



AUBURN

# NAVIGATING THE PROCESS FOR SUBMITTING COMPENSATION REQUESTS: A PARTNERSHIP APPROACH

KIMBERLY HEDDEN, LAURA LAYFIELD, CARSON MCCLENDON,  
ANNA WHITE, AND BAILEY WARD



# AGENDA

- Overview of Compensation Objectives and Pay Principles
- Position Reclassifications
- Salary Alignments - Ensuring Fair Pay
- Supervisor Changes
- Faculty & Student Position Changes
- Additional Pay & Premiums
- Q&A





# *Overview of Compensation Objectives & Pay Principles*

Bailey Ward



# COMPENSATION PROGRAM OBJECTIVES

**External  
Assessment**

**Internal  
Alignment**

**Legal  
Compliance**

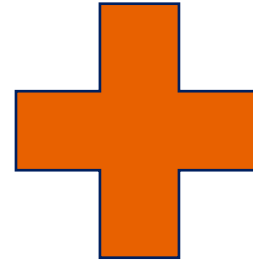
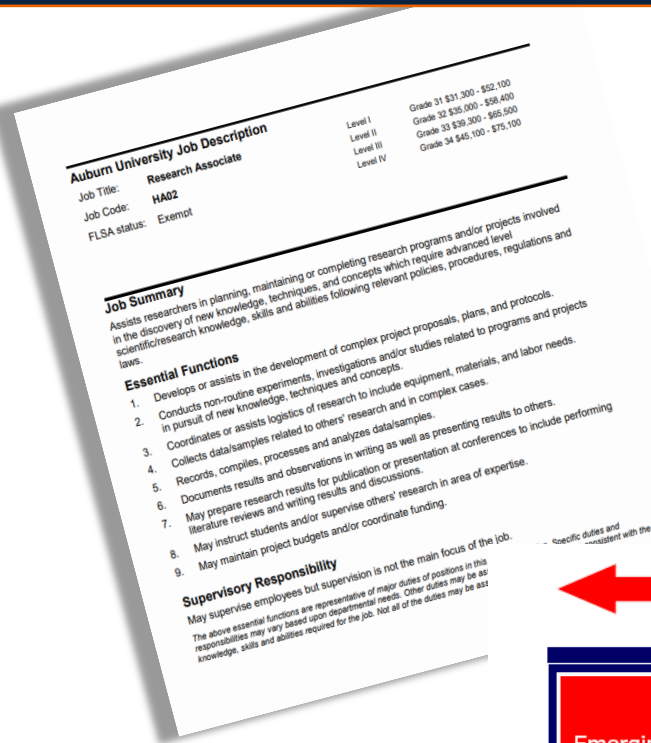
**Performance  
Orientation**

**Administrative  
Consistency**

# TWO COMPONENTS OF VALUE

## Classification – Job Content

## Compensation – Employee Contribution





# TWO COMPONENTS OF VALUE: JOB CONTENT

## JOB ANALYSIS

The process of analyzing the duties, tasks, and responsibilities of a job.

### JOB DESCRIPTION

A statement of the tasks performed on a job and the purpose of the job.

#### Includes:

- Job title
- Department
- Reporting relationship
- Key areas of responsibility

Pay Range

### JOB SPECIFICATION

A listing of the skills, knowledge, and abilities needed for a job.

#### Includes:

- Education
- Experience
- Training
- Required skills, knowledge, and characteristics

**Auburn University Job Description**

Job Title: **Accountant**  
Job Code: **KA01**  
LSA status: **Exempt**

Level I  
Level II  
Level III

Grade FO07 \$40,000 - \$64,000  
Grade FO08 \$45,000 - \$72,000  
Grade FO09 \$48,700 - \$82,800

**Job Summary**  
Acts as accounting liaison with Central Business and Finance areas with respect to journal entries, reporting, analysis and audit/reconciliation of accounts in a college, school or department.

**Essential Functions**

- Prepares and reviews expense vouchers, invoices, purchase requisitions or other transactions for one or more departments, in compliance with approved budgets and University/department procedures.
- Determines proper handling of financial transactions in accordance with Generally Accepted Accounting Principles (GAAP) and approves within designated limits, policies or contracts.
- Prepares budget reports, department allocation reports, inventory reports or other specialized reports or analysis on a regular or ad hoc basis.
- Corresponds with Procurement, Contracts and Grants Accounting, Budget Services or other departments concerning accounting and financial information.
- Reviews, investigates and corrects errors in financial entries, documents and reports.
- May perform duties related to payroll, personnel actions or similar procedures.
- May assist faculty with preparation and financial analysis related to contract or grant proposals.

**Supervisory Responsibility**  
May supervise employees but supervision is not the main focus of the job.

**Substitutions allowed for Education**  
Indicated education is required; no substitutions allowed.

**Substitutions allowed for Experience**  
When a candidate has the required education, additional appropriate education may be substituted for relevant education per year of required experience.

**Minimum Required Knowledge**  
See Job Family Levels

**Certification or Licensure Requirements:**  
None Required.

**Physical Requirements/ADA**  
No unusual physical requirements. Requires no heavy lifting, and nearly all work is performed in a comfortable indoor facility.

Routine deadlines; usually sufficient lead time; variance in work volume seasonal and predictable; priorities can be anticipated; some interruptions are present; involves occasional exposure to demands and pressures from persons other than immediate supervisor.

Job frequently requires sitting, handling objects with hands.

Job occasionally requires standing, walking, reaching, talking, hearing, and lifting up to 10 pounds.

Vision requirements: Ability to see information in print and/or electronically.

# TWO COMPONENTS OF VALUE: JOB CONTENT



AUBURN UNIVERSITY

HUMAN RESOURCES

## Position Description Form

**INSTRUCTIONS:** *This form is designed to collect detailed information for the purpose of evaluating Auburn University positions. Please review this form and complete it as fully as you possibly can. Enter your responses and return it to your supervisor upon completion.*

Date

Employee Name

Current Position # / Title

Proposed Position Title

Division Name

Org Name

Supervisor Name

This form is being used for the purpose of (select one):

☒

Reclassification of a Vacant Position

☐

Reclassification of an Occupied Position

☐

New Position

☐

Other

If Other, please explain:

# TWO COMPONENTS OF VALUE: EMPLOYEE CONTRIBUTION

## Entry-Level Accounting Resume

Youremail@gmail.com

Phone

City, State

LinkedIn URL, Website

Recent college graduate with internship experience at Fortune 500 companies. Seeking to leverage exceptional accounting skills and academic knowledge to gain the entry-level accounting position at your firm. Dedicated, competent, and detail-oriented individual with the capacity to go beyond what is expected and achieve company goals.

### EDUCATIONAL BACKGROUND

#### North Dakota University Fargo, ND

*Bachelor of Science in Accounting and Finance, May 2016*

- Minored in Business Administration
- Distinguished member of university's Accounting Society
- Relevant Coursework:** Advanced Financial Accounting and Reporting, Accounting Systems, Income Tax for Corporations, Cost/Managerial Accounting
- GPA: 3.75 / 4.0

### PROFESSIONAL EXPERIENCE

#### Marriott International Accounting Intern

**Fargo, ND**

*December 2015 – April 2016*

- Helped manage payroll and the registration of employees to Jobs and Pensions service for our 150+ employee branch
- Reviewed, prepared, and issued bills and invoices from over 300+ clients
- Assisted with incoming earnings and outgoing payments
- Organized files, records, cash, and cash equivalents to comply with policy and procedure

#### Potter & Bukowski Finance Intern

**Fargo, ND**

*May 2013 – July 2013*

- Helped prepare company debit and credit documents for 4% of our client base
- Analyzed financial data to ensure it was recorded and reconciled
- Conducted ad hoc financial analysis under senior accountant supervision
- Assisted in daily and weekly audits of accounts, vouchers, and statutory records

Pay Evaluator							
Posting/Action Number	Name			Division Description	Organization #	Organization Description	OFFER EXTERNAL
	Aubie Tiger			102 Assoc VP Facilities	102033	Maintenance	Is merit included for the next cycle (applicable 5/1 - 9/30)?
Position Number	Banner ID	FTE	Employee Classification	Requested Effective Date			
12345		1.00	A&P STAFF				
I. CANDIDATE/EMPLOYEE WORK-RELATED PAY DECISION CRITERIA							
To what degree does the candidate's Knowledge Skills Abilities profile match the MINIMUM REQUIREMENTS as documented on the Job Description?							
From the "DROP DOWN" options, select the rating that best describes the Candidate's Profile Characteristics:							
Directly Related and Relevant Education	To what extent do the candidate's/employee's knowledge and education meet the job description's stated minimum requirements?			1	1= Employee meets the minimum requirements of the job		
If rating is not "1", add at least one specific example of where this qualification is exceeding or not meeting the minimum requirements of the job:				Bachelor's Degree in Accounting			
Directly Related and Relevant Experience	To what extent does the candidate's/employee's directly related/relevant experience meet the job description's stated minimum requirements? Utilize Work History tab to calculate total experience.			1	1= Demonstrated directly related and relevant experience meets minimum requirements.		
If rating is not "1", add at least one specific example of where this qualification is exceeding or not meeting the minimum requirements of the job:				4 months experience			
Directly Related and Relevant Certification(s)	To what extent does the candidate's/employee's directly related/relevant certifications meet the job description's stated minimum requirements?			1	1= Employee possesses minimum licensure and certification levels required		
If rating is not "1", add at least one specific example of where this qualification is exceeding or not meeting the minimum requirements of the job:				NA			
Additional directly related or relevant Credential(s), Affiliation(s) and Recognition(s)	To what extent does the candidate's current/recent Credentials, Affiliations, or Industry Recognition(s) meet the job description's stated minimum requirements?			1	1= Employee possesses minimum credential, affiliation, or industry recognition levels required.		
If rating is not "1", add at least one specific example of where this qualification is exceeding or not meeting the minimum requirements of the job:				NA			
If New Hire (External & Internal) and reclassifications select 3; meets expectations.				3	Meets Expectations		
For salary alignments, select last performance cycle Overall Rating.							





# ***Position Reclassifications***

Anna White & Kimberly Hedden



# POSITION RECLASSIFICATIONS

- Recommended when significant and permanent changes occur over time, warranting a change in position's primary purpose
- YTD: 478 completed reclassification requests
- Focus on job duties, not employee performance
- How has the work of the position changed?
  - Volume ☒
  - Assignment of more complex duties or higher accountability ☑
- Recommend new duties in place for minimum of 3 - 6 months before submitting a reclassification to reach stability and ensure time for assessment of job performance.



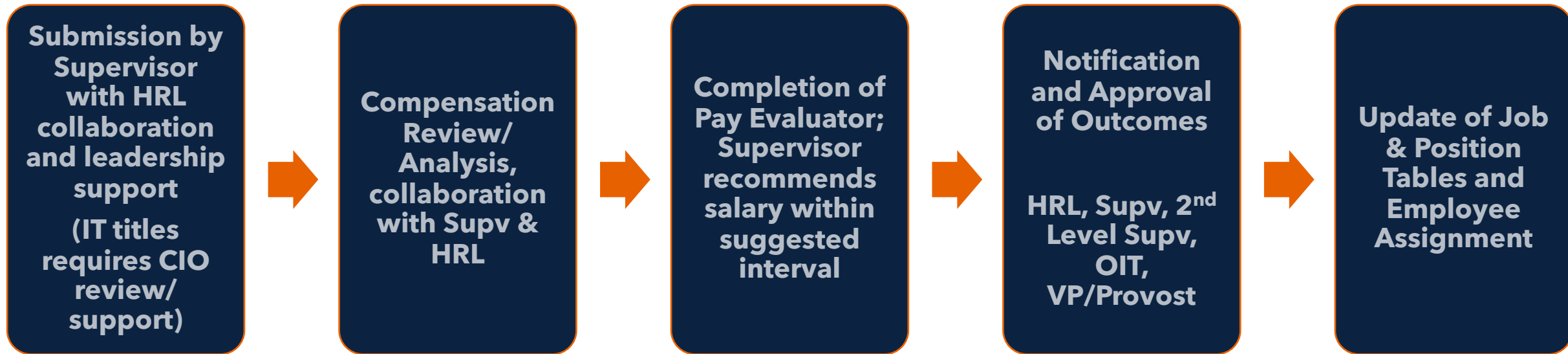
# POSITION RECLASSIFICATIONS

- Such changes in a position's duties may affect:
  - Pay Grade (↑ or ↓)
  - Title
  - Employee's pay
  - FLSA status
- Should the position be posted instead of reclassified?
  - Case by case analysis – many variables
    - Will the department back-fill the position?
    - Is there more than one employee qualified for the new role?



# AT A GLANCE: RECLASSIFICATION PROCESS

## POSITION RECLASSIFICATION



*All pay transactions require two levels of supervisory signature*

# REQUEST FORM & POSITION QUESTIONNAIRE



AUBURN UNIVERSITY

HUMAN RESOURCES

## Position Description Form

**INSTRUCTIONS:** This form is designed to collect detailed information for the purpose of evaluating Auburn University positions. Please review this form and complete it as fully as you possibly can. Enter your responses and return it to your supervisor upon completion.

Date	<input type="text"/>
Employee Name	<input type="text"/>
Current Position # / Title	<input type="text"/>
Proposed Position Title	<input type="text"/>
Division Name	<input type="text"/>
Org Name	<input type="text"/>
Supervisor Name	<input type="text"/>

This form is being used for the purpose of (select one):

- ☒ Reclassification of a Vacant Position    ☐ Reclassification of an Occupied Position  
☐ New Position    ☐ Other    If Other, please explain:

**POSITION DUTIES:** Please list the specific duties and responsibilities of the position and provide a breakdown of the approximate percentage (no less than 10 percent) of time spent, on average, on each duty (separate activities as opposed to grouping them). Begin statements with action verbs.

Position Duties	% of time	New Duty?
1) <input type="text"/>	<input type="text" value="Select %"/>	<input type="text" value="Select Y or N"/>
2) <input type="text"/>	<input type="text" value="Select %"/>	<input type="text" value="Select Y or N"/>
3) <input type="text"/>	<input type="text" value="Select %"/>	<input type="text" value="Select Y or N"/>
4) <input type="text"/>	<input type="text" value="Select %"/>	<input type="text" value="Select Y or N"/>
5) <input type="text"/>	<input type="text" value="Select %"/>	<input type="text" value="Select Y or N"/>
6) <input type="text"/>	<input type="text" value="Select %"/>	<input type="text" value="Select Y or N"/>

# SMARTSHEET SUBMISSION FORMS

## Office of the Provost - Position Tracking FY23

Submitter's Email \*

Please use your official AU email address; no aliases (e.g. abc1234@auburn.edu).

Type of Request \*

Department \*

Where will this employee work? \*

Off-campus refers to the employee working at an AU-owned or leased facility that is not on the main campus (think ACES county offices).

Remote refers to the employee working at any non-AU-owned or leased location regardless of the city (think working remotely from my home).

☐ Send me a copy of my responses

Submit

## Position Review / New Position Request

This request form is only for University Staff and Administrative & Professional positions.

Division \*

Action Type (select) \*

Is this a Research request?

☐ Yes

☐ No

Requested by: \*

File Attachments \*

Attach HR34, PDQ, and Org Chart. Please attach any other relevant documentation.

Drag and drop files here or [browse files](#)

Comments

Academic Units:

Before submitting requests to Compensation, please be sure the request has gone through the Provost Office and obtains Amanda Malone's signature.

☐ Send me a copy of my responses

Submit





# ***Salary Alignments - Ensuring Fair Pay***

Kimberly Hedden



# SALARY ALIGNMENTS - ENSURING FAIR PAY

- Salary alignment- refers to the process of ensuring that salaries within an organization are equitable and fair based on factors such as job responsibilities, qualifications, experience, market conditions, and performance.
- Triggering Event – This type of action is typically triggered by a new hire or reclassification within a department. Things to look for are unjustifiable pay compression or inversion occurring to another employee's pay in **same title, title series, or supervisor hierarchy.**

Compression – occurs when the pay of one or more employees is very close to the pay of more-experienced employees in the same job, or even those in higher-level jobs, including managerial positions.

Example- New hire's salary is very close to Employee B's salary. Employee B has 10 years of experience. The New Hire has 2 years of experience.



## SALARY ALIGNMENTS - ENSURING FAIR PAY CONT.

- Inversion- occurs when a new hire or newly reclassified and less experienced employee salary is more than an experienced employee.

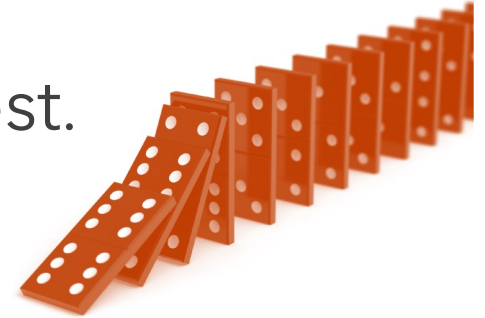
Example - Employee A's salary is above that of Employee B who is more experienced and/or in higher-level/supervisory job

- Pay alignment review is initiated via Pay Evaluator<sup>©</sup> to determine if adjustment is warranted
- Salary alignments should be processed within 90 days of the triggering event (new hire start date or reclassification)



# REQUESTING A SALARY ALIGNMENT

- HR staff and supervisor discuss appropriateness of request.
  - How will this impact other employees?
  - How will it be funded?
- HR staff completes a Pay Evaluator<sup>©</sup> for ALL impacted employees.
- Contact assigned Compensation Specialist and provide:
  - Triggering event (EE name, Banner ID, title, new salary, effective date)
  - Completed Pay Evaluator (unsigned)
- Compensation reviews/approves, seeks Provost support for academic units, and sends to department for two levels of supervisory signature plus HRL
- Processed by Records and inputted into Banner





# ***Supervisor Changes***

Laura Layfield

# SUPERVISOR CHANGE REQUEST FORM



## Supervisor Change Request Form

This form is to be used to modify the supervisor with full supervisory responsibility of a position for single incumbent positions only within NBAPOSN. \*ePAFs are used to update supervisors for multi-fill incumbent positions, as well as designate delegated authorities. This form is NOT to be used for the delegation of authority. (No Exceptions). You do not need to submit an ePAF for single incumbent positions.

Note: If needed to upload a large quantity, attach an Excel file with all the necessary fields. Type N/A for the required fields on this form.

**Division \***

Select ▼

**Current Incumbent Name \***

Enter the incumbent's name who needs their supervisor to be updated.

**Current Incumbent Position # \***

**Current Job Location # \***

**Updated Job Location (if applicable) \***

If there is no change in job location, please type N/A.

Who has the "full supervisory responsibility" for this position as indicated on the official org chart?

The "full supervisory responsibility" includes authority for hiring, planning, coaching, rewarding, recognizing, developing, disciplining, and terminating a subordinate employee. Additionally, they are responsible for approving time, leave, expense reports, training attendance, and other associated activities regarding their subordinate employees.

**Supervisor Name \***

Enter the New Supervisor's name

**Supervisor Position # \***





# REQUESTING SUPERVISOR CHANGES

- Single Incumbent Positions: Supervisor Change Request (Smartsheet) – HRLs and their designees
  - Division
  - Employee Name
  - Employee Position #
  - Current & New Job Location # (if changing)
  - Attestation and Comments
  - Reason for Change
  - Supervisor Position #
  - Supervisor Name



# REQUESTING SUPERVISOR CHANGES

- Compensation updates NBAPOSN; overnight sync to NBAJOBS in Banner
- Email notification upon processing
- Bulk requests
- Multi-filled/Pooled Positions: SUPV ePAF



# REQUESTING SUPERVISOR CHANGES

- The employee with full supervisory responsibility should always be accurate for all positions in Banner (no designees)
- Why is it important to maintain accurate position supervisors?
  - Various programs and processes utilize that data
  - Utilized to determine system access for various information systems
  - Run accurate reports (department and central)
- How can this data be easily managed?
  - Notifications from supervisors and other leaders
  - Periodic review of Master Contact List in AU Access



# ***Faculty & Student Position Changes***

Laura Layfield



# FACULTY & STUDENT POSITION CHANGES



## Faculty and Student Position Submissions

For TES positions, work with Temporary Services to create a TES position number.

### Division \*

Select

### Requested by \*

Please type your name in the box below.

### Type of Position \*

Please select whether this is for a Faculty or Student position.

Select

### Submission Type \*

Please select if this request is for a new position or modification to an existing position number.

Select

### Single or Multi-Filled (Pooled) Position \*

Select

### New Position Title \*

If a FILLED position's title is changing, a memo is required for Records.

### Supervisor's Name \*

If this is a new position, please type the supervisor's name. If modifying a position and there is no change, type N/A.

### Supervisor's Position Number \*

If this is a new position, please type the supervisor's position number. If modifying a position and there is no change, type N/A.

### Job Location or Location ID # \*

For example: 128555- Brown Kopel Center. This is typically the local office or physical location reference code. If this is a new position, please enter the job location code. If modifying a position and there is no change, type N/A.

### Effective Date for the Position Number to be Active:

31

### File Attachments

If there is a filled position's title or salary change, please provide a memo.

Drag and drop files here or [browse files](#)

### Submitter Comments

☐ Send me a copy of my responses

Submit



# FACULTY & STUDENT POSITION CHANGES

- Utilized to create or modify any Faculty or Student positions and attributes
- Faculty and Student Position Submission Request (Smartsheet) – Completed by HRLs and their designees

Division

Single/Multi-Filled Position

Requested by

Current Position Title

Type of Position (FA or ST)

New Position Title

Submission Type (New or Modification)

FA: TTF or NTTF?

Position # (Leave blank if 'New')

Duration of FA appt

Is this position currently filled?

Others



# FACULTY & STUDENT POSITION CHANGES

- Compensation updates NBAPOSN and seeks budget activation
- Email notification upon processing
- If Filled position, Compensation sends memo to Records to finalize the employee's changes
- TES Positions – Contact Amy Bruce in Employment



# ***Additional Pay & Pay Premiums***

Carson McClendon





## ADDITIONAL PAY

During the normal course of business operations, it may become necessary to assign additional duties to employees to address long-term vacancies and other staffing transitions.

- All requests for Additional Pay - submitted to Compensation via Out of Class/Z-Jobs Smartsheet form
- Academic units - Obtain Provost approval prior to submitting to Compensation
- Supported for up to 6 months; extension requests available
- Submitted before the work is performed.



## ADDITIONAL PAY: Z-JOBS (MULTIPLE JOBS)

- Requested when an employee works outside own college/dept
- Work should not interfere with permanent position (executed outside normal work schedule)
- Multiple Z-Jobs permitted; may not exceed 1.5 FTE
- Eligibility - “Meets Expectations” performance rating or higher
- Z-Job Pay - Competitive wage level and in line with AU’s current pay structure.
  - Example - An Accountant in the College of Business is needed to complete additional Accounting work in another College. Current pay level would be most appropriate, assuming the work is of a similar nature.

# ADDITIONAL PAY: Z-JOBS (MULTIPLE JOBS)

- Non-Exempt employees – Z-Job rate set at time and a half
- Processed with BW payroll
- Requesting a Z-Job
  - Complete HR12 form
  - Secure approval signatures (Academic units require Provost approval)
  - Submit to Compensation (Out of Class/Z-Jobs Smartsheet form)
  - Submit ePAF when approved

AUBURN UNIVERSITY APPLICATION FOR APPROVAL TO ENGAGE IN UNIVERSITY ACTIVITIES FOR EXTRA COMPENSATION		
<b>Administrative-Professional and University Staff Employees</b> <i>Caution! If you are a foreign national employee, please check with the Office of International Student and Scholar Services in 228 Foy Hall prior to starting any new employment.</i>		
1. Name	2. ID#	3. Title
4. Department/Unit		5. Type Appointment: US <input type="checkbox"/> AP <input type="checkbox"/>
6. FLSA status of current regular appointment: Exempt <input type="checkbox"/> Nonexempt <input type="checkbox"/> FLSA status of work to be performed: Exempt <input type="checkbox"/> Nonexempt <input type="checkbox"/>		
7. Describe nature of work to be performed, location, and for whom.		
8. List dates and number of hours of proposed compensated activity. If unknown, please estimate.		
9. Give the name of the University department or program, and explain why this work is not being performed as a regular part of your University responsibilities.		
10. Explain arrangements you have made to ensure that the proposed activity does not interfere with other University responsibilities.		
11. Financial Data: If related to existing contract or grant, attach sponsoring agency approval. If contracted, is proposed activity approved in agency budget? Yes <input type="checkbox"/> No <input type="checkbox"/> Contact Name _____ School/Unit _____ Dept Name _____ Address _____ Account Name _____ Account Code _____ Rate \$ _____ (hr) Total Job \$ _____		
(Signature of Applicant)		(Date)
Approved rate: \$ _____ per _____		



## ADDITIONAL PAY: OUT OF CLASS (OOC) (INTERIM/ ACTING PAY)

- Additional duties within EE's job description - completed without an expectation of additional pay.
- May be requested when an employee takes on considerable extra duties within their college or department.
- When the additional duties will be performed for a considerable period of time, additional pay may be requested.
- Example: Need arises from a vacancy due to retirement which creates an additional workload for another employee.





## ADDITIONAL PAY: OUT OF CLASS (OOC) (INTERIM/ ACTING PAY)

- Nonexempt employees are assessed OOC pay in the following ways:
  - Duties of similar nature (i.e. same pay grade) - Supervisor approves overtime eligibility to allow for the extra work to be completed at rate of time and a half
  - Duties are of a higher level (i.e. higher pay grade) - Employee may be provided Out of Class pay
- Pay is recommended by the department; calculated as a percentage of the employee's base pay, not to exceed 10%.
- Any exceptions require Compensation and senior leadership approvals
- Submit brief memo attached to Out of Class/Z jobs Smartsheet (EE name, ID, reason for request, summary of additional duties, expected time frame)



## ADDITIONAL PAY – LEAD PAY

- May be requested when a non-exempt employee is tasked with higher-level duties (lead or supervisory in nature). Employees already in a supervisory role are not eligible
- Pay is set at 5% of the employees' current salary
- Lead pay may be assessed in the following ways:
  - Hourly/daily basis - Timekeeper applies appropriate Kronos work rule for the specific hours served in a lead capacity.
  - Pay period basis - Department submits ePAF and the 5% pay premium will be applied to all hours worked.



## ADDITIONAL PAY - LEAD PAY, CONT.

- Requesting Lead Pay
  - Develop memo supported by supervisor:
    - Employee name
    - Employee ID
    - Summary of lead duties being performed
    - Expected time frame
  - Upload memo to Out of Class/Zjobs Smartsheet



# Q&A