## HR Liaisons Network Meeting Agenda

**DATE:** August 5, 2021 / 3:00 – 4:45pm  
**ATTENDING:** HR Liaisons and HR Staff

<table>
<thead>
<tr>
<th>Topic</th>
<th>Speaker</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>I. Welcome &amp; Announcements</strong></td>
<td>Karla McCormick</td>
</tr>
<tr>
<td>a. <strong>Staff Updates</strong></td>
<td></td>
</tr>
<tr>
<td>i. Employee Relations Specialist – Betty Watson</td>
<td></td>
</tr>
<tr>
<td>ii. 2 Payroll Specialists – Selection decisions in process</td>
<td></td>
</tr>
<tr>
<td>iii. Suphi McCabe – leaving position &amp; AU</td>
<td></td>
</tr>
<tr>
<td>iv. 2 Records Technicians – interview &amp; selection decisions in process</td>
<td></td>
</tr>
<tr>
<td>b. <strong>Face Coverings Communication</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>II. HRL Network Updates</strong></td>
</tr>
<tr>
<td>a. <strong>Meetings</strong></td>
<td>Leanne Fuller</td>
</tr>
<tr>
<td>i. Called HRL Meeting – June 14, 2021</td>
<td></td>
</tr>
<tr>
<td>ii. Next meeting scheduled September 2, 2021</td>
<td></td>
</tr>
<tr>
<td>b. <strong>New HRL – Outreach</strong></td>
<td></td>
</tr>
<tr>
<td>i. Amanda Carr – August 1</td>
<td></td>
</tr>
<tr>
<td>c. <strong>EverFi Training Information</strong></td>
<td></td>
</tr>
<tr>
<td>i. Shared from June meeting – there has been a change of plans than previously communicated in June</td>
<td></td>
</tr>
<tr>
<td>d. <strong>Standardized Start Dates – August 15</strong> – Abbi Brown</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>III. TigerFlex Pilot Program</strong></td>
</tr>
</tbody>
</table>
| a. **Steering Committee & Various Sub-Committees** | Karla McCormick  
Leanne Fuller |
| i. Pilot Program – called TigerFlex | |
| 1. Quick Implementation | |
| 2. Includes A/P, Staff, TES, and Students (No Faculty as part of pilot) | |
| 3. Multiple Sub-committees | |
| a. Identification of participants – 450-500 | |
| b. Documentation & Forms | |
| i. Assessment form of Position & Employee | |
| ii. Request Form | |
| iii. Service Level Agreement Form | |
| iv. TigerFlex Website | |
| c. Training | |
| i. UC300 course title – available through Fast-Train | |
| d. Communication Plan | |
| i. All campus/employee communication – July 15 | |
| ii. Heads-Up communication to HRLs – July 29 | |
| iii. Participant Supervisor and HRL – July 30 | |
| 4. HRL role | |
| a. Forms & Guidance | |
| b. Submitting documents | |
| 5. *Assessment & Feedback* | |
| a. Collecting feedback throughout pilot program | |
| 6. AUHR Participation | |
| a. Compensation – 100% remote | |
| b. Employment Services - Hybrid | |
| IV. Payroll & Benefit Information | Ann Shore  
|                                | Ashley Fetner |
| a. Mental Health Resource flyer |                                |
| b. NEW - Forms:                |                                |
| i. Late Pay forms (BW, SM, MN) |                                |
| ii. Overpayment Certifications (BW, SM, MN) | |
| iii. Request for Overpayment Calculation | |
| V. Onboarding & Employee ID Cards | Kristine Ball |
| a. I9 Compliance – Regulations of previous remote completions for COVID exceptions | |
| b. Next Coffee and Conversations – next session | |
| c. New ID Card Distribution – thank you! | |
| VI. Human Resource Development | Moriah Kent  
|                                | Kim Graham |
| a. Thank You!                  |                                |
| b. PA Performance Management Training | |
| c. WalkMe Insights             |                                |
| VII. Employment Services       | Jenna Richards  
|                                | Amy Bruce |
| a. Diversity, Equity & Inclusion Check-In process | |
| b. TES Policy                 |                                |
| VIII. Compensation & Classification | Shelly Murray  
|                                | Rod Kelly |
| a. Supervisor Collaboration for Pay & Position Actions | |
| b. DCSITE Project Update      |                                |
| c. Policy of Foreign National Sponsorship | |
| IX. Q & A                     | Karla McCormick |
The following reminders and items were shared in the HR Liaison Zoom meeting that was held on August 5, 2021. Please refer to the audio recording link above for details.

✔ Welcome and Announcements – Karla McCormick
  o Karla McCormick welcomed everyone to the call.
  o Employee Relations Specialist position has been filled with Betty Watson; transferred from Payroll.
  o Payroll had 2 Specialist vacancies
    ▪ One position - Stacy Deloach will begin in the position on 8/16/2021
    ▪ Other position – still in selection process
  o Two Records Technicians – Suphi McCabe has left the University and we are filling 2 positions
    ▪ In selection process
    ▪ Approaching Fall semester, trying to expedite the hiring asap

✔ COVID Information – Karla McCormick – Modifications/Additions from meeting discussion
  o Karla shared that we reached information from Senior Leaders today about ECAL for the post 8/16/2021 (last communication)
  o Effective 8/17/2021
    ▪ ECAL will continue into the Fall semester
    ▪ Limited to 2 weeks
      ▪ If an employee has already exhausted two weeks, no additional ECAL will be available
      ▪ The amount will be prorated for a part-time or student employee based on FTE (full-time equivalent)
      ▪ An eligible employees available ECAL is contingent on how many hours they have used from January 1 – August 16, 2021
      ▪ ECAL used from January 1 – August 16, 2021 will be deducted from the two weeks
    ▪ School/daycare required quarantine
      ▪ ECAL is available in this instance
      ▪ If childcare or on-site learning is available but the employee chooses not to participate, ECAL IS NOT available
      ▪ Communication is being drafted to send out soon
  o Send questions to Covid Resource Center – trying to be consistent in answers provided. Use Covid Liaison TEAMS as well.
  o Hoping to have a COVID Liaison meeting as a refresher and discuss any changes next week – waiting on some final answers and documents to be reviewed

✔ Face Coverings – Karla McCormick
  o Reminder of the communication that went out
  o Face coverings are required indoors on campus
  o No designated end date at this time
  o Enforcement of Compliance:
    ▪ Employees – complaints should be directed to Employee Relations Team
    ▪ Students – complaints should be directed to Student Conduct
    ▪ Visitors:
      ▪ strongly encourage them to comply with face covering
      ▪ if refusal to wear masks and uncomfortable with meeting/contact, politely give them alternatives to meet outside, social distance yourself, etc.
    ▪ Campus Security is available if disruptive behavior exists
Interviewing on Campus:
- Masks (not face shields) must be worn during interviews
- Must follow consistency among interview candidates
- Signage is available for posting in buildings/locations

Question from group on arriving from international travel. Consider the information below on hire dates and coordination with onboarding center/TES on remote I9 completion if in required quarantine period.

COVID-19 Resource Center | Auburn University

Faculty, staff and students returning to Auburn from international travel, including international students arriving prior to the start of the Fall Semester, must do one of the following regardless of vaccination status:

Quarantine for 10 days before returning to campus, **OR**

Receive **both** of the following:

- A polymerase chain reaction (PCR) test on day 3 after arrival, **AND**
- A rapid antigen test on day 5 after arrival.

The individual must quarantine until receipt of a negative result on both tests and the individual is not showing symptoms of COVID-19. The individual may return to campus only if both tests are negative. The individual should continue to self-monitor for symptoms for 14 days and seek medical care and COVID-19 testing if symptoms develop.

If either test result is positive, the individual should isolate themselves to protect others from getting infected.

✔ **HRL Network Updates – Leanne Fuller**
  o **Next Monthly Meeting**
    - Planned for September 2nd - A meeting invite will be forthcoming following this meeting notes/recording distribution.
  o **Welcomed New HRL – Outreach** – Amanda Carr, began her role as HRL on August 1st
  o **EverFi Training Information**
    - Previous HRL Meeting – Garry Morgan, JuWuan Robinson and Katherine Weathers shared that HRLs would receive access to training course. Change in plans have occurred – a new Title IX course is being announced for employees only next week. Mandatory training is required. Employee will register in Fast-Train.
  o **Standardized Start Dates – Abbi Brown**
    - Final approval granted by senior leadership
    - Effective August 15, 2021
    - Communication being sent out
    - Applies to Staff, Admin-Professional, Student employees
    - Excludes Graduate Assistants, Faculty, and TES employees

✔ Any updates to the COVID Liaison, let Leanne Know. An updated directory has been shared in Teams but if there are any changes, make sure to let Leanne know for updating.

✔ **TigerFlex Program (Pilot) – Leanne Fuller**
  o Committees:
    - Steering Committee
    - Participant Identification sub-committee
    - Operations/Process sub-committee
    - Other sub-committees planned – Engagement, Assessment
  o University leadership approved a pilot program to begin August 1, 2021
  o Identification of approximately 490-500 participants for pilot
  o Communications – several communications to campus, HRLs, participant supervisors, Cabinet
  o Training Required
UC300
Register through Fast-Train
Zoom currently, plans to record to being available later

Forms Required
- Employee and Assessment Form
- Request Form
- Service Level Agreement Form
  - VP/Dean level must sign forms
  - If program offered as a result of pilot, plans to develop electronic forms for easier submission
- AUHR is participating
  - Compensation - 100% remote
  - Employment Services – Hybrid
- HRL role
  - Advise and Submissions of Forms
  - Submit participant lists to include names of participants

Payroll & Employee Benefits – Ann Shore and Ashley Fetner

Mental Health Resource
- National Alliance on Mental Health of East Alabama (NAMI)
- 8-week Educational Program; August 23-October 18
- Peer-Led group for Family Members of Adults with a Mental Illness
- Register or for more information:
  - Emlyn: 334-444-4032; or
  - Anita: 334-591-0196
- Patrick has also developed a website with a lot of information on mental health resources: aub.ie/thrive

New Payroll Forms (attached)
- Ashley referenced updated forms that were created to include additional important information
- Posted on Payroll forms webpage
- Communicate the information to timekeepers in your respective areas; there is a planned communication being sent out soon
- New Forms:
  - Late Pay Forms: Biweekly Paid, Semi-monthly & Monthly Paid
  - Overpayment Certification: Biweekly Paid, Semi-monthly & Monthly Paid
  - Request for Overpayment Calculation
- Ashley also reminded the HRLs to inform the timekeepers about importance of payroll schedules and calendar
- Ashley indicated that the 2022 calendar is in Banner; will post to website soon

ECAL request form reminder – any employee that makes a request, the HRL and supervisor both get tagged on the request. Payroll reaches out to confirm the reason for the request. There is a comments section so when you get tagged if you could enter any comments that would be helpful (quarantine, cannot work, etc.) so the leave could get entered in Kronos sooner it would be greatly appreciated.

Onboarding Center and Employee ID Card - Kristine Ball

I9 Compliance related to COVID exceptions
- Federal government requires that any Covid Exceptions that were completed remotely will have an in-person confirmation of viewing documents
- Team has been working on these in communicating with departments and/or employees
- A lot responses from employees indicate that they are no longer working
- Reminder that employees need to be terminated from the university if no longer working, asked that HRLs remind the department admins to terminate employees that meet the criteria of no longer working
- Kristine indicated for HRLs to reach out to her and she would share a list of those in the area; a list will be provided to seek help in getting these completed and making contact with the employee

Coffee and Conversations
Outreach and engagement program with new hires; HRLs can attend as well
Next program is August 27th – Chamber of Commerce will be sharing
A flyer will be sent out for registration
Looking for suggestions for other topics
  • One suggestion was TigerPerks
  o New ID Card distribution – Thank you for your help and assistance in successful distribution to employees
    • Outlying Units – will not be distribute to the Outlying Units (AAES) or ACES offices that are located away from campus
    • As readers are being changed out at your buildings, let Kristine know of issues and she will help identify a person to contact

✅ Human Resource Development – Moriah Kent and Kim Graham
  o Thank you to everyone that has attended the Performance Management training and have encouraged employees to sign up as well
  o Training Numbers:
    • 194 so far
    • 194 scheduled for tomorrow
    • 81 scheduled for Monday
    • 613 users have being using WalkMe
    • 5207 generated visits to the site
  o Created Smart Tips that have been used by 50% of users
  o Thank you all for being champions of the adoption of the system
  o There will not be a training offered in August because of multiple Faculty New Employee Orientation sessions
  o Training will resume – likely in September
  o Training:
    • Has been recorded
    • Will be posted on website – aub.ie/pa7pm
    • Kim shared a resource document that has helpful links; has been shared during the training; it is attached
  o The email address: hrddept@auburn.edu is the email address to use for questions
  o Bill reminded everyone to get employees in the performance management process
  o TigerFlex:
    • Anyone that is participating in the pilot program for remote/hybrid, Bill encouraged an inclusion of pilot participation as a goal in performance management; it is good way to link those together
    • Additional reminder of TigerFlex training offerings:
      • Handout in the trainings provide additional links to other trainings to help supervisors and the participant in the program
  o Fall HRD schedule:
    • Will be posted on website soon
    • Initially, trainings will be completed remotely
    • Later in semester, will revisit the modality of the courses

✅ Employment Services – Jenna Richards & Amy Bruce
  o Diversity, Equity and Inclusion (DEI) Initiatives – began August 1st
    • Outreach and Advertising process
    • Will be reaching out to HRLs via email at intervals throughout the search process
      • Number of applicants
      • How advertising is looking
      • Where majority of candidates are coming from
      • Satisfied with pool
      • Additional outreach needed
      • Etc.

  o Posting Form change
- Advertising and Outreach plan section
  - Will help document the marketing of the posting
- If facilitating any additional advertising
  - Make sure to Employment Specialist know
- **TES Policy Update**
  - Presented changes to the policy a few months ago
  - TES positions should align with University positions – in an effort to ensure equitable pay
  - Exceptions:
    - Non-Tenure Track Faculty
    - Special Projects
    - TES paid through a partnership
    - Retirees
    - TES Executives
  - Has been approved and is now posted on the policy database
  - A communication will be coming out early next week
    - Include the changes
    - Steps to take when submitting the postings in PeopleAdmin
    - Created a table to include hourly rates to reference as a resource
    - For existing postings, TES will communicate that a review of the postings to indicate the new titles
- **Compensation & Classifications – Shelly Murray & Rod Kelly**
- **DCSITE Program** – led by Dr. Skip Bartol in College of Veterinary Medicine
  - Stands for Detection Canine Science Innovation Technology Education Program
  - Campus-wide, large project with the Department of Homeland Security
  - Compensation, Employment and Onboarding will be partnering with various schools involved to expedite the hiring to meet the deadlines
  - If an HRL is involved, a Zoom meeting invite was sent to you for a meeting next week – a deeper dive will occur at that time and next steps moving forward
  - 43 new positions are being created and a number of current staff will be allocated into some of the positions
- **Policy on Sponsorship of Temporary Work or Permanent Residency Petitions for Administrative and Professional Positions**
  - Clarifies the sequence and timing
  - Typically on the faculty side
  - 100% approval on the faculty petitions
  - Rare to have A/P positions sponsored
    - Potentially affects the program negatively on the faculty side if not in research category
    - May require the government to ask for additional information
    - Very complex process in the designation
  - HR now has the responsibility of identifying and determining what is supported as an authorized, eligible position for sponsorship
  - Determination will be made for support, memo will be provided to HRL and dept, and International programs
  - In that determination is the decision of “What is a specialty occupation position?”
    - Minimum of a Bachelors degree must be directed related to the position and a the job has practical application with a highly specialized knowledge beyond that degree
  - Policy, Procedures and a Smartsheet request process have been developed
- **Pay Evaluator**
  - Have been using pay evaluator for 5 years now
  - Collaboration with HRLs and Managers and Supervisors have made it successful
  - **Goal for 2021-2022:**
Reinforce the understanding of the when, why, and how of well-informed decisions
Make sure you have the tools you need
Compensation will come to the departments as needed to help with this understanding
  • Builds confidence in the suggested outcomes
  • Builds confidence in coaching employees on pay
    • Builds employee confidence in the fairness of the AU pay decisions
Tools (attached):
  • Summarizes details of the Pay Evaluator
  • Pay Evaluator Rating Guide
  • Pay Justification Guidelines (tab on Pay Evaluator)
Compensation is striving to be more transparent and is providing more feedback when the justifications do not hit the mark – help in providing the needed justification needed or helps the HRL to review and have those conversations with the supervisors earlier
• Thank you for all you are doing with the pay evaluator program and making the best decisions for our employees

Other questions:
• Merit exception forms – due with the Anaplan input for budget
• Market Study – update
  ▪ Rod shared the timeline progress for the market study
  ▪ Stages:
    • Completed - Job Architecture
    • Completed - Job Descriptions
    • Completed - Market Benchmarking – over 83% have been benchmarked
    • Near completion – Compensation Structures
    • In-Process – AU’s Competitive Position to Market
  ▪ New Job descriptions will be avail
  ▪ 22 Pay Structures
  ▪ Final report delivered in August
  ▪ Working on an internal senior level report to be delivered in October
  ▪ Working on implementation strategies with leaders once the competitive position has been determined
  ▪ Looking at early 2022 before any implementation
  ▪ More information to come and will provide more to HRLs as move forward in communication strategy

There were no other questions and the meeting adjourned.

Notes Shared
Handouts Shared
Recording Shared

LF – 8/12/2021
COMPETITIVE COMPENSATION
and
INFRASTRUCTURE DEVELOPMENT STUDY

Status Report and Timeline to Completion
Stakeholder Overview

August 2021
Contents

1. Previous Update – March 2021 – Status Summary Page 3

2. Current Update – August 2021 – Status Summary Page 4

3. Job Families and Functions within Families Page 5

4. Methodologies Page 6
   a. Benchmarking from Pay Survey Library
   b. Pay Structure Design

5. Project Timeline Page 7
Previous Update

March 2021

AUBURN UNIVERSITY

COMPETITIVE COMPENSATION AND INFRASTRUCTURE DEVELOPMENT STUDY

**COMPLETED**

1. **Job Architecture**
   - Creating a framework for occupational job families organized by:
     - Families and functions,
     - Career streams and levels.

**IN-PROCESS**

2. **Job Descriptions**
   - Modifying job descriptions reflecting the primary purpose of the job through:
     - Responsibilities,
     - Requirements,
     - Career streams and levels,
     - Appropriate titles.

3. **Market Benchmarking**
   - Identifying competitive benchmarks within the markets from which we recruit
     - Local, Regional, National,
     - Higher Education, General Industry

**IN-PROCESS**

4. **Compensation Structures**
   - Developing new competitive pay structures based on
     - Market benchmarks,
     - Occupational Job family.

**TO-BE**

5. **University’s Competitive Position to Market**
   - Analyzing current pay positioned in the new pay ranges to prepare the overall university’s competitive position analysis for future budget and planning implications.
Current Update

1. Job Architecture
   - Framework of occupational families:
     - Job Families and Functions within Families
     - Career Streams and Levels within Streams
   - Outcome:
     - # Job in Architecture: 1,606
     - # Job Families: 22
     - # Functions w/in: 142

2. Job Descriptions
   - Findings:
     - Proliferation of titles
     - Generic descriptions
     - Redundancies of work with multiple titles
   - Outcome:
     - Obvious updates to primary roles and MQ's
     - No mass reclassifications
     - Plan for position-level description updates
     - Multiple positions/org reclassifications executed outside of project

3. Market Benchmarking
   - Findings:
     - Matching and data selection methodology
     - % of jobs Benchmarked: 83%
     - Whole job slotting where no benchmark
     - Mercer and Comp team with Comp validating all
   - Outcome:
     - High Confidence in market medians

4. Compensation Structures
   - Standardized methodology
   - Improved from current single structure
   - # Structures: 22
   - LR to UP spread
   - Midpoint differentials
   - Thirds remain
   - New Base Pay Policies and Procedures supporting current practices and new

5. AU's Competitive Position to Market
   - Analyzing employee pay positioning in new pay ranges to identify overall competitive positioning
   - Preparing the Final Report to Sr. Leadership
   - Used for future budget and planning implications and implementation strategy discussions.
## Job Families and Functions within Families

<table>
<thead>
<tr>
<th>Count of Families</th>
<th>Job Families</th>
<th>Number of Job Functions w/in</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Academic Services and Administration</td>
<td>6</td>
</tr>
<tr>
<td>2</td>
<td>Administration &amp; Operational Support</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>Agriculture &amp; Forestry</td>
<td>2</td>
</tr>
<tr>
<td>4</td>
<td>Athletics</td>
<td>7</td>
</tr>
<tr>
<td>5</td>
<td>Campus Services</td>
<td>3</td>
</tr>
<tr>
<td>6</td>
<td>Facilities, Maintenance, &amp; Operations</td>
<td>13</td>
</tr>
<tr>
<td>7</td>
<td>Financial Operations</td>
<td>6</td>
</tr>
<tr>
<td>8</td>
<td>Health and Wellness</td>
<td>7</td>
</tr>
<tr>
<td>9</td>
<td>Human Resources</td>
<td>11</td>
</tr>
<tr>
<td>10</td>
<td>Information Technology</td>
<td>14</td>
</tr>
<tr>
<td>11</td>
<td>Legal, Compliance &amp; Audit</td>
<td>7</td>
</tr>
<tr>
<td>12</td>
<td>Libraries, Archives &amp; Museums</td>
<td>3</td>
</tr>
<tr>
<td>13</td>
<td>Marketing, Communications, &amp; Multimedia</td>
<td>10</td>
</tr>
<tr>
<td>14</td>
<td>Outreach Programs</td>
<td>3</td>
</tr>
<tr>
<td>15</td>
<td>Production &amp; Skilled Trades</td>
<td>8</td>
</tr>
<tr>
<td>16</td>
<td>Research</td>
<td>8</td>
</tr>
<tr>
<td>17</td>
<td>Sales</td>
<td>2</td>
</tr>
<tr>
<td>18</td>
<td>Student Resources</td>
<td>10</td>
</tr>
<tr>
<td>19</td>
<td>Theatre &amp; Arts</td>
<td>3</td>
</tr>
<tr>
<td>20</td>
<td>Transportation</td>
<td>5</td>
</tr>
<tr>
<td>21</td>
<td>University Advancement</td>
<td>6</td>
</tr>
<tr>
<td>22</td>
<td>Veterinary and Animal Care</td>
<td>5</td>
</tr>
</tbody>
</table>
**Benchmarking Methodology**

- Utilized salary surveys from Higher Education and General Industry
- Jobs were matched no less than two survey matches per job (from two different survey vendors)
- Job matches must represent at least 70% of the primary AU role
- Depending on the jobs career stream (Administrative & Operational Support, Professional, Management, and Executive) appropriate data cuts were utilized.
- Survey benchmark data will inform a composite market rate, the 50th percentile of the market will be used to align to pay structure

**Pay Structure Building Methodology**

- Spread (LR to UR): “Width” of pay range; progressive (i.e. not static like current structure)
- Midpoint Differentials: Difference between midpoints; progressive (i.e. not static like current structure)
- Segmentation by Thirds (no change)
## Project Timeline

### COMPETITIVE COMPENSATION AND INFRASTRUCTURE DEVELOPMENT STUDY

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>Month</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
</tr>
</thead>
<tbody>
<tr>
<td>Month</td>
<td>Week 19-23</td>
<td>26-30</td>
<td>2-6</td>
<td>9-13</td>
<td>16-20</td>
</tr>
<tr>
<td>1 Master Job Architectures</td>
<td>Complete</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Internal Employee Pay Analysis</td>
<td>DST Preparation Initiated</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 Job Description Export</td>
<td>Complete</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Compensation Administration Maintenance Manual</td>
<td>Complete</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 Base Pay Policies and Procedures</td>
<td>Final Drafts Approved</td>
<td>Vetting with Senior Leadership</td>
<td>Vetting with HRLs</td>
<td>Posted</td>
<td></td>
</tr>
<tr>
<td>6 Communications Strategy</td>
<td>Preparation Drafting Complete</td>
<td>Initiated in Phases based on Audience</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7 Completion Timeline and Status Report to Project Champions</td>
<td>Delivered</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8 Internal Leadership Report</td>
<td>Initiated</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9 Mercer Analysis and Prepares Leadership Report</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Notes:**
- DST: Drafting, Submission, Tactical
- Vetting: Vetting with senior leadership, HRLs (Head of Regional Leadership)
- Completion Timeline and Status Report to Project Champions: Delivered
- Final Report to Senior Leadership: Project Champion Review
A disciplined, systematic, unbiased, and fiscally responsible process supporting well-informed job-based pay decisions without regard to such human qualities as race, color, sex (which includes sexual orientation, gender identity, and gender expression), ethnicity, age, religion, national origin, disability, protected veteran status, economic status, and genetic information.

Why is it used?

- New Hire Pay Decisions -- One consistent and fully compliant process; and hiring departments making well-informed decisions using Pay Evaluator© as a tool
- Access to Needed Talent Levels -- Offering pay that attract the talent levels required
- Correct potential Pay Inequities caused by New Hire Pay -- Pay alignments authorized for existing similarly titled staff, at time of new hire, using Pay Evaluator©

What does it do?

- Supports disciplined, systematic, unbiased, and fiscally responsible pay decisions by managers.
- Assesses five candidate criteria in relation to the minimum requirements of the job as stated on the job description.
- Develops a suggested range of pay levels within the job-assigned pay grade range for manager’s consideration.
- Provides framework of informed decision guidance, common terminology, and justifications to support the decision.
- Allows variance of pay level with appropriate justification if criteria not already reflected in the Pay Evaluator©.

Why it is important to document full education, experience, and other credentials?

The Pay Evaluator© uses the candidate’s education, experience, and other credentials to assure appropriate pay levels. It is important for candidates to provide all information to allow the Pay Evaluator© to capture the candidate’s qualifications as they relate to the minimum requirements of the job as stated on the job description.

- Assures appropriate pay levels by considering five pay factors to capture the candidate’s job related qualifications and attributes as they relate to the minimum requirements of the job as stated on the job description.
- By applying ratings to each of these factors, the Pay Evaluator© will provide a suggested pay interval within the pay range.

How is it used?

- Using the Pay Evaluator©, HR Liaisons, Generalists, and AUHR/Compensation & Classification will collaborate with managers for developing well-informed pay recommendations.
- The completed and signed Pay Evaluator© is placed in the employee’s master personnel file.
- Managers and HRLs use the approved Pay Evaluator© as educational guide to explain new pay levels to employees.

When is it used?

- Internal and External Hires (certain restrictions apply to demotions and lateral transfers)
- Recognizing “growth promotions” that result from a reclassification process.
- Correcting potential alignment issues arising from new incoming employees’ pay compressing, or inverting, the pay levels of existing similarly-situated employees within a work unit, organization unit, or division. If warranted, resulting adjustments “triggered” by the new pay are processed within 30 days of the new hire start date.

NOTE: The Pay Evaluator© is not used for independent reviews of employees’ pay outside of the pay actions outlined above.
Policy on Sponsorship of Temporary Work or Permanent Residency Petitions for Administrative and Professional Positions

BACKGROUND

1. University sponsorship on behalf of foreign nationals = Essential operational practice at AU
   - Ensuring access to best qualified teaching and research faculty in timely manner
   - AU’s OIP’s prudent stewardship is resulting in 100% governmental approval of sponsored petitions

2. RARE: sponsoring foreign national in a non-faculty (A&P) position may be appropriate

3. RISK: must be qualified as a “specialty occupational position”
   - Processing “unqualified” = serious risk of detrimental impact to AU’s access to teaching and research faculty
NEW POLICY

1. Responsibility for determination of support for AU sponsorship: AU Human Resources
   - Is position “qualified” as a specialty occupational position
   - If so, is foreign national qualified for the subject A&P position

2. AUHR/Compensation provides a Determination of Support
   - Memo of “Support” or “Do Not Support” in reasonable timeframe
   - Explanation as to the criteria for being “specialty occupational position”
   - If not supported, suggest foreign national contact OIP; several ways to proceed without sponsorship
   - Copies to 1) requesting department; 2) HR Liaison; 3) OIP
SPECIALTY OCCUPATIONAL POSITION

Requires:

A. “The theoretical and practical application of a body of highly specialized knowledge in fields of human endeavor, such as architecture, engineering, mathematics, physical sciences, social sciences, medicine and health, education, business specialties, accounting, law, theology, or the arts;”

AND

B. “The attainment of a U.S. bachelor’s degree or higher in a directly related specific specialty, or its equivalent, as a minimum for entry into the occupation in the United States. The required specialized studies must be directly related to the position. A position is not a specialty occupation if attainment of a general degree, such as business administration or liberal arts, without further specialization, is sufficient to qualify for the position. While a position may allow a range of degrees or apply multiple bodies of highly specialized knowledge, each of those qualifying degree fields must be directly related to the proffered position.”
POLICY, PROCEDURE, and SUBMITTING REQUEST

Policy

https://sites.auburn.edu/admin/universitypolicies/Policies/PolicyonSponsorshipofTemporaryWorkorPermanentResidencyPetitionsforAPPPositions.pdf

AUHR Procedures

http://www.auburn.edu/administration/human_resources/procedures/index.html

Submitting Request

https://app.smartsheet.com/b/form/3d099818fd584cb9abf80e5208e03355
5-YEARS! OF PAY EVALUATOR

CELEBRATING THE COLLABORATION

Successful Radical Change

- Successful Pay Outcomes

Success was Possible only because of:

- Successful Collaboration
  - with YOU
  - with Managers/Supervisors

- Supervisor/Manager Involvement in Pay Evaluator Use -
  - Goal for 2021–2022: Reinforce understanding of the when, why, and how of well-informed decisions
    - Builds their confidence in the suggested outcomes
    - Builds their confidence in coaching employees on pay
      - Builds employee confidence in the fairness of AU pay decisions

Helpful Tools to Reinforce Collaboration:
Flyer – Why, What, How, When
(Summary – no details)
# Rating Guide – Supporting supervisors’ understanding the 5 Pay Factors used and levels for each

## Pay Evaluator Rating Guide

<table>
<thead>
<tr>
<th>Title</th>
<th>Description</th>
<th>0</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Directly Related and Relevant Education</td>
<td>To what extent do the candidate’s/employee’s education and skills meet the job description’s stated minimum requirements?</td>
<td>0 = Employee possesses less than the minimum requirements of the job.</td>
<td>1 = Employee meets the minimum requirements of the job.</td>
<td>2 = Employee possesses qualifications 2 to 4 years above the minimum requirements of the job.</td>
<td>3 = Employee possesses qualifications 5 or more years above the minimum requirements of the job.</td>
<td>4 = Employee possesses qualifications 5 to 10 years above the minimum requirements of the job.</td>
<td>5 = Employee possesses qualifications 11 or more years above the minimum requirements of the job.</td>
</tr>
<tr>
<td>Directly Related and Relevant Experience</td>
<td>To what extent does the candidate’s/employee’s directly related/relevant experience meet the job description’s stated minimum requirements?</td>
<td>0 = Demonstrated experience is less than the minimum requirements.</td>
<td>1 = Demonstrated directly related and relevant experience meets minimum requirements.</td>
<td>2 = Demonstrated directly related and relevant experience is 2-4 years above the minimum requirements.</td>
<td>3 = Demonstrated directly related and relevant experience is 5 to 10 years above the minimum requirements.</td>
<td>4 = Demonstrated directly related and relevant experience is 11 or more years above the minimum requirements.</td>
<td>5 = Demonstrated directly related and relevant experience is 11 or more years above the minimum requirements.</td>
</tr>
<tr>
<td>Directly Related and Relevant Certification(s)</td>
<td>To what extent does the candidate’s/employee’s directly related/relevant certifications meet the job description’s stated minimum requirements?</td>
<td>0 = Employee possesses less than the minimum licensure and certification levels required.</td>
<td>1 = Employee possesses minimum licensure and certification levels required.</td>
<td>2 = Employee possesses licensure and certification levels that moderately exceed the stated requirements of the job.</td>
<td>3 = Employee possesses licensure and certification levels that significantly exceed the stated requirements of the job.</td>
<td>4 = Employee possesses licensure and certification levels that significantly exceed the stated requirements of the job.</td>
<td>5 = Employee possesses licensure and certification levels that significantly exceed the stated requirements of the job.</td>
</tr>
<tr>
<td>Additional directly related or relevant Credentials, Affiliations, and Recognition(s)</td>
<td>To what extent does the candidate’s current/recent Credentials, Affiliations, or Industry Recognition(s) meet the job description’s stated minimum requirements?</td>
<td>0 = Employee possesses less than the minimum credential, affiliation, or industry recognition levels required.</td>
<td>1 = Employee possesses minimum credential, affiliation, or industry recognition levels required.</td>
<td>2 = Employee possesses credential, affiliation, or industry recognition levels required, and moderately exceeding the stated requirements of the job.</td>
<td>3 = Employee possesses credential, affiliation, or industry recognition levels required, and significantly exceeding the stated requirements of the job.</td>
<td>4 = Employee possesses credential, affiliation, or industry recognition levels required, and significantly exceeding the stated requirements of the job.</td>
<td>5 = Employee possesses credential, affiliation, or industry recognition levels required, and significantly exceeding the stated requirements of the job.</td>
</tr>
<tr>
<td>Performance Rating</td>
<td>Performance ratings default to “1; Strong Performance” for actions such as offer external, offer internal, or recategorizations. Actual performance ratings are counted for salary alignments only.</td>
<td>Unacceptable</td>
<td>Marginal</td>
<td>Meets Expectations</td>
<td>Exceeds Expectations</td>
<td>Exemplary</td>
<td></td>
</tr>
</tbody>
</table>
Pay Justification Guidelines – supporting and building supervisors’ know-how to best present a justification.

Auburn University Guidelines for Developing a Salary Justification

Using the University’s decision support tool, Pay Evaluator®, Auburn University Human Resources assist supervisors and managers in developing well-informed pay decisions when initiating base pay actions for non-faculty employees (University Staff and Administrative and Professional). …

Well-Informed Decision Making

The Pay Evaluator® is a systematic, disciplined, equitable, and factually responsible pay decision support tool, suggesting appropriate pay levels that reflect:

1. Job content value of the work being executed and
2. Measured value of an individual’s pre-defined work-related attributes and qualifications (knowledge, skills, and abilities) contributing to the successful execution of a job relative to the minimum requirements of the job, as published on the job description with respect to such human qualities as race, gender, ethnicity, physical ability, nationality, age, religion, or sexual orientation.

Developing a well-informed pay decision is a primary responsibility of the supervisor or manager of the subject employee working in collaboration with their designated HR liaison and the Compensation and Classification staff in the proper use of the University’s Pay Evaluator®.

Suggested Appropriate Placement in Pay Range

By directly comparing the candidate/employee specific work-related qualifications and attributes to the minimum requirements of the job, the Pay Evaluator® provides a suggested low-to-high pay interval for the hiring supervisor/manager’s consideration.

Collaborative Recommendation with or without Required Justification

The hiring supervisor/manager, working with the designated HR liaison and/or Compensation staff, will determine the collaborative pay level to offer the employee.

1. If the recommended pay level is within the suggested interval, then additional justification is NOT REQUIRED.
2. However, if the recommended pay level is OUTSIDE of the suggested interval (either below or above), the hiring supervisor/manager IS REQUIRED to provide additional justification specifically addressing those individual work-related attributes and qualifications that have not already been reflected in the selected criteria ratings of the Pay Evaluator.

Preparing a Required Justification – Pay Level Above the Suggested Interval

A justification for recommending a salary above the suggested high of the interval must include those candidate/employee specific work-related qualifications and attributes relative to the minimum job requirements that have not already been reflected in the selected criteria ratings of the Pay Evaluator.

1. Demonstrated Knowledge: As appropriate, the justification could include those relevant and unique employee-specific and job-related knowledge attributes (knowledge, skills, and abilities, competencies) that have led to the candidate’s demonstrated track record of success – delivering outcomes or results beyond what is normally expected at the stage of their career. Be specific, and provide at least two examples to ensure a full understanding of how the demonstrated knowledge provides for a stronger than required candidate/employee qualifications profile that has already been accounted for by the Pay Evaluator ratings.
2. Demonstrated Experience: As appropriate, the justification could include those specialized and unique employee-specific types or qualities of job-related experience that have led to the candidate’s demonstrated track record of success – delivering outcomes or results beyond what is normally expected at the stage of their career. Be specific, and provide at least two examples to ensure a full understanding of how the demonstrated experience(s) provide for a stronger than required candidate/employee qualifications profile than has already been accounted for by the Pay Evaluator ratings.
3. Credentials, Affiliations, Recognitions: As appropriate, the justification could include:
   a. Professional industry or occupational credentials, beyond minimum requirements that are directly related to the job, however, have not been appropriately captured by the selected ratings for the Pay Evaluator.
   b. Professional industry or occupational recognition as an expert in their profession. Provide at least two examples to ensure a full understanding of how this expertise has been recognized.
   c. Professional leadership affiliation and/or role, at a regional or national level, with a directly related and relevant industry or occupational professional association, whereby the candidate/employee has demonstrated direct influence on the organization’s mission in advancing the work, credibility, and stature of the profession. Provide at least two examples to ensure a full understanding of how this affiliation provides for a stronger than required candidate/employee qualifications profile already accounted for by the Pay Evaluator ratings.

Statements Not to Include in a Justification

A well-written justification will not include the following, as they do not strengthen the case for a pay level outside of the suggested interval:

1. Restating the candidate/employee’s qualifications that already qualified the candidate/employee to be in the candidate pool. These are accounted for in the selected ratings of each criterion on the Pay Evaluator.
2. Restating the candidate/employee’s proposed job duties, as these duties were evaluated in the determination of allocating the job to a specific pay grade range.
3. Comparing the candidate/employee’s proposed salary to other similarly situated employees within the team, department or division, as each employee’s pay level is individually developed through a systematic assessment of 1) the job content value of the work being executed, and 2) the measured value of an individual’s pre-defined work-related attributes and qualifications (knowledge, skills, and abilities) contributing to the successful execution of a job relative to the minimum requirements of the job, as published on the job description without regard to such human qualities as race, gender, ethnicity, physical ability, nationality, age, religion, or sexual orientation.

For additional assistance, contact:

- Anna Durnett
  Compensation Specialist
  334-844-1983
  annad073@auburn.edu
- Rob Mills
  Compensation Specialist
  334-844-1273
  robmills079@auburn.edu
- Bailey Ward
  Compensation Specialist
  334-844-1001
  bward001@auburn.edu
- Shelly Morris
  Manager, Compensation Administration
  334-844-1025
  sjmorris001@auburn.edu
- Rod Kelly
  Exec Dr, Compensation & Classification
  334-844-1618
  rdkelly001@auburn.edu

8
THANK YOU

Human Resources Liaisons

For partnering with us and keeping up with all you do!

New Policy and Procedure Development

AU Human Resources
Karla McCormick   Assoc VP, Human Resources
Leanne Fuller    Director, Human Resources Services
David Hall       Manager, HR Administration

Office of the Provost
Kerry Ransel     Special Asst, Provost-HR

Office of International Programs
Dr. Andy Gillespie Asst Provost, International Programs
Obrad Budic      Dir, Intl Stu & Scholar Svcs

Office of the General Counsel
Morgan Sport     University Counsel

VisaPro Immigration Attorneys
Monique K. Meadows, Esq. Attorney
NAMI (National Alliance on Mental Health) of EAST ALABAMA

WILL HOST AN 8-WEEK EDUCATIONAL PROGRAM: “FAMILY-TO-FAMILY”

AUGUST 23 – OCTOBER 18
MONDAYS, 6:00 TO 8:30 PM
AUBURN UNITED METHODIST CHURCH
ROOM A-113

THIS IS A PEER-LED GROUP FOR FAMILY MEMBERS OF ADULTS WITH A MENTAL ILLNESS

TO REGISTER, OR FOR MORE INFORMATION, CONTACT:

EMILYN: 334-444-4032 OR
ANITA: 334-591-0196

THERE IS NO COST FOR THE PROGRAM
A LIGHT MEAL WILL BE SERVED
Late Pay Forms
Biweekly

Time Sheet Organization HR_______

<table>
<thead>
<tr>
<th>Employee Name</th>
<th>Banner ID</th>
<th>Period Covered</th>
<th>Employee Class</th>
<th>Position Number</th>
<th>Earn Code</th>
<th>Hours (if applicable)</th>
<th>Dollar Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(One Employee Per Page)

**Rate changes and manual checks only.** Missed hours for previous pay periods need to be entered in Kronos as historical edits.

<table>
<thead>
<tr>
<th>Fund</th>
<th>Org</th>
<th>Account</th>
<th>Program</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

FOAP (Funding does not need to be included on the late pay form unless it is different than the funding on the job record.)

<table>
<thead>
<tr>
<th>% (Lines must equal 100%)</th>
<th>Fund</th>
<th>Org</th>
<th>Account</th>
<th>Program</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Prepared by_______________________________ Phone ____________________ Date____________

(Print Name)

Authorized by:_____________________________ □ EPAF has been approved by ALL users

Revised 07/2021
Late Pay Forms
(Monthly & Semimonthly Paid Employees)

Time Sheet Organization HR_______

<table>
<thead>
<tr>
<th>Employee Name</th>
<th>Banner ID</th>
<th>Period Covered</th>
<th>Employee Class</th>
<th>Position Number (include suffix)</th>
<th>Hours (if applicable)</th>
<th>Dollar Amount*</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(One Employee Per Page)

Reason for Late Pay:

____ Rate Change
____ Missed Pay

FOAP (Funding does not need to be included on the late pay form unless it is different than the funding on the job record.)

<table>
<thead>
<tr>
<th>% (Lines must equal 100%)</th>
<th>Fund</th>
<th>Org</th>
<th>Account</th>
<th>Program</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Prepared by_______________________________   Phone ____________________   Date____________
(Print Name)

Authorized by:________________________________       EPAF has been approved by ALL users

*Formula to calculate for less than a full pay period (Monthly or Semi-Monthly):
Assign salary x days worked/total work days in pay period = amount to pay
Ex. $2500 x 8 / 22= $909.09

Revised 07/2021
Overpayment Certification
Biweekly

Time Sheet Organization HR ______

<table>
<thead>
<tr>
<th>Employee Name</th>
<th>Banner ID</th>
<th>Period Covered</th>
<th>Employee Class</th>
<th>Position Number</th>
<th>Earn Code</th>
<th>Hours (if applicable)</th>
<th>Dollar Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(One Employee Per Page)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

FOAP (Funding does not need to be included on the late pay form unless it is different than the funding on the job record.)

<table>
<thead>
<tr>
<th>% (Lines must equal 100%)</th>
<th>Fund</th>
<th>Org</th>
<th>Account</th>
<th>Program</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Prepared by ________________ Phone __________________ Date __________
(Print Name)

Authorized by: ____________________________ □ EPAF has been approved by ALL users

Revised 07/2021
Overpayment Certification
(Monthly & Semimonthly Paid Employees)

Time Sheet Organization HR_______

<table>
<thead>
<tr>
<th>Employee Name</th>
<th>Banner ID</th>
<th>Period Covered</th>
<th>Employee Class</th>
<th>Position Number (include suffix)</th>
<th>Hours (if applicable)</th>
<th>Dollar Amount*</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(One Employee Per Page)

Pay Cycle:
- Monthly
- Semi-Monthly

FOAP (Funding does not need to be included on the late pay form unless it is different than the funding on the job record.)

<table>
<thead>
<tr>
<th>% (Lines must equal 100%)</th>
<th>Fund</th>
<th>Org</th>
<th>Account</th>
<th>Program</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Prepared by_______________________________ Phone ____________________ Date____________
(Print Name)

Authorized by:___________________________ □ EPAF has been approved by ALL users

*Formula to calculate for less than a full pay period (Monthly or Semi-Monthly):
Assign salary x days worked/total work days in pay period = amount to pay
Ex. $2500 x 8 / 22 = $909.09

Revised 07/2021
Performance Management Resources

PA7PM User Guide
The PeopleAdmin Performance Management (PA7PM) system user guide can be found at aub.ie/pa7pm. This guide offers step-by-step written instructions for the new system based on the phase of performance management that you want to complete.

All Things Performance
Visit aub.ie/performance as your #1 source for performance management information at Auburn University.

Interactive Tutorial
Want to see brief videos of the new PA7PM system in action? Check out this resource featuring the first five steps of the process.

Technical Assistance
For technical issues, contact us at HRDdept@auburn.edu and include the following information:
- Department name
- Your name and Banner ID
- Are you working on your review or your employee's?
- If employee, what is their name and Banner ID?
- PA7PM step you are working on
- Screen shot of the issue
- Detailed description of the issue

WalkMe
WalkMe is a tool that provides real-time guidance directly in the new PA7PM system. To utilize this tool, download the browser extension at aub.ie/walkme. Once this is done, it will automatically appear when you access the PA7PM system.
<table>
<thead>
<tr>
<th>Title</th>
<th>Description</th>
<th>0</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Directly Related and Relevant Education</td>
<td>To what extent do the candidate's/employee's education and skills meet the job description's stated minimum requirements?</td>
<td>0 = Employee possesses less than the minimum requirements of the job.</td>
<td>1 = Employee meets the minimum requirements of the job.</td>
<td>2 = Employee possesses qualifications 2 to 4 years above the minimum requirements of the job. *</td>
<td>3 = Employee possesses qualifications 5 or more years above the minimum requirements of the job. **</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Directly Related and Relevant Experience</td>
<td>To what extent does the candidate's/employee's directly related/relevant experience meet the job description's stated minimum requirements?</td>
<td>0 = Demonstrated directly related and relevant experience is less than the minimum requirements.</td>
<td>1 = Demonstrated directly related and relevant experience meets minimum requirements.</td>
<td>2 = Demonstrated directly related and relevant experience is 2-4 years above the minimum requirements.</td>
<td>3 = Demonstrated directly related and relevant experience is 5 to 10 years above the minimum requirements.</td>
<td>4 = Demonstrated directly related and relevant experience is 11 or more years above the minimum requirements</td>
<td></td>
</tr>
<tr>
<td>Directly Related and Relevant Certification(s)</td>
<td>To what extent does the candidate's/employee's directly related/relevant certifications meet the job description's stated minimum requirements?</td>
<td>0 = Employee possesses less than the minimum licensure and certification levels required.</td>
<td>1 = Employee possesses minimum licensure and certification levels required.</td>
<td>2 = Employee possesses licensure and certification levels that moderately exceed the stated requirements of the job.</td>
<td>3 = Employee possesses licensure and certification levels that significantly exceed the stated requirements of the job.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Additional directly related or relevant Credential(s), Affiliation(s) and Recognition(s)</td>
<td>To what extent does the candidate's current/recent Credentials, Affiliations, or Industry Recognition(s) meet the job description's stated minimum requirements?</td>
<td>0 = Employee possesses less than the minimum credential, affiliation, or industry recognition levels required.</td>
<td>1 = Employee possesses minimum credential, affiliation, or industry recognition levels required.</td>
<td>2 = Employee possesses credential, affiliation, or industry recognition levels required, and moderately exceeding the stated requirements of the job.</td>
<td>3 = Employee possesses credential, affiliation, or industry recognition levels required, and significantly exceeding the stated requirements of the job.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance Rating</td>
<td>Performance ratings default to “1; Strong Performance” for actions such as offer external, offer internal, or reclassifications. Actual performance ratings are counted for salary alignments only.</td>
<td>Unacceptable</td>
<td>Marginal</td>
<td>Meets Expectations</td>
<td>Exceeds Expectations</td>
<td>Exemplary</td>
<td></td>
</tr>
</tbody>
</table>

Updated 8/4/2021
Auburn University Guidelines for Developing a Salary Justification

Using the University’s decision support tool, Pay Evaluator©, Auburn University Human Resources assists supervisors and managers in developing well-informed pay decisions when initiating base pay actions for non-faculty employees (University Staff and Administrative and Professional).

Well-Informed Decision Making

The Pay Evaluator© is a systematic, disciplined, equitable, and fiscally responsible pay decision support-tool, suggesting appropriate pay levels that reflect:

1. Job content value of the work being executed, and
2. Measured value of an individual’s pre-defined work-related attributes and qualifications (knowledge, skills, and abilities contributing to the successful execution of a job) relative to the minimum requirements of the job, as published on the job description without regard to such human qualities as race, gender, ethnicity, physical ability, nationality, age, religion, sexual orientation.

Developing a well-informed pay decision is a primary responsibility of the supervisor or manager of the subject employee, working in collaboration with their designated HR Liaison and the Compensation and Classification staff in the proper use of the university’s Pay Evaluator©.

Suggested Appropriate Placement in Pay Range

By directly comparing the candidate/employee-specific work-related qualifications and attributes to the minimum requirements of the job, the Pay Evaluator© provides a suggested low-to-high pay interval for the hiring supervisor/manager’s consideration.

Collaborative Recommendation with or without Required Justification

The hiring supervisor/manager, working with the designated HR Liaison and AUHR Compensation staff, will determine the collaborative pay level to offer the employee.

1. If the recommended pay level is within the suggested interval, then additional justification is NOT REQUIRED.
2. However, if the recommended pay level is OUTSIDE of the suggested interval (either below or above), the hiring supervisor/manager IS REQUIRED to provide additional justification specifically addressing those individual work-related attributes and qualifications that have not already been reflected in the selected criteria ratings of the Pay Evaluator.

Preparing a Required Justification – Pay Level Below the Suggested Interval

A justification for recommending a pay level below the suggested low of the interval must be based on criteria other than the work-related qualification attributes possessed by the candidate/employee, and without regard to such human qualities as race, gender, ethnicity, physical ability, nationality, age, religion, or sexual orientation. To have been qualified for the new job or promotion, the candidate/employee must have already fully met all of the minimum requirements as stated on the published job description.

Therefore, the likely justification for a recommendation below the suggested interval will be the inability to pay based on funding limitations. If this is the case, a statement from the hiring division’s budget authority stating that there are insufficient funds available to pay within the suggested interval is required.
Preparing a Required Justification – Pay Level Above the Suggested Interval

A justification for recommending a salary above the suggested high of the interval must identify those candidate/employee-specific work-related qualifications and attributes relative to the minimum job requirements that have not already been reflected in the selected criteria ratings of the Pay Evaluator.

1. **Demonstrated Knowledge**: As appropriate, the justification could include those relevant and unique employee-specific and job-related know-how attributes (knowledge, skills, and abilities, competencies) that have led to the candidate’s demonstrated track record of success – delivering outcomes or results beyond that which is normally expected at this stage of their career. Be specific, and provide at least two examples to ensure a full understanding of how the candidate’s/employee’s demonstrated knowledge provides for a stronger than required candidate/employee qualifications profile than has already been accounted for by the Pay Evaluator ratings.

2. **Demonstrated Experience**: As appropriate, the justification could include what specialized and unique employee-specific types or qualities of job-related experience that have led to the candidate’s demonstrated track record of success – delivering outcomes or results beyond that which is normally expected at this stage of their career. Be specific, and provide at least two examples to ensure a full understanding of how the demonstrated experience(s) provide for a stronger than required candidate/employee qualifications profile than has already been accounted for by the Pay Evaluator ratings.

3. **Credentials, Affiliations, Recognitions**: As appropriate, the justification could include:
   a. **Professional industry or occupational credentials**, beyond minimum requirements that are directly related to the job, however, have not been appropriately captured by the selected ratings for the Pay Evaluator.
   b. **Professional industry or occupational recognition** as an expert in their profession. Provide at least two examples to ensure a full understanding of how this expertise has been recognized.
   c. **Professional leadership affiliation and/or role**, at a regional or national level, within a directly related and relevant recognized industry or occupational professional association, whereby the candidate/employee has demonstrated direct influence on the organization’s mission in advancing the work, credibility, and stature of the profession. Provide at least two examples to ensure a full understanding of how this affiliation provides for a stronger than required candidate/employee qualifications profile already accounted for by the Pay Evaluator ratings.

**Statements Not to Include in a Justification**

A well-written justification will not include the following, as they do not strengthen the case for a pay level outside of the suggested interval:

1. **Restating the candidate/employee’s qualifications** that originally qualified the candidate/employee to be in the candidate pool. These are accounted for in the selected ratings of each criteria on the Pay Evaluator.
2. **Restating the candidate/employee’s proposed job duties**, as theses duties were evaluated in the determination of allocating the job to a specific pay grade range.
3. **Comparing the employee/candidate’s proposed salary** to other similarly situated employees within the team, department or division, as each employee’s pay level is individually developed through a systematic assessment of 1) the job content value of the work being executed, and 2) the measured value of an individual’s pre-defined work-related attributes and qualifications (knowledge, skills, and abilities contributing to the successful execution of a job) relative to the minimum requirements of the job, as published on the job description without regard to such human qualities as race, gender, ethnicity, physical ability, nationality, age, religion, and sexual orientation.

**For additional assistance, contact:**

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anna Durrett</td>
<td>Compensation Specialist</td>
<td>334-844-1858</td>
<td><a href="mailto:amd0077@auburn.edu">amd0077@auburn.edu</a></td>
</tr>
<tr>
<td>Brad Mills</td>
<td>Compensation Specialist</td>
<td>334-844-1773</td>
<td><a href="mailto:mbm0095@auburn.edu">mbm0095@auburn.edu</a></td>
</tr>
<tr>
<td>Bailey Ward</td>
<td>Compensation Specialist</td>
<td>334-844-1601</td>
<td><a href="mailto:beb0017@auburn.edu">beb0017@auburn.edu</a></td>
</tr>
<tr>
<td>Shelly Murray</td>
<td>Manager, Compensation Administration</td>
<td>334-844-1635</td>
<td><a href="mailto:sjm0049@auburn.edu">sjm0049@auburn.edu</a></td>
</tr>
<tr>
<td>Rod Kelly</td>
<td>Exec Dir, Compensation &amp; Classification</td>
<td>334-844-1618</td>
<td><a href="mailto:rfk0003@auburn.edu">rfk0003@auburn.edu</a></td>
</tr>
</tbody>
</table>
Request for Overpayment Calculation

Date__________

Employee Name_________________________________________ Banner ID__________

Department Name_______________________________________Time Keeping Location____

Time Keeper Name_________________________Phone number______________

TK email______________________________

Pay Period______________Job/Position Number ________________

Reason employee was overpaid______________________________________

___________________________________________________________________

___________________________________________________________________

___________________________________________________________________

___________________________________________________________________

___________________________________________________________________

___________________________________________________________________

FOAP for charging $100.00 overpayment fee______ _______70845___________

Date corrected EPAF processed______________________

________________________   ____________________________

Department Head (printed)        Department Head (signature)

________________________   ______________________________

Dean/Director (printed)              Dean/Director (signature)

NOTE: This form must be signed by the Department Head and Dean not an
authorized signer for them.