

4-26-2010

## NU Website - Human Resources Handbook for Policies NU Values Administration

NU Human Resources

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### Recommended Citation

NU Human Resources, "NU Website - Human Resources Handbook for Policies NU Values Administration" (2010). *Employee-Related*. 34.

<https://digitalcommons.unomaha.edu/oieemprelated/34>

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# University of Nebraska Administration

## HUMAN RESOURCES HANDBOOK FOR POLICIES

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3.0 The grievance procedures for disciplinary actions follow the Nonacademic Grievance Policy.

### GRIEVANCE POLICY- NON ACADEMIC

### LAW ENFORCEMENT INVESTIGATIONS

### NEPOTISM

### NU VALUES ADMINISTRATION

#### 1.0 INTRODUCTION

1.1 The University of Nebraska makes all decisions regarding recruitment, hiring, promotion, and all other terms and conditions of employment without discrimination on the basis of race, color, religion, sex, sexual orientation, national or ethnic origin, age, disability, marital status, veterans status or individual characteristics other than qualifications for employment, quality of performance of duties, and conduct related to employment in accordance with University policies and rules and applicable law.

1.2 The NU Values program shall be applicable to all regular University of Nebraska Office/Service and Managerial/Professional positions.

1.3 The NU Values program is a compensation and performance management system for Office/Service and Managerial/Professional employees of the University of Nebraska. NU Values:

- ❑ Links performance of employees to the mission and the vision of the University.
- ❑ Focuses on job families as the basis for market relevance and equity in pay decisions.
- ❑ Provides the tools for growth and development of employees.
- ❑ Provides an open framework whereby the tools/processes used to make pay decisions are widely known.
- ❑ Utilizes a simple yet effective job evaluation system.
- ❑ Utilizes competencies as a basis for employee performance

1.4 The NU Values program groups all positions having similar characteristics into job families so that an effective, equitable and market relevant level of compensation may be identified. This categorization is based on an analysis of each position in order to determine the general function, the duties and responsibilities, the supervision received and exercised, and the educational background, training, and experience needed for the position.

#### 2.0 AUTHORITIES AND RESPONSIBILITIES

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- 2.1 The Vice President for Business and Finance, University Administration, is responsible for the maintenance and revision of the NU Values program.
- 2.2 The University Administration Director of Human Resources coordinates the administration of the NU Values program and shall develop procedures, as required, to facilitate the consistent application and administration of policies related to NU Values.
- 2.3 The Chief Business Officers are responsible for the overall direction of the NU Values program at the campus level.
- 2.4 The Campus Human Resources Directors are responsible for the day-to-day administration of the NU Values program at the campus level.
- 3.0 JOB PLACEMENT
  - 3.0.1 JOB FAMILIES: Job families are composed of jobs related through common vocations/professions. Jobs in a job family are similar in that they have a continuum of knowledge, skills and abilities from the lowest to the highest level job, related key behaviors and similar market characteristics.
  - 3.0.2 BANDS: Each job family has its own broad salary band. This band reflects the unique nature of each job family and has its own pay characteristics. The University Administration Human Resources Department, in conjunction with the campus Human Resources Departments, will utilize labor market wage and salary surveys to determine the pay range for each band.
  - 3.0.3 ZONES: Zones are established within each band to reflect groupings of positions based on major differences in scope, responsibilities, qualifications and competencies. The zones are labeled Assistant, Associate, Specialist and Senior. Job families with only three zones do not have a Specialist zone.
  - 3.0.4 JOB ANALYSIS: Job analysis places a relative value on the differing factors that distinguish one job from another: Nature and Complexity of work, Problem solving and Decision-making, Know-how, Interaction and Supervision received and/or exercised.

There are generally two situations that require analysis, either a new position is needed or an existing position has changed. All new and existing positions will be assigned to a job family and zone using the job analysis process. This process is designed to slot positions into families and zones based upon assigned duties, qualifications, competencies, and reference to the Federal Regulations pertaining to job classifications.

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For the purposes of setting pay, job analysis identifies the relative value of positions that are not specifically surveyed in the labor market to those whose values are known. The University of Nebraska's job analysis process is based on the following objectives:

- ❑ A simplified system that organizational units will use to determine appropriate job family, zone and working job title for a position.
- ❑ A flexible process that enables organizational units to quickly or efficiently design positions to meet their needs.
- ❑ A set of easy-to-understand-and-apply steps that organizational unit leaders will use to develop employees.

3.0.5 **JOB DESCRIPTION:** The development and maintenance of current and accurate job descriptions is vital to the job analysis process. The job description is a written statement that describes the work that is to be done and the knowledge, skills, abilities, and talent needed to perform the work. Job descriptions serve a variety of purposes. They introduce new employees or applicants to the job, assist in outlining strategic goals of the major administrative unit and the work unit's objectives, provide basic documentation used in job analysis and compensation planning, set performance standards and help employees understand what is expected of them, provide a basis for setting goals and objectives, identify and document "essential job functions" and physical requirements to ensure compliance with applicable laws and comply with other legal and workplace requirements.

3.0.6 A current copy of an employee's job description should be filed in their HR/Personnel file (paper or electronic).

### 3.1 FAMILY / ZONE PLACEMENT

3.1.1 No person will be assigned to any position until it has been properly allocated to a job family and zone.

3.1.2 If a filled position is reallocated to another job family/zone, the incumbent will not be automatically qualified to continue filling the position unless he or she possesses the minimum qualifications necessary to perform the work satisfactorily. The incumbent of a position reallocated to another family zone who is not qualified to remain in the position will be reassigned, if warranted, or given proper notice period to acclimate or will be separated from the University.

### 3.2 JOB TITLES

3.2.1 The standard job title, created by combining the job family name and the zone name, is the job title that will be used on personnel documents. For example, if an employee were in the healthcare job family and in the associate zone, the standard job title would be "Healthcare Associate." The organizational units are encouraged to use a working title that matches position responsibilities and reflect the job family, such as Dental Hygienist.

## 4.0 APPEAL PROCEDURES

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4.1 If there is a disagreement regarding the job family/zone assignment of a position, a request for additional review may be made by following the procedures listed in campus-specific policies. Decisions regarding job family/zone assignment may not be appealed through the formal grievance process.

### 5.0 Glossary of Terms

<b>Accountability</b>	Accepts responsibility for own actions and decisions and demonstrates commitment to accomplish work in an ethical, efficient and cost-effective manner.
<b>Adaptability</b>	Adjusts planned work by gathering relevant information and applying critical thinking to address multiple demands and competing priorities in a changing environment.
<b>Advancement</b>	When an employee is given a pay increase, but stays within the same Job Family Zone. May occur because of additional duties, projects or assignments within the same scope of their current position
<b>Allocate or re-allocate</b>	The method of placing a position within a Job Family/Zone.
<b>Assignment</b>	The placement of a person into a position within a Job Family.
<b>Benchmark Jobs</b>	Positions that can be matched to salary surveys of market data.
<b>Career Change</b>	When an employee is re-assigned to a new Job Family.
<b>Communication</b>	Effectively conveys information and expresses thoughts and facts. Demonstrates effective use of listening skills and displays openness to other people's ideas and thoughts.
<b>Compensation</b>	The method of maintaining balance between interests of operating the university within the fiscal budget and attracting, developing, retaining and rewarding high quality staff through wages that are competitive with the prevailing rates for similar employment in the labor market.

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<b>Competencies</b>	The combination of observable and measurable knowledge, skills, abilities and personal attributes that contribute to enhance employee performance and ultimately result in organizational success.
<b>Customer/Quality Focus</b>	Anticipates, monitors and meets the needs of customers and responds to them in an appropriate manner. Demonstrates a personal commitment to identify customers' apparent and underlying needs and continually seeks to provide the highest quality service and product to all customers.
<b>Demotion</b>	Corrective actions or disciplinary reductions in an employee's job assignment or pay.
<b>Exempt</b>	Employees who are not covered by the Fair Labor Standards Act's minimum wage and overtime provisions. These employees are typically salaried.
<b>Feedback &amp; Coaching</b>	Supervisor's ability to demonstrate effective use of listening skills, to display a general openness to employees' ideas and thoughts and to praise or provide constructive assessment of an employee's work performance and work habits.
<b>FTE</b>	Full-Time Equivalency. Relates to the number of hours worked as a percentage of full-time hours (e.g., an FTE of 0.50 means a person works half-time or twenty hours per week).
<b>Incentive Plan</b>	Distribution of monetary awards through incentive payments based upon completion of previously identified plan objectives.
<b>Inclusiveness</b>	Fosters respects for all individuals and points of view. Interacts appropriately with all members of the campus community, campus visitors and business and community partners without regard to individual characteristics. Demonstrates a personal commitment to create a hospitable and welcoming environment.
<b>Job Analysis or Job Evaluation</b>	The method of ordering jobs with respect to their value or worth to the organization.

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<b>Job Family</b>	Groupings of related jobs with common vocations/professions in that they have similar market characteristics, related key behaviors and a continuum of knowledge, skills and abilities.
<b>Job Title</b>	The word or words that identify a job. In NU Values the system job title is a combination of the job family and zone names, e.g., Library Services Associate. The zones are labeled Assistant, Associate, Specialist and Senior. Job families with only three levels do not have a Specialist zone. The working job title is more specific and descriptive.
<b>Leadership</b>	Communicates the University's vision in ways that gain the support of others. Mentors, motivates and guides others toward goals.
<b>Managerial/Professional</b>	Managerial/professional employees are normally paid monthly salaries, have responsibilities primarily managerial or professional in nature and are generally exempt from the overtime provisions of the FLSA.
<b>Market (or Labor Market)</b>	Local, regional or national area and/or competitive employers in which employees are either gained or lost.
<b>Market Analysis</b>	Review of salary data to facilitate job pay comparisons and information that reflects the labor force from which the university recruits employees.
<b>Market Pricing</b>	Rate of pay or comparable value for specific jobs in relative labor market.
<b>Market Relevance</b>	Responsiveness to market fluctuations.
<b>Non-Exempt</b>	Employees who are covered by the Fair Labor Standards Act's minimum wage and overtime pay provisions.
<b>NU Values</b>	The compensation and performance management system covering the managerial/professional and office/service employees of the University of Nebraska.

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<b>Occupational Knowledge</b>	Level of proficiency in the principles and practices of one's field or profession.
<b>Office/ Service</b>	Office/Service employees are paid hourly and are subject to overtime provisions of the Nebraska overtime law and the FLSA.
<b>Performance Evaluation</b>	The method of evaluating an employee's performance which involves tracking, evaluating and giving feedback on actual performance based on key behaviors/competencies established in the goals that support the achievement of the overall organizational mission.
<b>Performance Increase</b>	Consistent with the University President's Memorandum dated Feb. 1995, an increase in salary may be granted only on January 1 and July 1, as funding permits. Employee must have worked in same Job Family and Zone for at least 6 months and be supported by evidence in the employee's personnel file. The total amount of performance increases given to an employee per year may not be less than one (1) percent or more than ten (ten) percent. This increase is separate from any pay increase pursuant to the policies governing annual increases generated by legislative appropriations.
<b>Performance Management</b>	A system of linking employee's job performance to the University's missions using goals, objectives, and coaching and feedback mechanisms.
<b>Position/ Job</b>	A set of duties assigned to job and uniquely identifiable by a position number.
<b>Position Description</b>	A written statement that describes the work that is to be performed by the job incumbent. The description includes general position information, a summary sentence, detailed duties and responsibilities, and minimum qualifications.
<b>Promotion</b>	A job change that involves movement of an employee to a higher zone within the same Job Family, which results in an increase in pay.
<b>Salary Adjustment</b>	An Increase in salary authorized to address the recruitment or retention of an individual as a result of an offer by another employer. Requires prior approval from campus Human Resources Director.



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<b>Salary Band</b>	The range of pay for a job family.
<b>Salary Survey</b>	A published summary report of salary information of benchmarked positions from multiple employers. Human Resources use a comparison of multiple salary surveys to price jobs to the labor market.
<b>Team Focus</b>	Works cooperatively and effectively with others to achieve common goals. Participates in building a group identity characterized by pride, trust and commitment.
<b>Technology Orientation</b>	Commitment to continuous improvement to include understanding and application of technology (hardware, software, equipment and processes).
<b>Transfer</b>	A movement to a position in the same job family and zone, but in a different Organizational Unit. It is not considered to be a promotion.
<b>Voluntary Reduction</b>	When an employee accepts or requests to be placed into a position at a lower zone within the same Job Family.  It is a recognizable and measurable level of responsibilities, skills and expertise within a Job Family and the associated salary base. The zones are labeled Assistant, Associate, Specialist and Senior. Job families with only three levels do not have a Specialist zone.

### PERFORMANCE EVALUATIONS

- 1.0 A performance evaluation shall be performed on all regular employees. The purpose is to review the employee's overall performance and achievement with respect to the "essential functions" and other job/performance related objectives according to the position(s) they occupy. It is intended that the evaluation process enable an employee to become aware of the importance of his or her work, manner of performance, and the level of performance the supervisor expects.
- 1.1 A performance evaluation is recommended within six months of initial hire and is required at least annually.