

PSO News

February, 1999

Vol. 10, No. 2

Message from the Chair

Last December, the Office of Human Resources (OHR, formerly the Personnel Office) requested the PSO Board members' comments on draft revisions to the UW "Salary Adjustment Policy" for professional staff. The OHR wanted to make it easier to understand what could be used to justify an increase in wages beyond the campus-wide increases each biennium. The Board was pleased with the clearer wording but asked that in item 2d the wording be changed to conform to what several members had experienced, namely that departments did obtain money to match an on-campus offer to a current employee. Accordingly, we sought to eliminate language in 2d that explicitly limited the scope of competitive offers: "from a source outside the University." Our suggestion was rejected, we were told, because the policy is that the UW does not compete with itself. We were told that the new wording allowed departments to use "meritorious performance" (item 2b) if they in fact wanted to keep an employee that was being recruited by another department. The Human Resources Committee approved the draft language on January 6, 1999.

It remains the view of many on the Board that our proposed revised language had the merit of making policy and practice clear and explicit:

1. Although the language of 2b does not exclude salary increases to meet competitive offers from within the University, neither does it suggest or imply the possibility of such increases.
2. Indeed, that possibility seems to be excluded by the language of 2d.
3. The draft language in section 2 may permit departments to continue a practice that has been observed to occur by several PSO members, but it neither provides for continuance of that practice nor acknowledges that this is being done.

We reproduce the relevant part of the draft language below so that PSO members can appreciate the difference between what was approved by Human Resources and the Board's proposal. The full text of the revisions to the Salary Adjustment Policy is available on the PSO webpage.

Draft Revision to Salary Adjustment Policy

2. In-grade Salary Adjustment—A salary increase within the current grade may be authorized based on one or more of the following considerations:

- a. Change in level of duties and responsibilities;
- b. Meritorious performance resulting in an increased level of functioning;
- c. Market-related pressures;
- d. An employment offer from a source outside the University;
- e. Active recruitment of an employee by a source outside the University;
- f. Misalignment of salary relationships.

PSO Board's suggested revision to item 2d was as follows:

- d. An employment offer

[Editor's note: At time of printing, we learned of minor changes to the wording of the Salary Adjustment Policy. Please see the PSO website for the revised version.]

Debbie Prince

Faculty & Staff Salary Increases

Legislative Update

On January 19, PSO Board members Steve Reynolds and I joined Sheral Burkey, Associate Vice President for University Relations, and faculty representative Jo Ann Taricani (Music Department) to offer testimony to the State House Appropriations Committee. The topic was faculty and staff salary increases. As we sat in the audience awaiting our turn to speak, we heard a continuous stream of reports on the state of Education in Washington. All the big players were there, including representatives from all the colleges and universities. There was a continuous chorus of the same facts:

- Organizations are losing key people.
- Cost of living is eroding wages due to inadequate salary adjustments.
- Hiring qualified replacements for people you lose is getting very difficult.
- The quality of education is at risk.

Individuals from the UW did a great job of driving home our key points. Sheral presented a good overview of our problems and the energized University response being formulated to find solutions. Great corroborating testimony was given by Jo Ann and Steve. I presented an argument to support creating alternative, merit-based forms of compensation to supplement our base salaries. I emphasized the importance of such alternatives for retaining UW employees by illustrating the outside opportunities that tempt our staff.

On behalf of the PSO Board and in the interest of all UW Professional Staff and Faculty, I suggest you write to your respective legislators with copies to the members of the House Appropriations Committee reinforcing the points made during testimony. In particular, any anecdotal contributions may help humanize the issues for the legislators, who otherwise tend to look at dollars, merit, or numbers of people vs. cost efficiency. Information on how to contact your representative and members of the House Appropriations Committee has been provided in this newsletter (page 4-5) and can be found at the following website: <http://www.leg.wa.gov/wsladm/default.htm>

Also, you can get legislative contact information at the PSO website once it is posted.

We hope our representatives will respond to the consistent messages presented at the hearing with higher salaries and more ways to reward our hardworking employees.

Fred Nick

Vice Chair, PSO Board

Professional Staff Database

The PSO has always worked to improve its understanding of the professional staff that it serves. The UW professional staff is large, complex and growing, and has diverse responsibilities. The PSO board has access to most of the standard published reports on staff and has worked with various groups to develop better data on our membership.

But many questions are difficult to answer using the published reports. Salaries may rise at a certain percentage on a broad front, but many segments of the professional staff may show a different pattern. How are salaries acting within different categories of staff—research scientists, counselors, computer technical staff, or administrators? And how does a professional staff career look? Do people typically work for a single

department over their entire career, or do they move from position to position over time, changing jobs and responsibilities? How often do job class and title and moves from one department to another occur? These questions are often raised by the board and individual professional staff; without comparative data over time, they are impossible to answer.

During 1997–98, the PSO Board made it a priority to develop a more complete information resource about the professional staff. The initiative was focused on understanding salary allocation and promotion policy issues, which could then be raised for discussion with the administration. Individual data are not part of this focus. A secondary goal was to make the professional staff aware of broad issues through articles and web page materials.

Since certain specific state employee data are in the public domain, it was possible to ask for data files from the University on important variables concerning the entire permanent professional staff. By obtaining these files at regular intervals, we can track changes in the employment picture within the professional staff, and determine promotion and salary raise patterns. We will need several years to identify broad trends, but preliminary numbers provide us information on short-term changes. Using a public information request, we obtained a computer data file from the UW last April containing selected payroll variables on every permanent professional staff person: name, department, percent FTE, current job class and salary information—essentially the same information available in the library at the reference desk. In November we obtained a similar payroll file. We compared the two files and developed some preliminary tables. Substantial confirmation work remains to be done, so results are tentative.

According to these data files, 3270 individuals were employed as permanent professional staff in April 1998, and 3362 in November—an increase of 92 individuals or 2.8%. The total Full Time Equivalent (FTE) in April was 3,150, compared with 3,242 in November—an increase of 92 FTEs or 3.0%. So most permanent professional staff are full time. Between April and November, 272 individuals, or 8.3% of the April total, were removed from the professional staff list and 364 new individuals, or 11.1% of the April total, were added. Those who left represented 255 FTE and those who were added represented 347 FTE. Total monthly dollars reported spent on professional staff payroll were \$13,079,000 in April, and \$13,815,000 in November: an increase of 5.62% or \$736,000/month. Of the funds added to the payroll, raises for the staff who remained on the payroll between April and November accounted for \$391,000/month—53% of the total new funds added to the payroll. The remaining 47% went to replacing individuals who had left and adding new individuals.

Between April and November, 2,998 permanent professional staff remained on the payroll. Their average monthly salary increased 3%, from \$4,314 per month to \$4,447 (this includes all forms of raises—reclassifications, competitive offers, and changes in job from one department to another—not just the July 2% salary increase). A breakdown raise distribution among the staff is shown below:

No. Prof. Staff	% total	Raise level
196	6.5%	10% or more
120	4.0%	5%-10%
312	10.4%	3%-5%
372	12.4%	2.02%-3%
1615	53.9%	1.98%-2.02%
358	11.9%	0%–1.97%
25	0.8%	reductions
2998	100.0%	(Total)

Between April and November, 181 individuals changed either their job class or their job class title—approximately 6% of the total who stayed on the payroll. These individuals account for approximately one-third of all of the raises above 5%. The rest were accomplished without any job class or title change.

While the average raises for those who changed titles were above average, a change in job class or title did not necessarily imply a substantial raise. Some job class changes resulted in average raises or even cuts (e.g., administrative changes without job responsibility implications). The distribution of raises by percent increase was as follows:

No. Prof. Staff	% total	Raise level
88	48.6%	10% or more
20	11.0%	5%–10%
11	6.1%	3%–5%
4	2.2%	2.02%–3%
44	24.3%	1.98%–2.02%
10	5.5%	0%–1.97%
4	2.2%	reductions
181	100.0%	(Total)

Two thirds of the larger raises were accomplished without changes in job class title, so the usefulness of that variable in accounting for raises is questionable.

Over the coming months, we will conduct more in-depth analyses of the comparative data we've obtained, and we'll post summary data on our web page. We also will contact the membership to clarify the meaning of job title changes. We welcome your suggestions as to how the new data set can be used to help PSO work more effectively for the benefit of all our members.

Steve Graham
Past PSO Chair

Human Resources Update

Departures Prompt Changes

Weldon Ihrig
Executive Vice President

The departures of Margot Ray, as Director of Personnel Services, followed closely by John Pettit, Assistant Vice President for Business and Personnel Services, were unexpected. However, after adjusting to the reality of their departures, I began looking at the opportunity to reconsider the structure of the Executive Vice President's areas. One of my goals is to give increased visibility to the human resources support functions provided to University departments as well as directly to individual staff and faculty. Therefore, we have created an Assistant Vice President for Human Resources, and initiated a national search for the person to provide future leadership for that function.

The Search Committee is being chaired by Dean Marc Lindenberg, and is composed of Mary Ann Bill, Charles Chamberlin, John Coulter, Liz Mason, Jerri McCray, Ernest Morris and Professor Thaddeus Spratlen. I have requested that the Search Committee provide me with eight to ten names of the best candidates for final consideration. Those candidates selected as finalists will be brought to the University for a series of

interviews with a variety of UW constituencies, and I will request that the PSO Board participate in those interviews.

I prefer to initiate a search of this importance with a mission/vision statement to guide the Search Committee, as well as to share with the candidates for Assistant Vice President. The statement, which follows, was completed with the benefit of suggestions from UW and non-University colleagues, including members of the PSO Board. We have a group of dedicated professionals within Human Resources who are committed to the vision. Our challenge now is to find the leader who shares and is committed to realizing the vision for Human Resources at the UW as we enter the next Century.

HUMAN RESOURCES UNIVERSITY OF WASHINGTON

Mission

Supporting UW faculty and staff in successfully meeting the goals of the University by providing high quality and responsive human resources support to foster an exceptional work environment that encourages, nurtures and recognizes the professional development of University employees.

Vision

Create a premier Human Resources organization whose staff members are dedicated to the goal of working together to provide the highest possible quality of services to assist University departments and employees be successful:

... by designing and delivering:

- Recruitment activities that attract the highest quality people to the University;
- Retention activities that recognize the value of each employee and enable each to contribute to the UW's success along with the realization of personal and professional goals;
- Access to opportunities for skill, career, professional and organizational development;
- A compensation structure that encourages exceptional performance and is as externally competitive as fiscally possible;
- A benefits program that ensures the best possible quality of life for employees and retirees;

... by fostering and supporting:

- An ample flow of information and open communication University-wide to build trust, enhance understanding and encourage respectful resolution of disagreements;
- A culturally diverse and inclusive environment in which every member is accepted, appreciated and rewarded for his/her contributions to the UW;
- An environment that encourages employees to be effective team members with a commitment to service, balancing responsiveness with professional judgment and expertise;
- Initiatives and innovations by employing units to create work environments in which employees function as effective teams and assume responsibility for identifying opportunities and solving problems;
- An attitude of fairness and mutual respect throughout the University Community.

... and by a Human Resources staff:

- Committed to service, professional competence, and providing support and assistance in a positive manner, with openness, understanding and respect;
- That operates with professionalism, respect for human dignity, individual and group diversity, and recognition of the impact of family on the work environment;

- That encourages employee involvement, development, team work, flexibility, innovation and risk-taking, while promoting a positive work environment in which there are clear and realistic performance expectations and in which contributions are recognized and acknowledged.

Cumulative UW Pay Raises, 1988–98

PSO Board member Charles Packard conducted an analysis of cumulative UW pay raises since 1988 compared with the Seattle/Tacoma CPI to arrive at the following figures. These figures do not account for reclassifications or within-grade increases.

Category	Increase
Faculty salary	44%
Professional staff salary	32%
Classified staff salary	28%
Contract classified staff salary	29%
Consumer Price Index	48%

State Representatives

Party affiliation and district in parentheses. Olympia addresses only.

- Tom Huff, Co-Chair (R, 26th)
204 John L. O'Brien Bldg, Olympia, WA 98504-0600, (360) 786-7802; Email: huff_to@leg.wa.gov
- Helen Sommers, Co-Chair, (D, 36th)
203 John L. O'Brien Bldg, Olympia, WA 98504-0600, (360) 786-7814, Email: sommers_he@leg.wa.gov
- Gary Alexander (R 20th)
423 John L. O'Brien Building, Olympia, WA 98504-0600, (360) 786-7990, Email: alexande_ga@leg.wa.gov
- Mark Doumit (D 19th)
309 John L. O'Brien Building, Olympia, WA 98504-0600, (360) 786-7870
- Dave Schmidt (R 44th)
404 Legislative Bldg, Olympia, WA 98504-0600, (360) 786-7982, District office:, 22833 Bothell-Everett Hwy. Ste. 206, Bothell, WA 98021, (425) 670-8380, Email: schmidt_da@leg.wa.gov
- Kelly Barlean (R 10th)
439 John L. O'Brien Bldg, Olympia, WA 98504-0600, (360) 786-7914, Email: barlean_ke@leg.wa.gov
- Brad Benson (R 6th)
437 John L. O'Brien Bldg, Olympia, WA 98504-0600, (360) 786-7922, District office:, 104 S. Freya, Suite 119, White Flag Building, Spokane, WA 99202-4893, (509) 533-2644, Email: benson_br@leg.wa.gov
- Marc Boldt (R 17th)
438 John L. O'Brien Building, Olympia, WA 98504-0600, (360) 786-7994, District office:, 121 NE 117th Ave., Vancouver, WA 98682, (360) 260-6263, Email: boldt_ma@leg.wa.gov
- Don Carlson (R 49th)
432 John L. O'Brien Bldg, Olympia, WA 98504-0600, (360) 786-7924, District office:, 507 N.E. 99th Street #71, Vancouver, WA 98665-8061, (360) 573-8898, Email: carlson_do@leg.wa.gov
- Jim Clements (R 14th)
410 John L. O'Brien Building, Olympia, WA 98504-0600, (360) 786-7856
- Eileen Cody (D 11th)
337 John L. O'Brien Bldg, Olympia, WA 98504-0600, (360) 786-7978, Email: cody_ei@leg.wa.gov
- Larry Crouse (R 4th)
331 John L. O'Brien Bldg, Olympia, WA 98504-0600, (360) 786-7820, Email: crouse_la@leg.wa.gov

- Jeff Gombosky (D 3rd)
308 John L. O'Brien Bldg, Olympia, WA 98504-0600, (360) 786-7946, Email: gombosky_je@leg.wa.gov
- Bill Grant (D 16th)
407 Legislative Building, Olympia, WA 98504-0600, (360) 786-7828, Email: grant_wi@leg.wa.gov
- Ruth Kagi (D 32nd)
327 John L. O'Brien Bldg, Olympia, WA 98504-0600, (360) 786-7910, Email: kagi_ru@leg.wa.gov
- Karen Keiser (D 33rd)
342 John L. O'Brien Bldg, Olympia, WA 98504-0600, (360) 786-7868, Email: keiser_ka@leg.wa.gov
- Phyllis Kenney (D 46th)
v 304 John L. O'Brien Bldg, Olympia, WA 98504-0600, (360) 786-7818, Email: kenney_ph@leg.wa.gov
- Lynn Kessler, Democratic Leader (D 24th)
409 Legislative Bldg, Olympia, WA 98504-0600, (360) 786-7904, Email: kessler_ly@leg.wa.gov
- Kathy Lambert (R 45th)
433 John L. O'Brien Bldg, Olympia, WA 98504-0600, (360) 786-7878, Email: lambert_ka@leg.wa.gov
- Kelli Linville (D 42nd)
429 John L. O'Brien Bldg, Olympia, WA 98504-0600, (360) 786-7854, Email: linville_ke@leg.wa.gov
- Barb Lisk, Republican Leader (R 15th)
Legislative Building - 3rd floor, P.O. Box 40600, Olympia, WA 98504-0600, (360)786-7874
- Jim McIntire (D 46th)
316 John L. O'Brien Bldg, Olympia, WA 98504-0600, Email: mcintire_ji@leg.wa.gov
- Dave Mastin (R 16th)
404 Legislative Bldg, Olympia, WA 98504-0600, (360) 786-7836, Email: mastin_da@leg.wa.gov
- Cathy McMorris (R 7th)
435 John L. O'Brien Bldg, Olympia, WA 98504-0600, (360) 786-7988, Email: mcmorris_ca@leg.wa.gov
- Joyce Mulliken (R 13th)
436 John L. O'Brien Bldg, Olympia, WA 98504-0600, (360) 786-7808, Email: mulliken_jo@leg.wa.gov
- Linda Evans Parlette (R 12th)
440 John L. O'Brien Bldg, Olympia, WA 98504-0600, (360) 786-7832, Email: parlette_li@leg.wa.gov
- Phil Rockefeller (D 23rd)
323 John L. O'Brien Bldg, Olympia, WA 98504-0600, (360) 786-7934, Email: rockefel_ph@leg.wa.gov
- Laura Ruderman (D 45th)
341 John L. O'Brien Bldg, Olympia, WA 98504-0600, (360) 786-7822, Email: ruderman_la@leg.wa.gov
- Brian Sullivan (D 29th)
325 John L. O'Brien Bldg, Olympia, WA 98504-0600, (360) 786-7996, Email: sullivan_br@leg.wa.gov
- Kip Tokuda (D 37th)
314 John L. O'Brien Bldg, Olympia, WA 98504-0600, (360) 786-7838, Email: tokuda_ki@leg.wa.gov
- Mike Wensman (R 41st)
401 Legislative Bldg, Olympia, WA 98504-0600, (360) 786-7894, Email: wensman_mi@leg.wa.gov

[Return to the PSO Home Page](#)

Updated: 4/7/99

