

Human Resources

NU Values Compensation Guidelines

1. Guidelines for Administering Compensation at UNO

Under NU Values the role of Human Resources (HR) is that of a business partner, or consultant to unit leadership, assisting them as they make pay rate decisions. HR monitors for compliance with state and federal regulations, as well as University policy, and may require a review of documentation describing pay decisions that are outside of certain policy and governmental parameters.

Unit leadership holds the primary responsibility of ensuring that staff is compensated appropriately and fairly. HR will provide these leaders with the necessary resources to make decisions on salary. Unit leadership holds responsibility for making and documenting decisions in compliance with all laws, regulations and policies. HR has primary responsibility for gathering and utilizing labor market pay data, determining the employment category (M/P or O/S), making the FLSA exemption designation (exempt/salaried or nonexempt/hourly-paid), and assigning the title code. In addition, job family, zone assignment and job title require HR concurrence. In order to make these determinations, HR will acquire and maintain internal and external salary data, review all newly created positions, review all changes of zone or family, and review all salary changes that exceed policy guidelines.

2. New Hire Salary for a New or Refill Position

Prior to filling a position, unit leadership has the responsibility for determining the hiring pay rate or range of pay within which the starting pay will fall. Unit leadership should consult with Brittany Deming, Compensation Specialist, in determining appropriate rate/range.

Hiring rate/ranges are determined and documented through consultation with HR Class and Comp, following development of the Job Description template (attached) for all new positions and for vacant positions that require updating or reclassification. Hiring rate/ranges for refills without reclassification of position are documented as part of the on-line requisition system.

Upon request, Brittany Deming, Compensation Specialist, will provide units with relevant information to consider when determining appropriate hiring rate/range. This position-specific information may cover a wide range of data, including:

- Entry, competitive, and performance salary ranges based upon external market data.
- Internal (unit/department) salary data of same or similar positions.
- Campus-wide salary data of same or similar positions.
- Position turnover history.

Note: Employees who transfer to a different organizational unit are treated as new hires for pay purposes.

3. Temporary Employee Salary Decisions

Pay of temporary employees should be kept in an appropriate relationship to the pay of regular employees who perform similar duties. Temporary employees' pay may change when the work that they are performing changes similar to a reclassification of a regular position. Setting rates above the currently approved threshold requires a description of duties and consultation with HR. Longer-term temporary employees pay may be increased on July 1st.

4. Pay Increase – Advancement Within Zone

Using the Job Description template, unit leadership reviews and updates the job description and determines with HR concurrence that the addition of duties, assignments, or employee competencies warrants advancement within the zone. The increase and rationale for this increase are documented on the “NU Values Initiated Monthly Salary or Hourly Rate Change Form” (attached).

Advancements that exceed 10% per action require HR concurrence.

5. Pay Increase – Promotion to a Higher Zone

Using the Job Description template, unit leadership reviews and updates the job description and upon reviewing the “Master Matrix” (attached), determines with HR concurrence that the addition of duties, assignments or responsibilities warrants promotion to a new zone.

Promotions that exceed 20% per action require HR concurrence.

6. Pay Increase – Market or Equity Adjustments

If unit leadership feels that staff pay is out of alignment with the market, or that internal pay equity issues exist, they are encouraged to contact Brittany Deming, Compensation Specialist, to initiate a review of staff compensation. Market adjustment requests should identify the applicable market comparisons. Equity adjustment requests should specify which individuals/jobs are being compared and how are they comparable. These pay increases require HR concurrence. If necessary, Class & Comp may consult with the EEO/AA office for equity issues.

7. Pay Increase – Performance or Merit

Performance increases may be given on January 1 and July 1 for 12-month employees. Performance increases may not exceed 10% of an individual's salary within a fiscal year. Performance increases require approval of the appropriate dean or director.

8. Pay Increase – Temporary Responsibility Pay/Overload

Temporary increases in pay may be appropriate when there is a temporary increase in responsibilities. This should occur only when the increased responsibility is work performed outside of the assigned job and at a higher level of classification. Temporary increases are limited to 20%. Rate change and rationale for the temporary increase must be documented in writing.

9. Pay Increase Limitations

Salary increases for the purpose of advancement, promotion or performance may not exceed two (2) occurrences in a fiscal year without prior approval from HR.

HR may intervene in a salary offer if it in any way creates a legal liability for the University. HR may stop a pay change for an existing employee or change the amount if they determine that the change amount will create a legal liability for UNO.

10. Reduction in Pay

Reductions in pay may either be voluntary or involuntary. Specifically:

- Voluntary Reduction may occur when an employee either accepts or requests a decrease in pay. This may be as result of reclassification or placement in another position. If the employee remains in same position, a revised Job Description template must be approved prior to salary reduction. HR provides consultation/review prior to effecting the action.
- Demotion will occur if a corrective action or disciplinary reduction in job assignment results in a decrease in pay. A revised Job Description template must be prepared and HR must approve the reduction in pay action prior to employee notification or changing of pay.

Supporting Documents Linked Below:

- *Job Description Template*
- *NU Values Initiated Rate Change Form*
- *Master Matrix*

(Rev. 09.16.09)

University of Nebraska at Omaha

Job Description

General Information

Working Job Title:	Job Family:	Job Family Zone:
Position Number:	Department Name:	SAP Organization Unit Number:
Employee's Name:	Date of Last Update:	Title of Supervisor:
SAP Personnel #:	Last Updated By:	Name of Supervisor:

Position Summary

Duties & Responsibilities

<i>Indicate % of time spent and indicate with an "X" the duties & responsibilities that are essential functions of this job. Arrange this list of duties in order of importance.</i>	<i>% of Time</i>	<i>Essential Functions</i>

Zone Definition Factors

Nature/Complexity of Work

Problem Solving/Decision-making

Strategic Impact

Know How

--

Interactions

--

Supervision

This position exercises _____	Supervision over _____
This position receives _____	Supervision from _____

Minimum Qualifications

LEVEL OF EDUCATION, YEARS & TYPE OF EXPERIENCE:

--

Physical Requirements

1. GENERAL PHYSICAL REQUIREMENTS: <i>Indicate the appropriate response for an eight hour day:</i>															
<i>Mark with "X" below the appropriate number of hours:</i>															
										<i>Indicate intermittent or constant</i>					
										Intermittent	Constant				
Sit	0	1	2	3	4	5	6	7	8						
Stand	0	1	2	3	4	5	6	7	8						
Walk	0	1	2	3	4	5	6	7	8						
Drive Motor Vehicle	0	1	2	3	4	5	6	7	8						
Explain:															
2. THIS POSITION REQUIRES:															
				Occasionally (less than 2 hrs daily)					Between 2 - 5 hrs daily					Over 5 hrs daily	
Squatting															
Bending															
Kneeling															
Reaching															
➤ Overhead															
➤ Forward															
➤ Low															
Twisting															
Crawling															
Climbing															
➤ Ladder															
➤ Stairs															
➤ Other															
Walking on rough ground															
Exposure to changes of temperature/ humidity															
Exposure to dust/fumes/gases/chemicals															
Being near moving machinery															

Working from heights _____

3. THIS POSITION REQUIRES EMPLOYEE TO:

Indicate letter in appropriate Space:

LIFT=L

CARRY=C

PUSH=P

PULL=PL

	Less than 2 hrs daily	Up to 2 hrs daily	Between 2-5 hrs daily	Over 5 hrs daily
11 - 24 lbs	_____	_____	_____	_____
25 - 49 lbs	_____	_____	_____	_____
50 - 74 lbs	_____	_____	_____	_____
75 - 100 lbs	_____	_____	_____	_____
* Over 100 lbs	_____	_____	_____	_____

* If the position requires the employee to handle over 50 lbs - please explain:

4. POSITION REQUIRES USE OF HANDS OR SPECIAL TOOLS/EQUIPMENT FOR:

	Right	Left	Both
Keyboarding	_____	_____	_____
Filing	_____	_____	_____
Other (Explain):	Operation of a computer mouse with their dominant hand. (Usually right).		

5. THIS POSITION REQUIRES REGULAR AND PROMPT ATTENDANCE DURING THE WORKING HOURS SCHEDULED BY THE SUPERVISOR.

Job Family Zone Questionnaire

In Each Section, please select one answer that best describes your job:

Knowledge Skills and Abilities:

_____ Requires the ability to understand and apply basic job skills, knowledge of several work routines and the ability to apply such routines with minimal interpretation. May possess knowledge of other, related work activities within own functional area. May require the operation of routine equipment/tools. [1]

_____ Requires the ability to understand, interpret, apply and communicate information within a specialization and the ability to apply limited analysis in the completion of general functional procedures. May possess knowledge of work activities outside functional area. May require the operation of moderately complex equipment/tools. [2]

_____ Requires the ability to utilize advanced information within a specialization. Within specialization, possesses the ability to assess/ analyze situations and make adjustments to achieve desired objectives. Possesses knowledge of work activities outside functional area. May require the operation of complex equipment/tools. [3A]

_____ Requires the ability to apply, integrate and communicate extensive theoretical information within a recognized professional field. Facilitates and/ or establishes the achievement of functional area objectives. Requires knowledge of all related functional areas. May require the operation of highly complex equipment/tools. [3B]

_____ Integrates extensive theories and techniques within related or diverse disciplines to achieve results and/ or establish overall strategic directions. Requires wide-ranging administrative and/or specialized knowledge. May require the operation of highly complex equipment/tools. [4]

Problem Solving/Decision-Making:

_____Decisions/problem resolutions are repetitive and simple and typically guided by standard operating policies and procedures/practices exist. Tasks are clear and specific to a single discipline. [1]

_____Decisions/problem resolutions require gathering/reviewing information from several sources. Simple analysis of facts determines course of action to be taken within the limits of standard operating policies and procedures/practices. Tasks are varied and may cross several disciplines. [2A]

_____Decisions/problem resolutions require interpretation, discretion and judgment based on precedent or standard operating policies and procedures. Tasks are diversified and may require some creativity in dealing with unprecedented activities. [2B]

_____Decisions/problem resolutions require synthesis/analysis in the use of theories and accepted principles. Programs/projects are governed by broad objectives, policies and/or theories. Requires the use of creativity in dealing with unprecedented activities. [3]

_____Decisions/problem resolutions require analysis and evaluation of major issues and courses of action impacting the overall direction of the functional area(s). Applies broad concepts and experience in making important decisions. May develop recommendations influencing long-term policies related to major organizational plans. [4]

Interactions:

_____Regular contact involves receiving and/or referring inquiries as well as giving or obtaining routine information relating to work being done. Requires the use of common business courtesy. [1]

_____Regular contact that involves giving or obtaining information as well as occasionally exchanging advice and opinions. Requires the use of common business courtesy, tact, discretion and some persuasion to maintain cooperative associations. [2]

_____Regular contact that involves exchanging advice and opinions as well as occasionally conveying conceptual ideas of a critical and/or long-range nature. Requires the use of judgment, timing, and persuasion to gain cooperation in the face of differences of opinion or controversy. [3]

_____Regular contact with major Programs/Teams or individuals. Overriding job requirement involves conveying conceptual ideas regarding matters of critical and long-range nature. Significant requirement for diplomacy, timing, and persuasion to gain concurrence or cooperation on operational issues in the face of significant differences of opinion or controversy. [4]

Supervision Received:

_____Supervised by procedures or by supervisor through periodic monitoring of progress and performance. May have latitude to determine sequence of own work tasks to meet clearly established schedules. [1]

_____Supervision by procedures or by supervisor through periodic monitoring of progress and performance. Determines sequence of own work tasks to meet established objectives. [2A]

_____General direction by supervisor by checking on completed tasks. Establishes own work schedule to achieve program objectives. Makes recommendations to superior regarding efficient functioning of program. [2B]

_____Responsible for conducting specialized assignments or developing programs under only general direction and guidance. [3]

_____Extensive latitude to work independently in matters that have a broad effect on overall policies, programs and/or areas of specialization. [4]

Supervision Exercised:

_____ May provide incidental guidance to others. [1]

_____ Provides functional supervision that is usually limited to assigning/reviewing work or may serve as work team leader. [2A]

_____ Serves as work team leader. Distributes, schedules, and monitors the progress or work tasks of the program or project. May be involved in the recommendation of personnel actions to manager. [2B]

_____ Supervises the work of a project or program that may include hiring, discipline, transfers, promotions, or salary changes within a functional area. May integrate work of two or more programs or one major function/or project. [3]

_____ Establishes performance standards for designated programs and/or areas of specialization. Directs staff to include hiring, discipline, transfers, promotions, and salary changes. [4]

Impact:

_____ Actions and decisions in this job are limited to the scope of the job, which primarily affect the immediate work group, but occasionally may extend beyond the immediate work group. Errors reflect unfavorably on the individual and may have an adverse impact on the functional area. [1]

_____ Actions and decisions in this job have an impact which affects the immediate work group and also extends beyond the immediate functional area. Errors reflect unfavorably on the individual and the functional area. [2]

_____ Actions and decisions in this job have discernible impact to the short-term performance of the Program/Team and exerts some impact to its long-term success. Errors reflect unfavorably on the individual, the functional area, overall business operations and potentially other functional areas. [3A]

_____ Actions and decisions in this job have significant impact to the short-term performance of the Program/Team and exert an impact to its long-term success. The job exerts a considerable impact on decisions and final results typically affecting either an entire functional area or a major university activity; and may have unique accountability for financial and program or project objectives. Errors effect business operations, services and other individuals which may require special interventions to correct. [3B]

_____ Actions and decisions in this job exert broad and continuing impact on the future of one or more functional areas. The job exerts a major impact on decisions and final results affecting a major university activity; and/or has accountability for financial and program/project objectives and overall successes. Errors significantly interrupt business operations, services and potentially both internal and external constituents. [4]

Summary:	Zone Assignment=	
Authorization:	Name:	Date:
Human Resources		
Supervisor:		
Administrator:		

University of Nebraska at Omaha
Managerial/Professional or Office/Service
NU Values Initiated
Monthly Salary or Hourly Rate Change Form

General Information:

Employee Name: _____ Department: _____
(Last, First)

Employee ID: _____ Contact Phone: _____
(Personnel No.)

Existing NU Values Family: _____ Existing NU Values Zone: _____

Immediate Supervisor: _____ Next Level Supervisor: _____

Monthly Salary/Hourly Rate Change:

Position Number: _____

From: \$ _____ To: \$ _____

\$ Chg _____ - _____ % Chg _____ Effective Date: _____

Cost Center/WBS Element: _____

Reason for Salary/Hourly Change:

Advancement: Within the existing zone, employee has achieved additional competencies as follows:

Promotion: Within the existing family, the position is moving to a higher zone as follows:

Voluntary Reduction: Within the existing family, the position is moving to a lower zone as follows:

Demotion: Reduction in pay as a result of disciplinary action.

Transfer: Movement to same job family and zone within a different organizational unit. New Department is as follows:

Career change: Movement to a new job family. New family and zone is as follows:

Performance Increase.

Other Salary Adjustment: Explain: _____

Approval Signatures:

 _____ Date: _____

 _____ Date: _____

- Original to HR
- Copy to Budget

**University of Nebraska
NU Values
Zone Placement Matrix**

ZONE	KNOWLEDGE, SKILLS AND ABILITIES	PROBLEM SOLVING & DECISION MAKING	INTERACTIONS	NATURE OF SUPERVISION		IMPACT
				Received	Exercised	
ASSISTANT	Requires the ability to understand and apply basic job skills, knowledge of several work routines and the ability to apply such routines with minimal interpretation. May possess knowledge of other, related work activities within own functional area. May require the operation of routine equipment/tools.	Decisions/problem resolutions are repetitive and simple. Typically standard operating policies and procedures/practices exist. Tasks are clear and specific to a single discipline.	Regular contact involves receiving and/or referring inquiries as well as giving or obtaining routine information relating to work being done. Requires the use of common business courtesy.	Supervised by procedures or by supervisor through periodic monitoring of progress and performance. May have latitude to determine sequence of own work tasks to meet clearly established schedules.	May provide incidental guidance to others.	Actions and decisions in this job are limited to the scope of the job, which primarily affect the immediate work group, but occasionally may extend beyond the immediate work group. Errors reflect unfavorably on the individual and may have an adverse impact on the functional area.
ASSOCIATE	Requires the ability to understand, interpret, apply and communicate information within a specialization and the ability to apply limited analysis in the completion of general functional procedures. May possess knowledge of work activities outside functional area. May require the operation of moderately complex equipment/tools.	Decisions/problem resolutions require gathering/reviewing information from several sources. Simple analysis of facts determines course of action to be taken within the limits of standard operating policies and procedures/practices. Tasks are varied and may cross several disciplines. OR Decisions/problem resolutions require interpretation, discretion and judgment based on precedent or standard operating policies and procedures. Tasks are diversified and may require some creativity in dealing with unprecedented activities.	Regular contact that involves giving or obtaining information as well as occasionally exchanging advice and opinions. Requires the use of common business courtesy, tact, discretion and some persuasion to maintain cooperative associations.	Supervision by procedures or by supervisor through periodic monitoring of progress and performance. Determines sequence of own work tasks to meet established objectives. OR General direction by supervisor through check on completed tasks. Establishes own work schedule to achieve program objectives. Makes recommendations to superior regarding efficient functioning of program.	Provides functional supervision that is usually limited to assigning/reviewing work or may serve as work team leader. OR Serves as work team leader. Distributes, schedules, and monitors the progress or work tasks of the program or project. May be involved in the recommendation of personnel actions to manager.	Actions and decisions in this job have an impact which affects the immediate work group and also extends beyond the immediate functional area. Errors reflect unfavorably on the individual and the functional area.
SPECIALIST	Requires the ability to utilize advanced information within a specialization. Within specialization, possesses the ability to assess/ analyze situations and make adjustments to achieve desired objectives. Possesses knowledge of work activities outside functional area. May require the operation of complex equipment/tools. OR Requires the ability to apply, integrate and communicate extensive theoretical information within a recognized professional field. Facilitates and/ or establishes the achievement of functional area objectives. Requires knowledge of all related functional areas. May require the operation of highly complex equipment/tools.	Decisions/problem resolutions require synthesis/analysis in the use of theories and accepted principles. Programs/projects are governed by broad objectives, policies and/or theories. Requires the use of creativity in dealing with unprecedented activities.	Regular contact that involves exchanging advice and opinions as well as occasionally conveying conceptual ideas of a critical and/or long-range nature. Requires the use of judgment, timing, and persuasion to gain cooperation in the face of differences of opinion or controversy.	Responsible for conducting specialized assignments or developing programs under only general direction and guidance.	Supervises the work of a project or program that may include hiring, discipline, transfers, promotions, or salary changes within a functional area. May integrate work of two or more programs or one major function/or project.	Actions and decisions in this job have discernible impact to the short-term performance of the Program/Team and exerts some impact to its long-term success. Errors reflect unfavorably on the individual, the functional area, overall business operations and potentially other functional areas. OR Actions and decisions in this job have significant impact to the short-term performance of the Program/Team and exert an impact to its long-term success. The job exerts a considerable impact on decisions and final results typically affecting either an entire functional area or a major university activity; and may have unique accountability for financial and program or project objectives. Errors effect business operations, services and other individuals which may require special interventions to correct.
SENIOR	Integrates extensive theories and techniques within related or diverse disciplines to achieve results and/ or establish overall strategic directions. Requires wide-ranging administrative and/or specialized knowledge. May require the operation of highly complex equipment/tools.	Decisions/problem resolutions require analysis and evaluation of major issues and courses of action impacting the overall direction of the functional area(s). Applies broad concepts and experience in making important decisions. May develop recommendations influencing long-term policies related to major organizational plans.	Regular contact with major Programs/Teams or individuals. Overriding job requirement involves conveying conceptual ideas regarding matters of critical and long-range nature. Significant requirement for diplomacy, timing, and persuasion to gain concurrence or cooperation on operational issues in the face of significant differences of opinion or controversy.	Extensive latitude to work independently in matters that have a broad effect on overall policies, programs and/or areas of specialization.	Establishes performance standards for designated programs and/or areas of specialization. Directs staff to include hiring, discipline, transfers, promotions, and salary changes.	Actions and decisions in this job exert broad and continuing impact on the future of one or more functional areas. The job exerts a major impact on decisions and final results affecting a major university activity; and/or has accountability for financial and program/project objectives and overall successes. Errors significantly interrupt business operations, services and potentially both internal and external constituents.