



*The New American University*

# **COMPENSATION AND SALARY ADMINISTRATION**

## **A GUIDELINE FOR MANAGERS**

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## Introduction

Arizona State University is on the path to achieving the vision of The New American University. Inherent to this vision is becoming a National Comprehensive University by 2012 which also includes establishing national standing in academic quality. In order to realize this goal, the ability to attract and retain top talent, not only faculty, but staff as well, is vital in the transformation of ASU. It is the intent of these set of guidelines to provide a basis by which compensation becomes a management tool which will enable you to strengthen the relationship between the vision for ASU and recognizing/rewarding the contributions of staff who exemplify the values of:

- Excellence
- Innovation
- Continuous Improvement
- Creative Expression
- Peer Recognition
- Collaboration across department and disciplines
- Use-inspired Outcomes
- Community Spirit

As a manager, one of the most important responsibilities you have is the management of your most valuable asset – your staff. You have been delegated the responsibility to understand and communicate the overriding principles behind the compensation program here at ASU. The information contained in this guide is presented to assist you in managing the growth and development of your staff members based on their performance, competency, and career plans in a consistent and equitable fashion. The following sections define the various practices available including how, when and why to engage with the Compensation area to assist you through some of your most important and visible decisions.

*“Through the efforts of ASU employees, we are creating one of the greatest learning environments ever established anywhere. I appreciate the commitment and significant contributions demonstrated by our university employees, and I support the opportunities we have to acknowledge and celebrate the individual and collective accomplishments of our colleagues.”*

Michael M. Crow

President, Arizona State University



## **Compensation at Arizona State University**

### **Philosophy**

The overarching principle for compensation is to provide a compensation rate that is competitive with the identified market, is equitable and consistent across the University, affordable within the parameters of budgetary constraints yet recognizes the importance of differentiating compensation levels due to performance, skills and competencies.

Compensation is a combination of offerings provided by the employer, and it is this mix of elements which each current and future member of the ASU family refers to when deciding on engaging in, or continuing with the employment relationship. Other conditions, like the quality of management, work content, challenge and opportunities for growth and recognition are important career considerations which contribute to the achievement of the vision for ASU. The Total Compensation package offered to employees is designed to provide broad, comprehensive and affordable plans and programs designed to assist during times of personal need, build future financial stability, provide ongoing availability to world-class educational opportunities, reward and recognize long term commitment to ASU. The University has made the strategic decision to bear the greater portion of benefit plan contributions so that, when taken in total, the mix of compensation available is very competitive when compared to other employers.

### **Objective**

Compensation and Classification is designed to reflect each position's unique responsibilities, requirements and influence. The total compensation package is meant to provide a framework by which ASU can attract, retain and develop highly motivated and talented staff by directly relating the institution's achievements and successes to the achievements and successes of staff.

### **Methodology**

The Compensation area oversees the design, management and administration of the key concepts noted above through establishment of the methods and practices used. This is accomplished through:

- Establish and maintain an internally equitable position classification system
- Establish, review, and evaluate viability of salary structure consistent with values and strategy stated by the University and Board of Regents utilizing established market pricing methods to assign jobs within the structure which most closely represents the 50<sup>th</sup> percentile at the midpoint (control point) of the grade for base salary.
- Establish, administer, and evaluate a skill/competency based performance management program to assist in career planning/management as well as salary decisions.



## Compensation at Arizona State University (Cont'd)

### Methodology (Cont'd)

- Work in conjunction and closely with unit and university wide financial managers in salary planning, budgeting and forecasting.
- Provide consultative support to management regarding job skill requirements (scope of job), individual performance, contribution to group or team goals, internal and external equity in compensation determinations.
- Develop, implement and monitor all guidelines and practices to ensure compliance with applicable federal, state, and local employment laws, regulations and statutes.

### Elements

It is the intent to target base compensation that is competitive for the job level and local/relevant economic market conditions. As base wage (compensation) is the major, if not the sole, portion of our staff's pay, it is important that this relationship is monitored on a regular basis so that we do not lose staff or are unable to provide competitive offers to selected candidates.

Changes in base pay may be triggered:

- If responsibilities of the position change which are defined as significant modifications in scope, breadth, responsibility, and accountability
- To maintain market equity as determined through analysis of salary survey data
- To recognize increases in staff skills and competencies

Other forms of variable compensation are used in select units of the University where it has been identified that an alternative or additional delivery method for compensation is appropriate. These include:

- Commissions – paid to sales staff; commission plans are intended to reward sales positions for generating revenue in accordance with stated goals. Generally, the position can influence the amount of revenue generated during the sales transaction and the commission structure is developed with this as an underlying concept so that there is a direct correlation between the revenue generated and the commission paid.
- Incentive Plans – limited by state statute to no greater than \$275 per month per employee (A.R.S. 38-618); incentive plans are developed to reward the achievement of specific, measurable goals and require prior approval by the HR Committee of the Board prior to implementation.

Variable pay plans are reviewed at least semi-annually to ensure that the outcomes of the plan remain applicable and the outcomes warrant the additional salary expense.



## **Management's Role & Responsibility**

### **Communication**

As a manager, it is essential that you understand and are able to effectively communicate the aspects of the University's Compensation Program. The Compensation area is available to provide assistance, consultation, and guidance to you in all areas relating to decisions effecting salary, performance, and organizational management.

It is important that your staff know that they can go to you as the primary source to answer their questions regarding how they can progress and develop throughout their career at ASU. Your staff look to you to guide their career by providing them with the opportunity to expand their skills and understand how their position is related not only within their current functional area (i.e. vertical career movement), but how their skill set may be transferable to other functional areas (i.e. horizontally). The dynamic nature of ASU provides opportunities for and encourages expansion of knowledge; a key element of the values of The New American University. As a manager, you are expected be able to explain these relationships, how salary and overall compensation decisions are made, the criteria used to set and determine performance assessments along with associated salary adjustments (if any).

### **Responsibilities**

Management is expected to:

- Identify and define the type of jobs, mix of skills/jobs, and staffing levels required to meet stated objectives
- Administer salary actions in accordance with established guidelines as published
- Recommend salary adjustments and/or promotional opportunities consistent with established budgetary/approval guidelines and in recognition of demonstrated performance contributions
- Initiate position documentation (job description) which reflects the current functions, duties and responsibilities
- Communicate support for Compensation plan strategy and decisions



## Compensation Consultative Services

### Purpose

A primary responsibility of the Compensation area is that of ensuring the establishment and maintenance of an internally equitable classification system with a salary structure reflective of current market competitive conditions. This is accomplished using the following methods and practices:

- Annually participating in a variety of compensation surveys administered by third parties representing a broad range of positions across multiple employer types
- Designing, administering and analyzing custom, sharply focused market surveys as requested by management
- Preparing and presenting recommendations to management regarding current labor market trends which may effect the University's ability to attract and retain key talent
- Utilizing appropriate job analysis methods and practices to ensure maintenance of internal equity, classification and organizational titling conventions consistent across the broad spectrum of the institution
- Ensuring that all position classification and salary management policies and practices are in accordance with all applicable federal and state employment laws.
- Engaging with management for the following:
  - Facilitating organizational changes to ensure positions are properly documented and priced
  - Reviewing position documentation (job descriptions) on a regular basis to ensure ongoing accuracy and relevance based on current operational needs
  - Integrating measurable competencies and performance expectations within the context of career and salary management

### Classification/Organizational Analysis

ASU continues to grow and as such, this growth is often realized through organizational transformations resulting in positions being created, modified (re-classified), and even potentially eliminated. Whenever this transformation is underway, and positions are undergoing change, the established compensation plan may or may not remain appropriate. It is important to engage Compensation during this process. The suggested procedure is as follows:

- After agreement has been reached with senior leadership regarding the necessity to develop a new, or change the mix of the current organization, draft description(s) for effected positions. If needed, Compensation is available to assist you in this effort
- Forward draft of description to Compensation for review, market pricing and determination of classification status
  - Compensation will work with requesting area with regard to review of effected staff pay levels



## Compensation Consultative Services (Cont'd)

### Classification/Organizational Analysis (Cont'd)

Some areas within the University may not experience the volatility as others; therefore, positions tend to remain somewhat constant in content, scope, and breadth from year to year. In these areas, managers have the primary responsibility to ensure that position documentation is maintained accurately even if the content may not change from year to year. Compensation provides managers with two methods by which to assist them with this task:

- Position Description
  - Managers are provided with copies of current position documentation from Compensation (if not available via web) for review, initial/date and return to Compensation as verification
- Job Analysis
  - Definition – to provide, at the individual incumbent level, a detailed documentation of a position's tasks, purpose, accountabilities, identifies outcomes as well as behaviors deemed relevant to the successful performance of the job, working conditions, delegated authorities, and managerial/supervisory responsibilities
  - Use/Purpose – the originating (source) documentation used to create job descriptions and provide the foundation for the classification of the position. Also used to ensure compliance with the American's with Disabilities Act (ADA) which may be requested as part of a Worker's Compensation physician review
  - Process
    - Manager requests an organizational review by Compensation to determine if current classifications are proper/accurate representation of actual job functions
    - Compensation works with requesting manager to determine best method to gather documentation (Position Questionnaire, Desk Audit, or both)
      - Position Questionnaire –
        - Compensation provides cover letter and questionnaire to manager to distribute to incumbent(s)
        - Incumbent(s) complete questionnaire and return to manager for review/approval (manager is NOT to change any information in questionnaire, but may comment on content in manager section)
        - Compensation reviews for completeness and schedules, through manager, desk audits of incumbent(s)
        - Compensation drafts description for each observed job classification for review/approval by manager including determination of FLSA status (exempt or non-exempt)



## Compensation Consultative Services (Cont'd)

### Classification/Organizational Analysis (Cont'd)

- Desk Audit –
  - Manager schedules desk audit of incumbent(s)
  - Compensation meets with incumbent(s); observes and documents incumbent(s) job tasks and responses to questions necessary to determine scope of job
  - Compensation drafts description for each observed job classification for review/approval by manager including determination of FLSA status (exempt or non-exempt)

### Titles

The use of titles throughout the University should be reflective of the actual functions performed as well as the delegated authority to initiate action on behalf ASU. The intent of establishing a framework for the use of titles provides both internal and external reference points. Compensation provides management with guidance and recommendations to ensure maintenance of internal equity. (See Appendix 1 for recommended title conventions)

### Structure

ASU uses market pricing as the basis upon which positions are assigned into the structure consistent with the stated philosophy for base pay. Positions are placed into the structure at the closest midpoint (or control point) that approximates the average prevailing wage (defined as the 50<sup>th</sup> percentile) in the relevant market. Prevailing wage information is gathered using a variety of compensation and salary survey sources, custom designed survey instruments, or a combination of both based on management's requests and the ability to gather relevant statistical data at least annually. Standard Compensation methods used are:

- Survey sources are selected based on area/position responsibilities to ensure appropriate industry comparison
- Description summary statements are compared with survey position statements to ensure appropriate match using the 80% rule for benchmark positions
  - Benchmark position is defined as a job whose content tends to be consistent across industry sectors
  - 80% rule refers to the degree of match between the content of the survey job and the job at ASU
  - Non-benchmark positions are unique jobs to ASU, structure and grade decision is based on internal comparison using whole job content method (analysis of scope, responsibilities and authority)



## Compensation Consultative Services (Cont'd)

### Structure (Cont'd)

- Structure, average wage paid, and variable pay (if applicable) data is collected on benchmark positions and summarized statistically to determine the market prevailing wage aged to a common reference date (generally the beginning of the upcoming fiscal year)
- Recommendations are prepared and presented to management regarding structure change as appropriate to maintain market positions along with associated implementation costs.

### Definitions

It is strongly urged that managers, as the primary communication source, understand the concepts and terms used in Compensation. These are as follows:

- Structure – a systematic grouping of positions within grades typically in organizational (hierarchical) order with associated dollar values represented by a minimum, midpoint (control point), and maximum
- Grade – a designation within the structure; linked through the midpoint (control point) to the external prevailing wage; all positions within an assigned grade have the same relative internal and external value
- Midpoint (control point) – statistical average of the surveyed data for positions assigned to that grade; typically, a fully competent incumbent's base pay should be targeted to approximate the midpoint. Calculation = (Minimum + Maximum)/2
- Minimum – typically the rate at which an incumbent is paid who has acquired only the minimum qualifications; good practice is to not pay below the established minimum of the grade except in extraordinary cases (i.e. training).
- Maximum – typically the maximum value of a position and above which an incumbent's pay should not exceed; long tenured staff with little position movement typically will have a pay rate towards the top end of the assigned grade.
- Range spread – the calculated percentage difference between the minimum and maximum of a grade; represent the total potential base pay increase opportunity.
- First Quartile – typically, the portion of the range in which incumbents are still becoming familiar with the complexities of the job, are relatively early in their career OR reserved for incumbents whose overall job performance does not consistently meet expectations
- Second Quartile – typically, incumbents are able to demonstrate knowledge of all basics and show ability to perform more complex aspects of their job; generally competent and consistently able to meet performance expectations
- Third Quartile – typically, incumbents have been in the same position for several years and have mastered all aspects of their job, OR consistently demonstrated ability to exceed performance expectations and should be ready for more complex job
- Competitive Zone – refers to the range between second and third quartile and to which pay rate should be targeted



## Compensation Consultative Services (Cont'd)

### Definitions (Cont'd)

- Exempt – positions paid on a salaried basis; determined by Compensation based on job analysis to ensure compliance with Fair Labor Standards Act (FLSA); meets applicable exemption test/criteria. Exempt from coverage of the overtime rule; therefore not eligible for compensation for hours worked in excess of 40 in the work week.
- Non-Exempt – positions paid on an hourly basis; determined by Compensation based on job analysis to ensure compliance with Fair Labor Standards Act (FLSA); does not meet exempt test/criteria. Compensation of all hours worked including hours in excess of 40 in a work week.
- Classified Staff – jobs subject to State employment rules; part of the Tri-University shared classification system; generally non-exempt status
- Service Professional – jobs requiring professional and intellectual freedom; by nature of job performed is exempt
- Administrator – jobs responsible for planning, organizing, directing, controlling, and evaluating the activities of a major segment of a university; promulgating and implementing university rules and regulations; preparing and administering the organizational budget; and maintaining relationships with administrative officials and members of business, government, and civic communities.

### Financial

Compensation works closely with the Office of Budget and Planning to ensure legislated increases programs are administered in accordance with established budgetary guidelines and eligibility criteria. Additionally, Compensation reviews and audits salary actions initiated by management for compliance with increase guidelines, performance distribution standards and established policies.

### Audit

Compensation performs a variety of internal audits of salary administration practices to provide analysis to management regarding adherence with established policies. Typical reference points that are reviewed are as follows:

- Salaries below grade minimum
- Salaries above grade maximum
- Average increases by type
- Increase distribution by performance rating
- Salary action trend analysis by gender, ethnicity, age, within/across units of the University
- Compa Ratio Analysis – a measure of range penetration (incumbent salary relative to grade midpoint)



## Salary Management Guidelines

### Principles

Imbedded in the vision and goals for ASU is the principle of performance (skill/competency) based compensation. This principle is important to the ability to attract, develop and recognize the talent necessary to realize the stated goals and objectives. As a manager, you are delegated with the responsibility for management, development and recognition of your staff through the equitable and defensible administration of classification and compensation actions. Salary actions, based on the results of annual performance assessments, should provide significant differentiation between the levels of performance. As a manager, you are encouraged to acknowledge incumbents who have acquired additional skills, demonstrated increased knowledge and competency throughout the year if this occurs outside the regular review cycle.

### Competency/Performance Based Assessment (Review)

The integration of the University's annual goals and objectives, accurate/reliable job documentation along with individual career development outcomes are the basis for establishing a viable performance assessment program.

“If workers are not being evaluated on relevant performance characteristics, the resulting decisions, such as pay raises, promotions, and terminations, cannot contribute to maximizing organizational effectiveness. Further, if workers perceive that they are being evaluated on performance irrelevant characteristics, they will mistrust the appraisal system, be dissatisfied with it, and not view it as useful or fair.”<sup>1</sup>

Taken collectively, the performance assessment process should be retrospective view of the contributions and accomplishments which helped you as the manager achieve your objectives as well as prospectively set expectations for the upcoming year consistent with the direction for your area as well as the career aspirations of the incumbent. This interaction between the manager and staff provides a framework by which there is understanding and agreement on expectations of contributions and career objectives within the context of the overall goals of the unit and the University.

Salary adjustment guidelines associated with the performance assessment are prepared to assist you in the distribution of increases. The outcome of the performance assessment provides the basis and justification to leadership in support of recommendations for any adjustments to base salary related to increased skills, abilities, performance and competencies.

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<sup>1</sup> Robert L. Cardy, Performance Management Concepts, Skills, and Exercises (United States: M.E. Sharpe, Inc., 2004) page 58.



## Salary Management Guidelines (Cont'd)

### Unit Based Salary Actions

A dynamic and growing institution such as ASU will provide myriad opportunities for career development either through the initiative of the individual or expansion/contraction of a unit's portfolio of services with associated effects to the jobs within that unit. Recognizing that a staff member has taken on additional duties, expanded the scope/breadth and accountabilities, or increased their individual skills/competencies becomes the basis for recommendations for promotion based salary adjustments. Additionally, there are instances which may result in recommendations for salary adjustments based on analysis initiated by Compensation or in collaboration with specific unit areas (SPP402-08 & SPP403-08).

To assist you, presented immediately following are definitions of the types of actions available and the context for their use:

- Promotion – moving into a position with a grade higher than the vacated position
  - Competitive – open recruitment activity with final candidate chosen currently an ASU employee
  - Non-Competitive – incumbent has consistently demonstrated skills, abilities and competencies associated with a more complex job typically within the same job family
- Performance Based - awarded to an employee based on an assessment of work performance and are provided only when appropriated by the legislature and authorized by the university.
- Equity Adjustment - intended to correct a pay disparity within a job classification
- Market Adjustment – based on results of Compensation market study, assigned grade of the job is adjusted to a grade higher and the affected incumbent's current salary falls below the minimum of the new grade
- Competency Based – to recognize increased skills, abilities, knowledge and competency within the current position; no change in position/job title

Salary adjustment considerations for promotions generally should involve an increase of 10%. Your discretion should be exercised in determining the percentage change including such variables as: current salaries of peers in the same position, length of time since last salary change, and projected performance contribution. If requested, the Compensation area is available to assist in this area.

Generally, salary adjustments associated with the other actions noted above will be administered based on published guidelines (Performance Based) or after consultative assistance provided by Compensation.



## **Salary Management Guidelines (Cont'd)**

### **Employment Offers**

When considering extending an offer of employment to an external candidate, it is recommended that the following guidelines be used to assist in the decision:

- Range Minimum to 25<sup>th</sup> Percentile – current experience (qualifications) represent at least the minimum requirements for the position; if experience is greater, use discretion based on mix of skills/experience of incumbents already in position. The candidate typically is still on a learning curve in the basics of the functions to be performed
- 25<sup>th</sup> Percentile to Midpoint – typically reserved for candidates with strong credentials; if hired, with very little assistance will be fully functional within a very short period of time. Again, management discretion should prevail given mix of skills/experience of current staff members. The candidate typically is knowledgeable in all basics and can demonstrate ability in a majority of higher level skills/competencies of the position.
- Midpoint – candidates are fully competent in all phases of the job and can demonstrate ability to immediately contribute to the achievement of objectives with little direction/supervision beyond general operational orientation needs.

### **Salary and Grade Reference Guidelines**

A useful management tool and reference when making salary adjustment decisions, is the Compa Ratio statistic. Generally, this statistic is used by Compensation as a measure of range penetration associated with such variables as performance and experience. Following are suggested references:

- Minimum of the grade to the 25<sup>th</sup> percentile (halfway between minimum and midpoint) should be for new hires with limited experience or for poorly performing staff. Generally less than 3 years experience.
- 25<sup>th</sup> percentile to 75<sup>th</sup> percentile (inclusive of midpoint) for fully competent staff; with those staff who consistently exceed expectations managed between the 60<sup>th</sup> and 75<sup>th</sup> percentile in recognition of their efforts. Generally ranging from 3 years to 10 years experience.
- Midpoint is the target/reference point for market competitive salaries; the definition of which is staff who are fully competent in all phases of the work and are solid performers. Generally 5 to 7 years experience.
- 75<sup>th</sup> percentile to maximum of grade should be reserved for those staff who have been in the same position for the majority of the career, are consistent solid performers or for those high performers preparing for their next career move.



## **Salary Management Guidelines (Cont'd)**

### **Inter-Unit Movement**

Inter-unit movement can occur as a result of either initiated action by one of your staff members through selection as the final candidate in a competitive process or from a re-organization in which functions are moved from one unit to another.

Career opportunities for staff may occur which involve moving (transferring) into another unit. Career moves generally will not involve any salary adjustment if the incumbent is staying within the same salary grade as the position being vacated. During any of these transfers, managers should work cooperatively with each other to ensure that accurate reference/performance behaviors are provided and there is a smooth transition between the losing and acquiring areas so that the transition does not adversely effect either of the units or the selected internal candidate due to the career choice. If the transfer involves a promotional opportunity, standard salary administration and employment offer guidelines are to be applied. As a manager, you should support the career decisions of your staff and the practice of "counter offers" is strongly discouraged.

During re-organizations, which involve transferring positions or entire functional areas, effected staff generally does not receive salary adjustments unless there has been an organizational review completed involving the development of position documentation. Typically, re-organizations may result in the establishment of different positions with different responsibilities, scope and expectations which may result in changes in compensation.



## Other Compensation Practices

### Leave Plans

ASU provides holiday, vacation and sick leave plans to assist our staff balance their personal and business commitments. Eligibility for vacation leave plan participation is based on the type of employment category, at least .5 FTE work schedule and is accrued on a bi-weekly basis as follows:

<b>Accrual Schedule Classified Employees (100% FTE) As of July 1, 2007</b>			
<b>Years of Service</b>	<b>Maximum Accrual per Pay Period</b>	<b>Maximum Annual Accrual in Hours</b>	<b>Maximum Accumulation Hours (1 1/2 x annual accrual)</b>
Beginning with year 1	3.38	88 hours	132 hours
Beginning with year 3	4.92	128 hours	192 hours
Beginning with year 5	6.77	176 hours	264 hours
<b>Accrual Schedule Service Professionals and Administrative Employees (100% FTE) As of July 1, 2007</b>			
<b>Maximum Accrual per Pay Period</b>	<b>Maximum Annual Accrual in Hours</b>	<b>Maximum Accumulation in Hours (1 1/2 x annual accrual)</b>	
6.77 hours	176 hours	264 hours	

The computation of accumulated vacation is based on a full-time, eight-hour day. Employees working less than 1.0 FTE but at least .5 FTE are credited with vacation leave adjusted to the percentage of time worked. For full details, refer to SPP702-01.

Recognized holidays include: New Year's Day, Martin Luther King's Day, Memorial Day, Independence Day (July 4), Labor Day, Veteran's Day, Thanksgiving Day, Friday after Thanksgiving Day, Christmas Day, and one additional day between Christmas and New Year's as determined on an annual basis. (SPP703-01)

Sick leave accrual is 12 days per year for 1.0 FTE and 6 days per year for .5 FTE. (SPP701-01)



## Other Compensation Practices

### On-Call/Stand By

Unit management may, due to business considerations, identify certain positions required to provide On-Call or Stand By coverage. Refer to SPP404-07 for details on On-Call and SPP404-03 for details on Stand By

- On-Call – incumbents are not compensated when placed “On Call”; however if actually required to respond to a call of duty, non-exempt staff will be compensated consistent with the overtime policy (SPP404-04)
- Stand By – due to critical or life/safety issues and necessity to ensure timely response, additional compensation may be considered

### Hours in Excess of 40

The Fair Labor Standards Act (FLSA), also referred to as the Wage & Hour Law, is the federal legislation which regulates and defines which positions are required to receive a premium for hours worked in excess of 40 in a week. ASU, through the Compensation area, makes all efforts to ensure ongoing compliance with this law. Non-compliance carries significant financial penalties. Determination of exemption status is a function of the type of work activities of the position, salary level and basis of salary. Exemption categories include:

- Executive
- Administrative
- Professional
- Outside Sales
- Computer Employees

As a manager, you have the delegated authority to set the work schedule, assignments and rules. Part of that responsibility is to monitor the work habits of your staff to ensure that they are using the regular work time effectively and efficiently so that overtime is kept to a minimum. Recognizing that in certain situations, overtime is a necessary scheduling event, the use of overtime should be use with discretion. If non-exempt (hourly) staff is working beyond the regular schedule in a week, they are required to make their manager aware of the situation and management is also required to take appropriate action if this is occurring without proper approval. In either case, all hours worked are to be compensated regardless.



## Appendix I

### Title/Organizational Level Guidelines

Senior Leadership (President Working Group members) – Leads strategic initiatives across the University

Maintains strategic/global vision for institution; coordinates and orchestrates cross functional activities, initiatives, services and programs; identifies and allocates critical resources anticipating and forecasting obstacles and opportunities; clearly articulates goals to a variety of audiences/constituencies. Directs actions and establishes objectives for Vice Presidential/Deans. Applies broad knowledge and seasoned experience addressing complex issues clearly despite ambiguity; makes tough, timely decisions within a global perspective.

Understands key performance and market measures; forecasts and keeps abreast of trends impacting the University. Has broad accountability for multiple related functional areas. Fosters partnerships by developing an understanding of the needs, problems and strengths of the constituency.

Develops distinctive strategies to achieve competitive advantage; aligns organizational functions to support strategic priorities; assigns clear authority and accountability; directs change through managerial effectiveness; integrates and aligns efforts across multiple units; tackles problems directly and concisely. Works independently with considerable latitude to achieve strategic objectives

Attracts high potential staff; develops teams and talent; accurately appraises strengths and weaknesses; provides constructive feedback; develops successors and talent pools; nurtures commitments to shared vision/goal; promotes ideas and proposals persuasively; shapes opinions; works through conflicts; negotiates win/win solutions; adapts style and approach to situation using appropriate leadership style

Sets and pursues aggressive goals; drives for results; fosters innovation and risk taking. Typically seasoned professional with at least 13 years experience in a leadership role; typically advanced degree at least a Master's level.



## Appendix I

### Title/Organizational Level Guidelines

Vice President – generally a business function executive

Clear vision for functional area; maintains long term thinking; foresees obstacles and opportunities; strategic operational focus; ability to clearly/succinctly relate goals to functional areas. Applies broad knowledge and seasoned experience addressing complex issues clearly despite ambiguity/conflicts; makes tough, timely decisions.

Understands key financial indicators; manages overall financial performance; keeps abreast of trends impacting area. Has accountability for related functional areas. Significant impact to the University's performance within area of responsibility. Fosters partnerships with constituencies both within and external.

Develops distinctive strategies; aligns the organization to support strategic priorities; assigns clear authority and accountability; directs change through managerial effectiveness; integrates and aligns efforts across organizational units; tackles problems directly and concisely. Works independently providing and guiding direction for the functional area(s)

Attracts high potential staff; develops teams and talent; accurately appraises strengths and weaknesses; provides constructive feedback; develops successors and talent pools; nurtures commitments to shared vision/goal; promotes ideas and proposals persuasively; shapes opinions; works through conflicts; negotiates win/win solutions; adapts style and approach to situation using appropriate leadership style

Sets and pursues aggressive goals; drives for results; fosters innovation and risk taking. Typically seasoned professional with at least 10 years experience in a leadership role; typically advanced degree at least a Master's level.



## Appendix I

### Title/Organizational Level Guidelines

Director – accountable for a segment or component of larger organizational unit

Understands overall strategic direction of the University and business function; implements and directs translation of strategy into programs, services, projects, etc. Applies thorough knowledge and experience to analyze moderately complex issues involving some ambiguity within the business segment; develops solutions which have critical impact to the success of the larger unit and/or the University

Accountable for financial and operational performance of segment; develops services, programs; keeps abreast of trends to identify opportunities and threats. Accountability for several closely related functional areas. Fosters partnerships.

Directs and develops plans of action to carry out initiatives to align function, processes, systems and structures with strategic objectives; directs activities requiring critical thinking, encourages risk taking to improve performance; integrates and aligns efforts within and across functional/segment areas. Works independently with review for results/objectives; guides and provides direction for area.

Builds and develops team; resolves key human resource problems; identifies and nurtures key contributors; provides constructive coaching, counseling; resolves inter departmental conflicts, builds open relationships to foster discussion; ensures team needs are met through appropriate staffing, resources and information; uses strong negotiation skills

Typically has 7 years experience with educational and experiential preparation equivalent to a Bachelor's degree; with demonstrated supervisory and managerial qualities.



## Appendix I

### Title/Organizational Level Guidelines

Manager – typically accountable for a specific discrete unit/functional area

Manages operating and financial results of one specific department within a larger functional area; analyzes issues and uses sound judgment to resolve issues; possesses detailed knowledge of area; demonstrates ability to analyze, organize and prioritize large amount of information to plan and execute work effectively and efficiently. Aligns and focuses work unit on priorities. Subject to managerial supervision and review of results

Accountable to understand impacts of errors and effects to budget, programs and deliverables; addresses needs of constituencies through critical listening and takes personal responsibility for ensuring implementation of appropriate corrective measures, processes and procedures

Fosters team effectiveness; improves performance of direct reports by providing appropriate feedback and coaching; plans future direction of work group/team/individual; uses appropriate negotiation skills to influence and resolve differences among peers; influences direction of assigned area by influencing superior

Typically has 5 years experience with educational and experiential preparation equivalent to a Bachelor's degree

Supervisor – accountable for sub-function within a single area; supervises for execution/results

Supervises functional activities of a specific sub-unit within a department; establishes work schedules and identifies areas for improvement, increased effectiveness/efficiency; works under general direction with regular review of results; presents ideas and suggestions to address constituency requests and complaints

Accountable for implementation and execution of plans; review and controls work products, processes and procedures; performs similar work activities as those positions over which work direction/supervision is provided

Fosters individual and team development through feedback and coaching; initiates performance improvement plans and monitors progress against objectives; demonstrates continuous learning and fosters environment of development and growth

Typically has 3 years experience in a leader capacity with demonstrated ability to nurture and develop staff; typically has experience and/or education preparation equivalent to at least an Associate's degree



## Appendix I

### Title/Organizational Level Guidelines

#### Staff Positions –

Team Lead – senior position within a designated work group without supervisory responsibilities; used to groom Supervisors; position could be rotated based on identified competencies and abilities.

Consultant/Principal – top individual contributor; may have responsibility for a functional area without designated support staff; the “go to” person for expert advise, critical thinking; high profile position

Senior – senior professional staff member; typically with at least 5 years directly related experience in position

Coordinator/Analyst – Intermediate level professional staff; typically with at least 3 years experience in position

Specialist – entry level professional position



## **Appendix II**

### **Position Description Questionnaire**

To be added shortly



## **Appendix III**

### **Competencies**

To be added in the future