

Staff Compensation Study: Western Michigan University

Project Plan Phase II — Last Updated December 15, 2014:

Project Step	WMU Responsibility	Aon Hewitt Responsibility
Project Planning	<ul style="list-style-type: none"> ■ Determine Phase II project team <u>3/4/14 - 3/18/14</u> ■ Participate in on-site project planning session and ongoing weekly conference calls 	<ul style="list-style-type: none"> ■ Facilitate project planning session on 3/4/14 and 3/18/14 ■ Provide overview of Phase II ■ Schedule and facilitate ongoing weekly conference calls ■ Complete/finalize project plan by <u>3/18/14</u>
Identify Additional Benchmark Jobs	<ul style="list-style-type: none"> ■ Review Phase II benchmark jobs and finalize list <u>3/15/14 - 3/31/14</u> 	<ul style="list-style-type: none"> ■ Develop list of benchmark jobs (160-200) <u>3/1/14 – 3/14/14</u>
Competitive Market Analysis	<ul style="list-style-type: none"> ■ Schedule and participate in 6 days of on-site matching meetings <u>4/28/14 – 7/11/14</u> ■ Review and refine administrative job matrix with Aon Hewitt <u>5/12/14 – 7/15/14</u> ■ Provide position data file (effective date 7/1/14) to Aon Hewitt <u>10/20/14</u> ■ Review market data and preliminary competitive assessment with Aon Hewitt in a half-day conference call between <u>9/30/14 – 10/8/14</u> ■ Review with HR leaders <u>12/9/14</u> ■ Provide final changes to Aon Hewitt by <u>12/19/14</u> 	<ul style="list-style-type: none"> ■ Identify preliminary matches <u>4/1/14 – 4/25/14</u> ■ Organize initial matrix of administrative jobs <u>4/1/14 – 4/25/14</u> ■ Facilitate 6 days of on-site matching <u>4/28/14 – 7/11/14</u> ■ Finalize updates/change to market matches <u>7/15/14</u> ■ Compile and Update Phase II market data for benchmark positions <u>7/16/14 – 8/31/14</u> ■ Review market data and preliminary competitive assessment with WMU in a half-day conference call between <u>9/30/14 – 10/8/14</u> ■ Review market data with HR leaders <u>12/9/14</u> ■ Finalize market data and provide to WMU by <u>1/9/15</u>
Develop Market-Based Pay Structure	<ul style="list-style-type: none"> ■ Review preliminary structure and provide feedback <u>1/5/15 – 1/9/15</u> ■ Finalize and approve structure <u>1/12/15 – 1/16/15</u> 	<ul style="list-style-type: none"> ■ Develop market-driven pay structure based on Phase I and Phase II benchmark jobs <u>11/15 – 12/15</u> ■ Review preliminary structure with WMU <u>1/5/15 – 1/9/15</u> ■ Finalize and approve structure <u>1/12/15 – 1/16/15</u>
Job Content Tool Creation and Completion	<ul style="list-style-type: none"> ■ Distribute tool for staff completion <u>11/21/14</u> ■ Staff complete forms <u>11/21/14 – 12/5/14/14</u> ■ Supervisors review forms <u>11/21/14 – 12/19/14</u> ■ WMU sends completed, reviewed JCTs to AH <u>12/22/14 – 1/9/15</u> 	<ul style="list-style-type: none"> ■ Develop excel based Job Content Tool <u>10/15/14 – 11/15/14</u> ■ Import all completed JCT forms in database <u>1/12/15 – 1/16/15</u> ■ Review completed JCT forms <u>1/19/15 – 2/20/15 (5 weeks)</u>

Note: Dates are subject to change based on scheduling updates.

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Job Evaluation and Slotting of Jobs into Structure	<ul style="list-style-type: none"> Finalize job evaluation meeting groups <u>1/5/15 – 1/23/15</u> Identify WMU senior leaders to participate in evaluation meetings <u>1/5/15 – 1/23/15</u> Schedule 5 days of evaluation sessions with senior leaders between <u>1/26/15 – 2/13/15</u> Participate in 5 days of evaluation sessions on-site with senior leaders to slot positions in new structure <u>2/23/15 – 3/6/15</u> (schedule 2-3 consecutive days each week) 	<ul style="list-style-type: none"> Slot benchmark jobs into the finalized structure <u>1/5/15 – 1/16/15</u> Slot incumbents into the finalized structure and record in Job Content Database <u>1/19/15 – 2/20/15</u> (including grade and administrative or marketing matrix title as applicable) Assist with identifying WMU senior leaders to participate in evaluation meetings <u>1/5/15 – 1/30/15</u> Review the administrative & marketing evaluation process and results with WMU HR in a one-hour conference call <u>2/16/15 – 2/20/15</u> Facilitate 5 days of evaluation sessions on-site with senior leaders and HR to slot positions in new structure <u>2/23/15 – 3/6/15</u> (schedule 2-3 consecutive days each week)
Finalize Office Administrative Matrix	<ul style="list-style-type: none"> Identify focus group participants to review latest version of matrix <u>1/5/15 – 1/30/15</u> Schedule current matrix review conference call (2 hours) <u>2/2/15 – 2/6/15</u> Schedule updated matrix review in person meeting during slotting meetings (1 hour) <u>2/23/15 – 3/6/15</u> 	<ul style="list-style-type: none"> Facilitate current matrix review conference call (2 hours) <u>2/2/15 – 2/6/15</u> Modify matrix as discussed <u>2/9/15 – 2/20/15</u> Facilitate updated matrix review in person meeting during slotting meetings (1 hour) <u>2/23/15 – 3/6/15</u>
Finalize Marketing and Communications Matrix	<ul style="list-style-type: none"> Identify focus group participants to review latest version of matrix <u>1/5/15 – 1/30/15</u> Schedule current matrix review conference call (1 hour) <u>2/2/15 – 2/6/15</u> Schedule updated matrix review in person meeting during slotting meetings (1 hour) <u>2/23/15 – 3/6/15</u> 	<ul style="list-style-type: none"> Facilitate current matrix review conference call (1 hour) <u>2/2/15 – 2/6/15</u> Modify matrix as discussed <u>2/9/15 – 2/20/15</u> Facilitate updated matrix review in person meeting during slotting meetings (1 hour) <u>2/23/15 – 3/6/15</u>
Job Tool/Description Access Database	<ul style="list-style-type: none"> Identify individuals who will manage/maintain job tool ongoing <u>12/1 – 12/24</u> Participate in call with AH team to review functionality and provide feedback <u>1/12/15 – 1/16/15</u> Participate in call with AH to review any changes to functionality post JCT review <u>2/23/15 – 3/6/15</u> Utilize the job content tool database to develop job descriptions <u>TBD</u> 	<ul style="list-style-type: none"> Develop access tool functionality for job description completion <u>12/1/14 – 1/9/15</u> Schedule and lead call with WMU HR and IT team to review functionality <u>1/12/15 – 1/16/15</u> Schedule and lead follow up call with WMU HR and/or IT team to review any changes to functionality post JCT review <u>2/23/15 – 3/6/15</u>

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Financial Analysis	<ul style="list-style-type: none"> Review results of financial impact analysis in a two-hour conference call <u>3/25/15 – 3/31/15</u> 	<ul style="list-style-type: none"> Determine financial impact of implementing market-driven pay structure on an employee by employee basis <u>3/9/15 – 3/24/15</u> Present results of financial impact analysis in a two-hour conference call <u>3/25/15 – 3/31/15</u>
Develop Communication Strategy/Plan	<ul style="list-style-type: none"> Identify communication sub-group responsible for developing the communication strategy <u>1/5/15 – 1/30/15</u> Participate in a communication scoping/planning call with Aon Hewitt <u>2/2/15 – 2/13/15</u> Decide internal/external roles and support levels to develop ongoing strategy, plan and communication materials, tools, etc. <u>2/16/15 – 2/27/15</u> 	<ul style="list-style-type: none"> Facilitate communication scoping/planning call with WMU <u>2/2/15 – 2/13/15</u> Provide approach, timing and fees for communication support determined <u>3/2/15 – 3/6/15</u> <i>A separate project plan will be provided for this work and can be incorporated into this overall project plan as applicable</i>
Administrative Guideline Development	<ul style="list-style-type: none"> Review policy and guideline recommendations in a four-hour conference call <u>4/13/15 – 4/24/15</u> Obtain all necessary University input for ongoing administration changes <u>4/27/15 – 5/15/15</u> Adapt final draft policy into the University's formal policy format <u>5/18/15 – 6/12/15</u> 	<ul style="list-style-type: none"> Review existing policies and guidelines, edit or draft new recommended policies <u>4/1/15 – 4/10/15</u> Review recommendations with WMU for input in a four-hour conference call <u>4/13/15 – 4/24/15</u>
Phase II Presentation	<ul style="list-style-type: none"> Review final presentation and provide edits to Aon Hewitt by <u>4/20/15 – 4/24/15</u> Participate in a two-hour session with Aon Hewitt to present summary of project findings to WMU executive leadership between <u>4/27/15 – 5/15/15</u> 	<ul style="list-style-type: none"> Develop draft of final presentation for WMU review by <u>4/17/15</u> Provide draft of final presentation and recommendations to WMU for review <u>4/20/15 – 4/24/15</u> Present summary of project findings and recommendations to executive leadership in a two-hour session on-site <u>4/27/15 – 5/15/15</u>

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