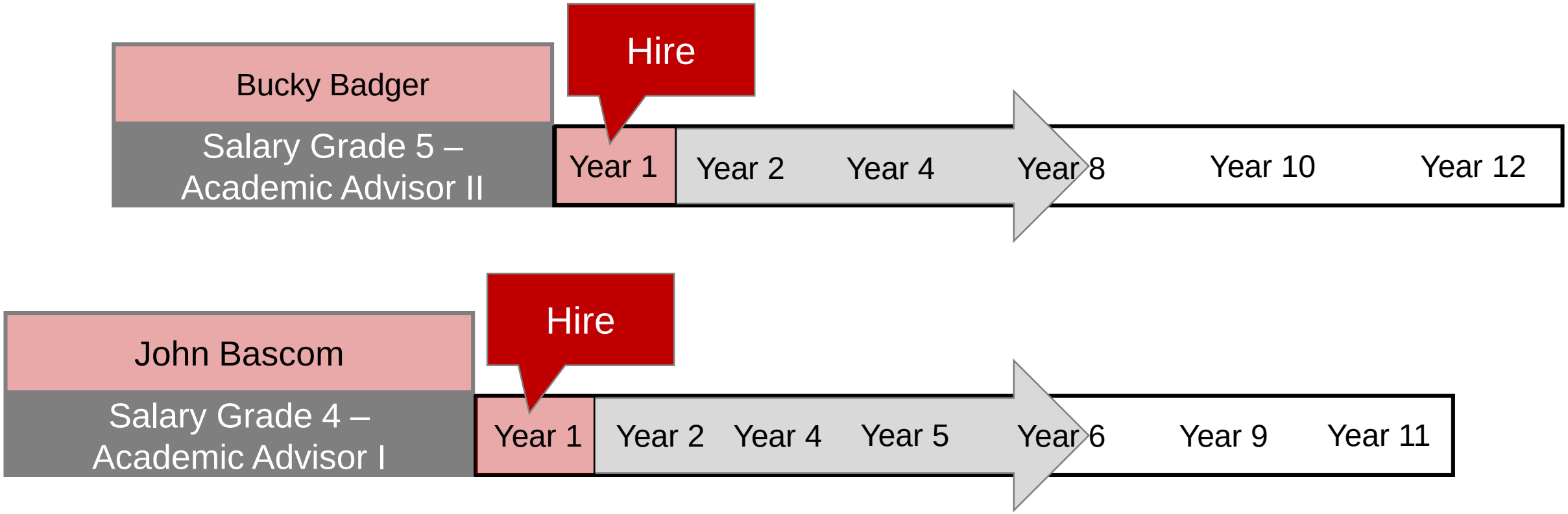
Promotion after Implementation



Progression after Implementation



Progression after Implementation



Pay Progression Components

Base Adjustments

- Pay plan
- Performance
- Market movements/review
- Parity
- Retention-Based

Lump Adjustments

- Performance
- Supplemental lump sum
- Retention-Based
- Awards
- Add-ons

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Benefits Review

Benefits Value Analysis (BVA)	Benefits Preferences Survey
Compares UW benefits against the market*	Identified what benefit options UW employees' value

Long-Term Benefits Strategy
Mercer provides comprehensive analysis of both
UW reviews and develops options
Options and recommendations vetted with UW Stakeholders
Recommendations presented to leadership

**"Market" includes public and private higher education peer institutions as well as private sector employers.*

Which Benefits Are Considered?

Under Consideration	Not Under Consideration
Supplemental Benefits: • Paid time off • Flexible work schedules • Parental leave • Tuition assistance • Other non-statutory additions/enhancements	Statutory Benefits: • WRS • Health Insurance • Dental Insurance • Vision Insurance • FSA/HSA • State Group Life Insurance • Sick Leave Conversion

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Where To Turn?

Employee Assistance Office & Life Matters

Confidential workplace consultation for employees and managers

Career and Education Planning through the Division of Continuing Studies

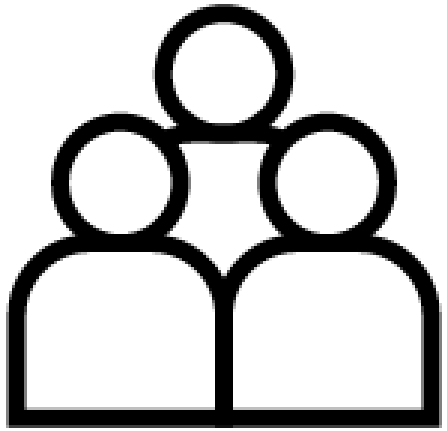
Counseling on career exploration and planning

Ombuds Office

Confidential guidance on workplace concerns

Professional Development courses

Courses on communication and managing change



Manager Training

Core Training – Online (available starting November)

- Topics: how to confirm mapping, how to create position descriptions, how to engage employees
- Format: videos, interactive modules, printable handouts and checklists

Supplemental Training – In-Person (starting December)

- Conversation practice sessions
- Position description labs

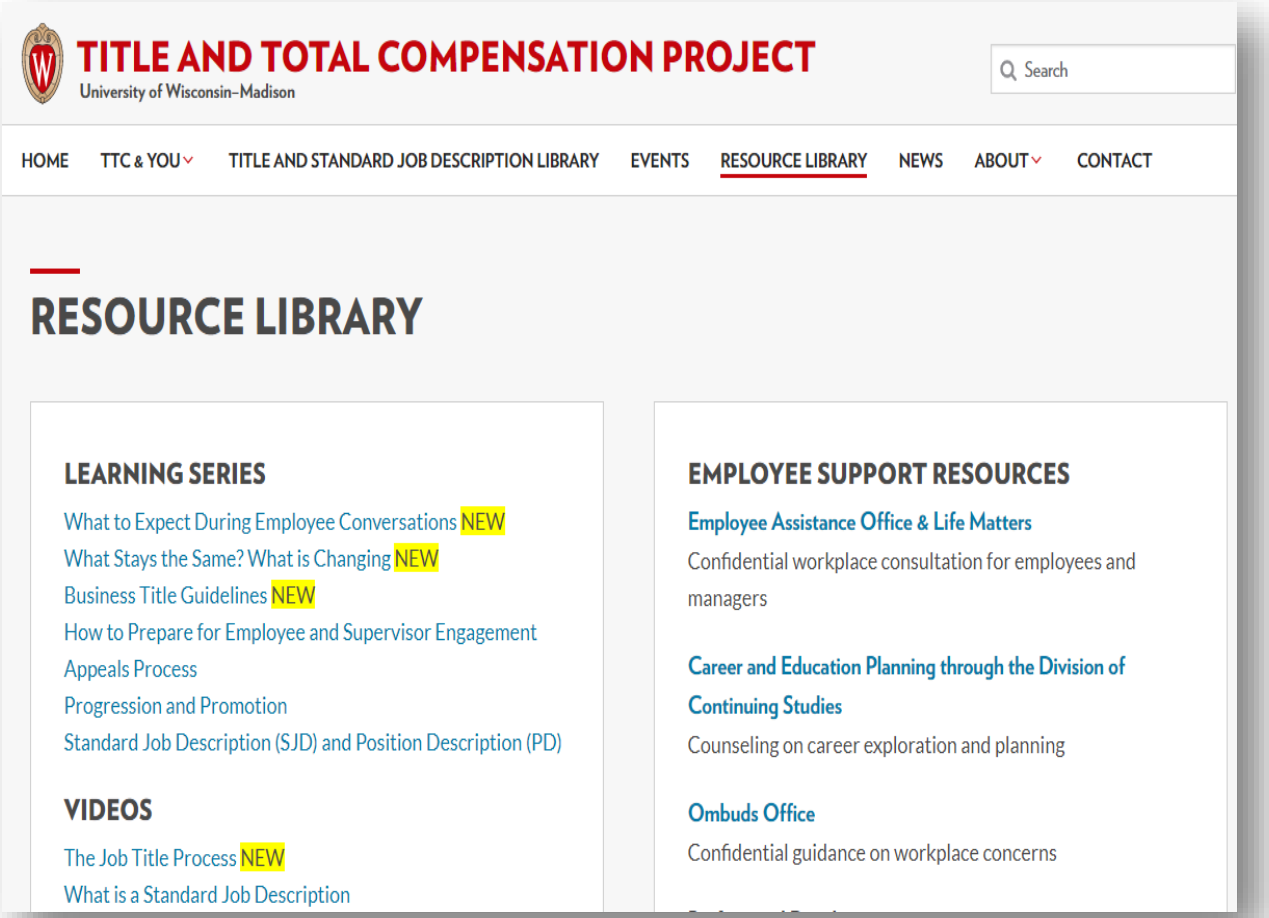
Division-Specific Training

- Divisions may offer division-specific or additional in-person training

Resource Library

New TTC resources continually shared on the TTC website

- FACTSHEETS
- Learning Series
- Videos
- Frequently Asked Questions
- Glossary



Resource Library

Currently at go.wisc.edu/ttcproject

- What Stays the Same? What is Changing
- How to Prepare for Employee and Supervisor Engagement
- Business Title Guidelines
- Appeals Process
- Progression and Promotion
- Standard Job Description (SJD) and Position Description (PD)
- Task vs. Responsibility

TTC Website

go.wisc.edu/TTCProject

Tentative February All-Campus Forums

Dates	Location	Event Time
2/11/2020	Gordon Dining & Event Center (Multilingual)/Daytime	1:30 – 3:00 p.m.
2/12/2020	Gordon Dining & Event Center (English Only)/Daytime	1 – 2:30 p.m.
2/12/2020	Health Science Learning Center (Multilingual)/Late Night	11 p.m. – 12:30 a.m.
2/18/2020	Health Sciences Learning Center (English Only)/Daytime	10:30 a.m. – Noon
2/20/2020	Health Sciences Learning Center (English Only)/Daytime	11 a.m. – 12:30 p.m.

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Questions

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