The Appointed Professionals Compensation Study (APCS) launched in 2013 was completed last semester. This memo shares its findings and our next steps.

**STUDY BACKGROUND**

Decisions about how appointed positions are titled, described, and compensated are largely made at the department level. While local practices have their benefits, they can also result in concerns regarding consistency, career pathing, and the ability to capture market data to ensure competitive compensation. To explore such concerns, the Division of Human Resources partnered with the Appointed Professionals Advisory Council to:

1. gain a better understanding of the work performed by appointed professionals and how this work relates to comparable positions locally, nationally, and within the University, and

2. collect information to support competitive and equitable pay practices.

We were gratified that 67% of the appointed professionals asked to provide job information did so, and we appreciate the time that supervisors spent reviewing and commenting on the survey responses before submitting them to us for analysis. We also want to acknowledge the thoughtful and sustained engagement of the Appointed Professionals Advisory Committee, and especially the representatives who served on the Study’s advisory committee.

**STUDY DELIVERABLES**

**Job Families and Job Categories**

Appointed job descriptions were organized into 11 job groups based on similarities in function. Job categories were then established to organize roles with similar skill sets, required training, and experience.

**Sample Job Description Frameworks**

We used the 1682 position evaluation survey responses we received to create a repository of position descriptions that may provide a useful starting point for recruitment planning and job postings. These positions descriptions are available under the compensation section of the Human Resources website or directly at: [http://hr.arizona.edu/employees-affiliates/compensation/appointed-professionals-jobs](http://hr.arizona.edu/employees-affiliates/compensation/appointed-professionals-jobs).
UNANTICIPATED FINDINGS

Lack of Structural Integrity
We had intended to collect and compile position titles and descriptions that had been created at the department/unit level in order to create a coherent job architecture for use across the entire University. However, the information we received revealed departments use varied approaches to select titles and define roles and responsibilities. As a result, similar bodies of work are described with a variety of titles. Conversely, similar titles are used to describe significantly different roles and responsibilities.

Overlap of Appointed and Classified Position Descriptions
We anticipated that some of the work performed in appointed positions would be duplicated within the classified staff structure; however, the degree of the overlap was surprising. Approximately 20% of appointed professional survey respondents reported having position descriptions that significantly duplicate classified staff descriptions.

Challenges Matching Jobs to Regional or National Data
Our plan to establish pay ranges based on comparisons with market data was not successful, as only 8% of the University’s appointed professional positions could be reliably matched to available salary survey data. Combining the myriad, individualized titles into a smaller set of composites will support better salary analysis and compensation recommendations.

Need to Systematically Analyze the Exemption Status for Many Roles
Appointed roles are intended to be exempt for overtime eligibility. As you are likely aware, Fair Labor Standards Act guidelines are under federal review and revisions are expected to be released later this year. We anticipate changes to duties and salary threshold requirements will render many appointed positions eligible for overtime pay.

NEXT STEPS

Those who shared information during this study provided a strong foundation for developing a more strategic approach to managing University careers and compensation. It is clear there is interest in a University job architecture that supports career pathing, internal equity, and meaningful job classifications that facilitate collecting market-based salary comparisons. A series of university-wide conversations about how to move forward will begin shortly and I hope you will share your perspectives as we work together to design a new approach.

Questions about the Appointed Professionals Compensation Study and next steps may be directed to Kelly Delforge at kdelforge@email.arizona.edu.
APPOINTED PROFESSIONALS COMPENSATION STUDY ADVISORY COMMITTEE

Appointed Professionals Advisory Council Representatives

- Carol Beltran, Department Administrator, Physiology
- Thomas Bourgeois, Executive Director, Campus Information Technology Operations
- Linda Breci, Associate Director, UA Proteomics Consortium
- Mika Galilee-Belfer, Director, Faculty Affairs and Strategic Planning, College of Social and Behavioral Sciences
- Amy McClure, Manager, Budgets and Financial Analysis, Eller College of Management
- Stephen Michael, Director, Arizona Smokers Helpline (now retired)
- Mark Napier, Chair, Appointed Professionals Advisory Council and Associate Director, Operations Parking and Transportation

Human Resources Division Representatives

- Marcia Chatalas, Project Manager, Human Resources (now retired)
- Kelly Delforge, Director, Human Resources Advising & Solutions
- David Magoon, Organizational Consultant, Human Resources
- Helena Rodrigues, Senior Director, Human Resources
- Mark Trommer, Senior Organizational Consultant, Human Resources