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University Mission

Creighton is a Catholic and Jesuit comprehensive university committed to excellence in its undergraduate, graduate and professional programs.

As Catholic, Creighton is dedicated to the pursuit of truth in all its forms and is guided by the living tradition of the Catholic Church.

As Jesuit, Creighton participates in the tradition of the Society of Jesus which provides an integrating vision of the world that arises out of a knowledge and love of Jesus Christ.

As comprehensive, Creighton's education embraces several colleges and professional schools and is directed to the intellectual, social, spiritual, physical and recreational aspects of students' lives and to the promotion of justice.

Creighton exists for students and learning. Members of the Creighton community are challenged to reflect on transcendent values, including their relationship with God, in an atmosphere of freedom of inquiry, belief and religious worship.

Service to others, the importance of family life, the inalienable worth of each individual, and appreciation of ethnic and cultural diversity are core values of Creighton.

Creighton faculty members conduct research to enhance teaching, to contribute to the betterment of society, and to discover new knowledge. Faculty and staff stimulate critical and creative thinking and provide ethical perspectives for dealing with an increasingly complex world.
Compensation Philosophy

Creighton University’s compensation philosophy strives to support the University’s mission and Jesuit values. The compensation philosophy provides programs that reward, recognize, retain, and motivate our employees. Creighton aims to pay competitively in the market, specifically, within higher education and the local labor market, in order to attract and retain faculty and staff.

Compensation Mission

Our Total Compensation Philosophy is shaped by the following ideals.

- **Understandable.** The effectiveness of the total compensation program relies on manager, staff and faculty understanding and acceptance. Creighton is committed to providing the necessary resources to design, communicate, simplify and administer the compensation program.

- **Equitable.** Total compensation will be allocated to each individual based upon: 1) the expected contribution of the job, 2) the individual’s skills, abilities, competencies and results, and 3) the pay for comparable jobs in our recruiting markets.

- **Market-driven.** Creighton will strive to be competitive in the markets in which we compete for talent. Salary data will be reviewed on a regular basis to ensure the university remains competitive.

- **Fiscally responsible** – While being competitive with appropriate markets, Creighton must also operate within its budget.

Goals and Outcomes

The University will endeavor to use its total compensation programs to accomplish the following goals.

- Encourage and reward employees to exceed performance expectations.
- Pay each employee equitably in comparison to the pay for similar jobs in other peer organizations.
- Pay each employee equitably in comparison to the pay for similar jobs within Creighton.
- Link employee pay to Creighton’s success in achieving its mission.
Total Rewards Strategy

At Creighton University compensation is more than base pay. In fact, there are five pillars of total compensation/total rewards provided to employees.

**Salary** – is the base pay an employee receives for the performance of duties and responsibilities.

**Benefits** – Creighton endeavors to provide affordable and comprehensive benefits to employees. Please refer to the benefits guide for a complete breakdown of benefits.

**Work-Life Balance** – Creighton values its employees and provides generous sick, vacation, and holiday hours to employees.

**Performance & Recognition** – As part of valuing people, Creighton believes in paying employees for their job performance. While recognition in terms of pay adjustments is important, it is not the only form of recognition.

**Development & Career Opportunities** – Creighton provides employees many opportunities for personal and professional growth. Creighton has a tuition remission program that allows employee to pursue graduate and/or undergraduate degrees. Creighton also provides opportunities for career advancement via promotion and transfer.
Compensation Definitions

The University’s total compensation package is comprised of three elements: 1) base pay, 2) base pay increases and 3) benefits. The University will consider each element of total compensation, individually and collectively, so that each element receives its proper emphasis.

**Base pay:** Base pay is the fixed pay that employees can expect to earn on an hourly, weekly, monthly or annual basis. Base pay will reflect: a) the expected contribution of the job to the University based upon current job requirements, b) competitive base pay information for similar jobs at peer organizations, and c) individual knowledge, skills and competencies that relate to success on the job.

**Competitive Position:** Using high quality, current and comprehensive market pay surveys, Creighton will establish base compensation levels that reflect marketplace practices. The competitive labor markets in which the University competes for talent will vary by employee group.

*Executives/Management*—Target pay levels for fully competent performance will be at the median of University or nonprofit peer companies nationally.

*Professional Staff*—Target pay levels for fully competent performance will be at the median of University or General Industry peer companies in the Region.

*Nonexempt*—Target pay levels for fully competent performance will be at the median of General Industry in the greater Omaha and surrounding area.

**Pay Range:** There are three main parts of the pay range.

*Range Minimum*—the least amount of pay Creighton feels is equitable for a position.

*Midpoint*—the middle of the pay range and a close approximation of the market rate.

*Range Maximum*—the highest amount of pay Creighton feels is equitable for a position.

**Hiring Range:** The amount of pay Creighton generally offers to new employees. The hiring range falls between the range minimum and 25th percentile (midway between range minimum and midpoint) of the pay range. Rarely should a hiring offer be at or above the midpoint of the pay range.

**Benchmark Position:** A position that is common across industries and for which market data is available (e.g. Administrative Assistant, Dental Technician).

**Job Evaluation:** The method for collecting and analyzing market data for a position.

**Job Reclassification:** When the duties and responsibilities of a position change significantly (usually 25% or more). Usually results in a change in job title.

**Pay Position:** The employees pay relative to the pay range midpoint.

*Low range*—the employee’s pay is between the range minimum and 10% less than the midpoint.

*Midrange*—the employee’s pay is within + or – 10% of the pay range midpoint.

*High range*—the employee’s pay is between 10% higher than the midpoint and range maximum.

**Unique pay positions**

*Green Circled*—employee’s pay falls below the range minimum.

*Red Circled*—employee’s pay is higher than the range maximum.
Job Descriptions

A job description serves several purposes:

1. Defines the job and informs the incumbent of important duties and responsibilities.
3. Defines the qualifications necessary for successful performance (minimum qualifications).
4. Helps in establishing the basis for compensation.

The parts of the job description are:

1. **Job summary** – a two to four sentence statement on why the job exists, or a general statement on what the position entails. The summary should not be a reiteration of the duties and responsibilities.
2. **Duties and responsibilities** – the primary activities in which an employee will engage in on a regular basis, or spends at least 5% or more of his or her time doing on a regular basis. The duties and responsibilities a) Let the employee know what is expected of him or her, and b) Establishes a basis for determining the required qualifications. A statement of the duties and responsibilities will answer the following questions.
   a. What action is taking place?
   b. To whom or what?
   c. To achieve what outcome?
   d. Using what tools, equipment, or processes?

   **Example:**
   a) [Administers]  
   b) [minor medical treatments or medication]  
   c) [to correct or treat residents' minor health problems]  
   d) [using common first aid supplies and using own discretion to determine need following established institutional medical department procedures].

3. **Qualifications** – a listing of the knowledge, skills, abilities, and other characteristics (KSAOs) an incumbent must possess in order to successfully perform the duties and responsibilities of the position. These are referred to as the minimum qualification because if a person does not meet them, he or she will not be successful on the job. All KSAOs must be linked to a specific duty or responsibility.
   a. **Knowledge** - A body of information that can be applied directly to the performance of tasks.
   b. **Skills** - The proficient manual, verbal, or mental manipulation of people, ideas, or things.
   c. **Abilities** - The present power to perform a job function, to carry through with the activity while applying or using the associated knowledge.
   d. **Other Characteristics** - A general category for other personal factors such as personality, willingness, interest, and motivation and such tangible factors as licenses, degrees, and years of experience.

After the KSAOs are identified we must determine where the KSAOs are learned or obtained. That is, can knowledge and skills be learned through work experience or is formal education required. If formal education is required, then at what level is knowledge or skill obtained (high school, associates, bachelor, masters, or doctorate).
As an institution of higher learning we tend to prefer at least a bachelor’s degree as minimum requirement, with that said, if any degree will fulfill the requirement, then a degree is not required. Again, the degree must be linked to specific knowledge and skills.

Years of related experience should represent a realistic time frame from which an individual could learn and master the knowledge and skills required for the position.

Note: Knowledge, skills, and abilities that must be learned after a person is hired should not be listed. For example, Familiarity with university policies and procedures is generally not knowledge a person would have before he or she started the position.

4. **Physical Requirements** – significant bodily activities in which a person is likely to engage while performing the duties and responsibilities of the position. Identification of the physical requirements helps establish potential reasonable accommodations in accordance with the American with Disabilities Act (ADA). The primary physical requirements used at Creighton are:

   a. **Seeing** – requires close visual acuity to perform or more of the following
      i. Preparing and analyzing data and figures, transcribing; viewing a computer terminal; extensive reading; visual inspection involving small defects, small parts, and/or operation of machines.
      ii. Operating machines such as lathes, drill presses, power saws and mills where the seeing job is at or within arm’s reach; preforming mechanical or skilled trade’s tasks of a non-repetitive nature.
      iii. Operate motor vehicles or heavy equipment.
      iv. Determine the accuracy, neatness, and thoroughness of the work assigned (e.g. custodial, food services, general labor) or to make general observations of facilities or structures.
   b. **Hearing** – Perceiving the nature of sounds at normal speaking levels with or without correction, and having the ability to receive detailed information through oral communication, and making fine discrimination in sound.
   c. **Standing/Climbing/Mobility** –
      i. **Standing** - Remaining upright on the feet, particularly for sustained periods of time.
      ii. **Climbing** - Ascending or descending ladders, stairs, scaffolding, ramps, poles and the like, using feet and legs and/or hands and arms. Body agility is emphasized. This factor is important if the amount and kind of climbing required exceeds that required for ordinary locomotion.
      iii. **Mobility** -
   d. **Lifting/Pulling/Pushing weight** –
      i. **Lifting** - Lifting: Raising objects from a lower to a higher position or moving objects horizontally from position to-position. This factor is important if it occurs to a considerable degree and requires the substantial use of the upper extremities and back muscles.
      ii. **Pulling** - Using upper extremities to exert force in order to draw, drag, haul or tug objects in a sustained motion.
      iii. **Pushing** - Using upper extremities to press against something with steady force in order to thrust forward, downward or outward.
e. **Fingering/Grasping/Feeling** –
   i. **Fingering** – Picking, pinching, typing or otherwise working, primarily with fingers rather than with the whole hand or arm as in handling.
   ii. **Grasping** – Applying pressure to an object with the fingers and palm.
   iii. **Feeling** – Perceiving attributes of objects, such as size, shape, temperature or texture by touching with skin, particularly that of fingertips.
f. **Travel** – whether or not work at other worksites is required and includes day travel and/or overnight stays.
g. **Exposure to blood borne pathogens** – the likelihood a person will be exposed to, or work around blood borne pathogens.
h. **Handling of Animals** – whether or not the position requires working with or around animals.
i. **Overtime** – if the position maybe required to work nights, weekends, holidays, and shift work.

Once the main content of the job description is finalized the compensation professional will determine the position classification, or whether the position is Hourly or a Salaried. The guidelines set forth by the Fair labor standards act will be used to determine the position classification.
Job Classification

The Fair Labor Standards Act (FLSA) of the Wage & Hour Division of the U.S. Department of Labor sets forth the standards of minimum pay and overtime, and for determining if exempt from the minimum pay standards and eligibility for overtime. Creighton University reviews each job description to determine its exemption status.

Non-exempt positions will be paid at least the federal minimum wage and overtime will be paid at 1 and ½ times the hourly rate. Overtime will be paid on all hours worked over 40 hours in one week (between Saturday and Friday). Hourly employees cannot carry hours over from week to week, or bank hours to take time off at a future date. For example, an hourly employee cannot work 45 hours in one week and 35 hours the next week, and not be paid overtime for the 5 hours worked over 40 on the first week.

The FLSA has set certain criteria that must be met for a position to be exempt from the federal minimum wage and overtime requirements. The FLSA states that an individual in an exempt position must receive a minimum guaranteed salary of $455 per week ($985.83 if paid bi-monthly/ $1971.67 if paid monthly/ $23,660 on an annual basis). The FLSA also states that the duties performed must be considered exempt. The following are the guidelines for determining the exemption status of positions.

Executive Exemption
To qualify for the executive employee exemption, all of the following tests must be met:

- The employee must be compensated on a salary basis (as defined in the regulations) at a rate not less than $455 per week;
- The employee’s primary duty must be managing the enterprise, or managing a customarily recognized department or subdivision of the enterprise;
- The employee must customarily and regularly direct the work of at least two or more other full-time employees or their equivalent;
- The employee must have the authority to hire or fire other employees, or the employee’s suggestions and recommendations as to the hiring, firing, advancement, promotion or any other change of status of other employees must be given particular weight.

Administrative Exemptions
To qualify for the administrative employee exemption, all of the following tests must be met:

- The employee must be compensated on a salary or fee basis (as defined in the regulations) at a rate not less than $455 per week;
- The employee’s primary duty must be the performance of office or non-manual work directly related to the management or general business operations of the employer or the employer’s customers; and
- The employee’s primary duty includes the exercise of discretion and independent judgment with respect to matters of significance.
Professional Exemption
To qualify for the learned professional employee exemption, all of the following tests must be met:

- The employee must be compensated on a salary or fee basis (as defined in the regulations) at a rate not less than $455 per week;
- The employee’s primary duty must be the performance of work requiring advanced knowledge, defined as work which is predominantly intellectual in character and which includes work requiring the consistent exercise of discretion and judgment;
- The advanced knowledge must be in a field of science or learning; and
- The advanced knowledge must be customarily acquired by a prolonged course of specialized intellectual instruction.

To qualify for the creative professional employee exemption, all of the following tests must be met:

- The employee must be compensated on a salary or fee basis (as defined in the regulations) at a rate not less than $455 per week;
- The employee’s primary duty must be the performance of work requiring invention, imagination, originality or talent in a recognized field of artistic or creative endeavor.

Computer Employee Exemption
To qualify for the computer employee exemption, the following tests must be met:

- The employee must be compensated either on a salary or fee basis (as defined in the regulations) at a rate not less than $455 per week or, if compensated on an hourly basis, at a rate not less than $27.63 an hour;
- The employee must be employed as a computer systems analyst, computer programmer, software engineer or other similarly skilled worker in the computer field performing the duties described below;
- The employee’s primary duty must consist of:
  1) The application of systems analysis techniques and procedures, including consulting with users, to determine hardware, software or system functional specifications;
  2) The design, development, documentation, analysis, creation, testing or modification of computer systems or programs, including prototypes, based on and related to user or system design specifications;
  3) The design, documentation, testing, creation or modification of computer programs related to machine operating systems; or 4) A combination of the aforementioned duties, the performance of which requires the same level of skills.

Outside Sales Exemption
To qualify for the outside sales employee exemption, all of the following tests must be met:

- The employee’s primary duty must be making sales (as defined in the FLSA), or obtaining orders or contracts for services or for the use of facilities for which a consideration will be paid by the client or customer; and
- The employee must be customarily and regularly engaged away from the employer’s place or places of business.

Highly Compensated Employees
Highly compensated employees performing office or non-manual work and paid total annual compensation of $100,000 or more (which must include at least $455 per week paid on a salary or fee basis) are exempt from the FLSA if they customarily and regularly perform at least one of the duties of an exempt executive, administrative or professional employee identified in the standard tests for exemption.
Blue Collar Workers
The exemptions provided by FLSA Section 13(a)(1) apply only to “white collar” employees who meet the salary and duties tests set forth in the Part 541 regulations. The exemptions do not apply to manual laborers or other “blue collar” workers who perform work involving repetitive operations with their hands, physical skill and energy. FLSA-covered, non-management employees in production, maintenance, construction and similar occupations such as carpenters, electricians, mechanics, plumbers, iron workers, craftsmen, operating engineers, longshoremen, construction workers and laborers are entitled to minimum wage and overtime premium pay under the FLSA, and are not exempt under the Part 541 regulations no matter how highly paid they might be.
Job Evaluation Process

Overview: the goal of the job evaluation process is to determine the appropriate compensation and pay grade for a position at Creighton University. Creighton uses a market based approach to evaluate positions.

Job Descriptions: The job evaluation process starts with an updated and accurate job description. A job description will provide a general scope of the position (why the position exists), the primary duties and responsibilities of the position, and the minimum qualifications required to successfully perform the duties and tasks of the position. Managers are responsible for reviewing, updating and submitting job descriptions for his/her positions to human resources on a regular basis, usually annually, and/or before a position is opened for recruitment. The job description template is available on the HR compensation website at: http://www.creighton.edu/hr/compensation/index.php

Evaluation:
Job descriptions of benchmark positions are compared to similar job within appropriate markets to determine the appropriate pay for the position. The compensation professional will match the duties and responsibilities of the position with descriptions provided in salary surveys (a job title may provide a start on where to look for market data, but is not the determining factor). Initial results are shared with managers and HR Generalist before a final determination is made.

The benchmark positions are compared to create a job worth hierarchy and create pay structure. Market rates are used to establish pay grade midpoints. Positions with similar market rates (usually within 3% to 5%) are placed in same pay grade.

At times, market data for a position is not available. When data is not available, the compensation professional, working with the manager and HR Generalists, will compare the duties, responsibilities, qualifications and scope of the position to other positions within Creighton University to determine the appropriate pay grade.
Pay Actions

**New Hire:** The pay range for a position will determine the upper and lower bound limits of potential earnings for a position. When a manager selects a potential candidate to hire, but before an offer is made to the candidate, the compensation professional will evaluate the candidates experience and credentials to the minimum qualifications and to employees in similar positions to determine an equitable offer. In most cases, the hiring offer will be between range minimum and half way to the range midpoint. Rarely should an offer exceed the range midpoint. Starting pay above the hiring range requires additional justification from the manager and VP approval. Once an offer is made and the candidate has accepted, the manager must submit an Employee Action form (EAF) to Human Resources.

**Promotion:** An increase in the employee’s duties and responsibilities resulting from one of two reasons. See the promotion Matrix for raise guidelines.

**New position:** when the employee applies for and accepts a new position in a higher pay grade at Creighton. The pay increase will vary from 4% to 10%. The new pay should not be less than the new grade minimum or higher than the new grade maximum.

**Job Reclassification:** When the duties and responsibilities of a position change by 25% or more, the position is submitted to the compensation professional for review and evaluation. If the evaluation indicates that the pay range should change, then the employee would be eligible for a pay raise. The standard raise will range from 4% to 10%. The new pay should not be less than the new grade minimum or higher than the new grade maximum.

**Demotion:** A demotion is a move to a position with a lower salary grade. When circumstances warrant, a demoted employee’s salary may remain the same if it does not exceed the new salary range maximum. You should consult with Human Resources to determine decreases in pay. Some possible reasons for a demotion include:

**New position/Transfer:** when the employee applies for and accepts a new position in a lower pay grade at Creighton.

**Job Reclassification:** A reduction in the duties and responsibilities of a position by 25% or more. The position description is submitted to the compensation professional for review and evaluation.

**Demotion/performance:** When the employee does not meet the standards of the position on a continual basis the manager can request the employee be demoted to a lower pay grade.

<table>
<thead>
<tr>
<th>Range Position in New Grade (salary / new grade midpoint)</th>
<th>Promotional Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>100% and above</td>
<td>4%</td>
</tr>
<tr>
<td>94%-99%</td>
<td>4-6%</td>
</tr>
<tr>
<td>81%-93%</td>
<td>6-8%</td>
</tr>
<tr>
<td>Below 80%</td>
<td>Greater of minimum* or up to 10%</td>
</tr>
</tbody>
</table>
Merit Increase: As a pay-for-performance employer, Creighton compensates primarily on performance and the results achieved. Each employee must have an annual performance evaluation. Every year the budget committee and board of directors approves a merit budget. The performance level and range position are two factors to consider in determining the amount of the merit increase. (See Merit Matrix Example below).

<table>
<thead>
<tr>
<th>Performance/ Range Position</th>
<th>Low Range</th>
<th>Mid Range</th>
<th>High Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exceeds Objectives</td>
<td>3-4%</td>
<td>2-3%</td>
<td>1-2%</td>
</tr>
<tr>
<td>Meets Objectives</td>
<td>2-3%</td>
<td>1-2%</td>
<td>1%</td>
</tr>
<tr>
<td>Needs Improvement</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

- Departments must remain within their overall salary budget and increases are subject to availability in the budget.
- The Annual Review period is from July 1 to June 30.
- New hires with a start between August 1, and March 30, should be evaluated as part of the normal review process. Any increase will be pro-rated based on the length of service.
- Employees rated “Needs Improvement” may be evaluated again in 6 months to assess performance level and determine if an increase is appropriate at that time. Increase will not be retro-active to the fiscal year.

A new merit matrix is calculated each year based on merit budget and the previous year’s performance level and range position distributions. The updated merit matrix will be available on the HR website and in the Creighton Merit System.

If an Employee’s pay is above the maximum of his or her salary range he or she would be classified as “red circled” and would not be eligible for a merit increase. With that said, based on the employee’s individual performance, he or she may be eligible for a lump sum merit bonus.

Pay Adjustments: Occasionally, an employee’s pay may fall below the range minimum (“Green Circled”), or above the range maximum (“Red Circled”). Special consideration must be taken to ensure the employee’s pay is equitable.

For green circled employees managers should work with the HR Generalist and the Compensation professional to create a structured pay increase plan to bring the employees pay up to the range minimum.

For employees who are classified as red circled, their pay will be frozen until (not eligible for merit increases) until their pay falls within the pay range.
# Salary Rates/ Pay Grade

The current salary grades ranges were updated January 1, 2014. Benchmark positions will be evaluated every other year to determine the potential amount of adjustment to the pay grades.

<table>
<thead>
<tr>
<th>Grade</th>
<th>Minimum</th>
<th>Midpoint</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>L</td>
<td>$18,673</td>
<td>$23,341</td>
<td>$28,009</td>
</tr>
<tr>
<td>K</td>
<td>$20,727</td>
<td>$25,909</td>
<td>$31,090</td>
</tr>
<tr>
<td>J</td>
<td>$23,214</td>
<td>$29,018</td>
<td>$34,821</td>
</tr>
<tr>
<td>I</td>
<td>$25,490</td>
<td>$32,500</td>
<td>$39,510</td>
</tr>
<tr>
<td>H</td>
<td>$28,804</td>
<td>$36,725</td>
<td>$44,646</td>
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<tr>
<td>G</td>
<td>$32,205</td>
<td>$41,866</td>
<td>$51,528</td>
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<tr>
<td>F</td>
<td>$36,714</td>
<td>$47,728</td>
<td>$58,742</td>
</tr>
<tr>
<td>E</td>
<td>$43,322</td>
<td>$56,319</td>
<td>$69,315</td>
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<tr>
<td>D</td>
<td>$50,155</td>
<td>$66,456</td>
<td>$82,757</td>
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<tr>
<td>C</td>
<td>$59,183</td>
<td>$78,418</td>
<td>$97,653</td>
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<tr>
<td>B</td>
<td>$70,867</td>
<td>$95,670</td>
<td>$120,473</td>
</tr>
<tr>
<td>A</td>
<td>$86,457</td>
<td>$116,718</td>
<td>$146,978</td>
</tr>
</tbody>
</table>
**Compensation Policies**

**FAIR LABOR STANDARDS ACT (FLSA)**
All positions are classified as “exempt” (salaried) or “non-exempt” (hourly) as defined by the FLSA. This status determines if the employee in the position is eligible for overtime.

Exempt employees (those not paid overtime) are paid a predetermined salary regardless of time worked. Creighton’s exempt employees are paid monthly. Exempt employees should not have their pay “docked” without consulting Compensation. Exempt employees should not be allowed to “bank hours” for time off later.

Non-exempt employees are paid an hourly rate for all hours worked. Creighton’s non-exempt employees are paid bi-weekly. Overtime at time-and-one-half is paid for all hours over 40 worked in a pay week. Paid time off is not included in this calculation. All hours worked by a non-exempt employee (whether approved or not) must be paid. You should counsel any employee who works outside his or her approved schedule for not following policy.

**SALARIES ABOVE MAXIMUM**
An employee whose salary is at or above maximum of the current salary range normally will not be eligible for a merit increase. This employee is being compensated at the “top of the market” for comparable positions. Some situations may warrant a lump sum merit award, which does not increase the employee’s base salary, but still rewards performance. Please consult with the Compensation to determine if a lump sum award is appropriate.

**NEW HIRES**
A new employee will be hired at an appropriate salary within the grade established for the position based on experience and qualifications. Generally a new hire is hired between the minimum and midpoint of the job grade. If circumstances demand that a salary be offered above the midpoint of the job grade, the manager should contact his or her HR partner for guide and support. Managers need to plan and budget to ensure new hires join the organization at an appropriate salary level.

**LEAVES OF ABSENCE**
If an employee is on an authorized Leave of Absence at the time of review, or has been on leave during the previous 12-month period, contact the Human Resources to determine how the situation should be handled. Generally, the performance evaluation should be completed upon return from leave and, in most cases, the merit increase will go into effect October 1st for exempt employees, or during the first pay period in October for non-exempt employees.

**ADMINISTRATIVE NOTES**
Performance reviews without performance level ratings will be returned to the manager for completion.

Generally, a merit increase will not be approved without a completed performance review.

If there are exceptions to guidelines, written justification needs to be attached. Human Resources will contact the appropriate department or division head regarding approval. Salary adjustments, transfers and/or promotions will generally not be approved if the position has not been evaluated or lacks a job description. Compensation guidelines and processes are reviewed regularly and may be revised at any time to meet university objectives.

**IMPLIED CONTRACTS**
At no time should a manager share with an employee a salary review that includes an oral or written statement of a promised grade, title, and/or salary without the approval from the next level manager and Human Resources. Such action may severely impair the EEO and business objectives of the University particularly if outside the salary guidelines. *Wait for approval from Human Resources before discussing any of the above with a particular employee.*
# Employee Action Types

<table>
<thead>
<tr>
<th>Action</th>
<th>Description</th>
<th>Example</th>
<th>Documentation/Action</th>
<th>Effective Date</th>
<th>Increase</th>
</tr>
</thead>
</table>
| **Promotion¹**  
*Competitive*  
(Inter-Department or Intra-Departmental) | Employee has applied for the higher level job through the job posting system and has been selected among all candidates for the position. The employee may be transferring to a new department or remaining in the same department. | Accountant to Billing Manager  
Accountant to Sr. Accountant  
Cardiac Tech II to Cardiac Tech III | EAF*, Performance Evaluation if more than 6 months since last review (Outgoing Manager)  
EAF*, Performance Evaluation if more than 6 months since last review (Outgoing Manager)  
EAF*, Performance Evaluation if more than 6 months since last review (Outgoing Manager) | Effective with upcoming pay cycle per job status (M or B)  
*must adhere to documentation deadlines | 5-10% or new grade minimum (Depends on experience, position in salary range, market, & internal equity) |
| **Promotion¹**  
*Skill Dependent*  
(Intra-Departmental) | Promotion to a position that is a higher grade level, as a result of attaining a certification or additional specific experience. Example: Processor to Senior Processor or Coder to Certified Coder. Employee is not changing departments | Senior Specialist/G to Associate Manager/G  
Cardiac Tech II to Cardiac Tech III | EAF*, Performance Evaluation if more than 6 months since last review (Outgoing Manager) | Effective with upcoming pay cycle per job status (M or B)  
*must adhere to documentation deadlines | 5-10% or new grade minimum (Depends on experience, position in salary range, market, & internal equity) |
| **Lateral Transfer**  
Lateral Transfer-Competitive | Transfer to another position in the same or another department. The position is the same grade level. | Senior Specialist/G to Associate Manager/G | EAF*, Performance Evaluation if more than 6 months since last review (Outgoing Manager) | Effective with upcoming pay cycle per job status (M or B)  
*must adhere to documentation deadlines | No increase |
| **Demotion²/Transfer**  
Demotion/Transfer-Competitive  
Demotion/Reclassification | Demotion due to job recategorization, performance or employee has chosen to move into a position at a lower grade level. | Accounting Manager to Accountant | EAF*, Performance Evaluation if more than 6 months since last review (Outgoing Manager) and  
/Performance Improvement Plan | Effective with upcoming pay cycle per job status (M or B)  
*must adhere to documentation deadlines | Salary decrease, contact Human Resources for recommendation |
| **Salary Increase/Decrease**  
(Not annual merit) | Increase or decrease in salary or change from bi-weekly to monthly and vice versa | Reclassification, market, etc | 1. Reclassification & Market Adjustment:  
Input new description in People Admin for Comp Review.  
2. EAF*: Once approved by Compensation, submit the EAF | Effective with upcoming pay cycle per job status (M or B)  
*must adhere to documentation deadlines | Varies |
| **Annual Merit**  
(effective in October) | Increase as a result of annual performance evaluation process | Enter into Merit system, Changes in title/grade, costing, status (FT, PT, Monthly, Bi-weekly) require an EAF* | Effective with 1st pay cycle in October | Based on available merit pool, employee range position, and performance. |

*When an employee’s position changes as a result of a “competitive” job posting process, the HR representative will complete the EAF. If the action is due to a job recategorization, the department is responsible for completing the EAF.*