

OLD DOMINION UNIVERSITY PAY ACTION FORM (PAF)

1. TYPE OF ACTION; APPLICANT/EMPLOYEE DATA; FUNDING

Check one of the following: <input type="checkbox"/> STARTING PAY <input type="checkbox"/> PROMOTION <input type="checkbox"/> VOLUNTARY TRANSFER <input type="checkbox"/> VOLUNTARY DEMOTION	A. APPLICANT/EMPLOYEE NAME	B. SOCIAL SECURITY NUMBER (only required for new employees)
	C. CURRENT/FORMER DEPARTMENT/EMPLOYER	D. EFFECTIVE DATE
	E. HIRING DEPARTMENT	F. DEPARTMENT BUDGET CODE
	G. CURRENT AMOUNT BUDGETED FOR POSITION	H. ADDITIONAL FUNDING REQUESTED

2. SALARY DATA FOR APPLICANT'S CURRENT/FORMER POSITION

IF THE APPLICANT IS A CURRENT STATE EMPLOYEE, PLEASE COMPLETE EACH BLOCK. IF THE APPLICANT IS NOT A CURRENT STATE EMPLOYEE, ONLY COMPLETE BOXES E & G UNLESS THE STARTING PAY IS ABOVE THE MINIMUM OF THE PAY BAND – THEN BOX F MUST ALSO BE COMPLETED AND APPROPRIATE DOCUMENTATION ATTACHED, IF NECESSARY.

A. POSITION NUMBER	B. ROLE CODE	C. ROLE TITLE	D. PAY BAND
E. ANNUAL SALARY	F. CURRENT/FORMER SALARY VERIFIED BY: <input type="checkbox"/> PAY STUB (ATTACHED) <input type="checkbox"/> CURRENT/FORMER EMPLOYER <input type="checkbox"/> ODU DEPT. OF HUMAN RESOURCES <input type="checkbox"/> OTHER (attach explanation)	G. WORKING OR NON-STATE POSITION TITLE	

3. PROPOSED SALARY DATA FOR NEW POSITION

(Note: Block F. MUST be completed - % difference between 2. E. and 3. E.)

COMPLETE EACH BLOCK.

A. NEW POSITION NUMBER	B. NEW ROLE CODE	C. NEW ROLE TITLE	D. NEW PAY BAND
E. NEW ANNUAL SALARY	F. PERCENTAGE CHANGE (+ OR -)	G. WORKING TITLE	

4. BUDGET INFORMATION – AUTHORIZATION TO TRANSFER FUNDS -

A. BASE SALARY INCREASE AMOUNT	B. BASE BENEFITS AMOUNT	C. TOTAL BASE INCREASE	
D. BY COMPLETING THIS SECTION, YOU ARE AUTHORIZING THE BUDGET OFFICE TO MAKE THE TRANSFER(S) TO COVER SALARY AND BENEFIT COSTS.			
TRANSFER FUNDS FROM:	BUDGET CODE	SUBJECT CODE	AMOUNT
	BUDGET CODE	SUBJECT CODE	AMOUNT

5. JUSTIFICATION FOR ACTION REQUESTED

Check ALL pay factors, since all should have been considered in reaching this pay decision and provide appropriate justification of your decision about that factor; attach additional sheets if necessary. The definition of each pay factor is included in this form. [Consideration of the factors should occur before any discussion with an employee or applicant takes place.]

POSITION - CRITICALITY OF FILLING AT THIS TIME	
<input type="checkbox"/> Agency business need (Why is it important that this position be filled?)	Comments:

<input type="checkbox"/> Duties and responsibilities (What duties are critical for the new employee to perform?)	Comments:
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NEW EMPLOYEE'S QUALIFICATIONS FOR THE POSITION

<p>A comment relative to each factor is REQUIRED:</p> <input type="checkbox"/> Relevant work experience & education & previous performance	Comments:
<input type="checkbox"/> Relevant knowledge, skills, abilities, and competencies	
<input type="checkbox"/> Relevant training, certification, license, etc.	
<input type="checkbox"/> Internal salary alignment (How will proposed salary compare to salaries of other employees in the department? Will there be an equity issue?)	
<input type="checkbox"/> Current salary (How does person's current salary compare to proposed salary?)	

MARKET DATA

<input type="checkbox"/> Market availability <input type="checkbox"/> Salary reference data <input type="checkbox"/> Total compensation	Comments:
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FINANCIAL IMPLICATIONS

<input type="checkbox"/> Budget implications <input type="checkbox"/> Long-term impact	Comments:
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6. APPROVAL SIGNATURES

HIRING SUPERVISOR	/	DATE
BUDGET UNIT DIRECTOR	APPROVE <input type="checkbox"/> DISAPPROVE <input type="checkbox"/>	DATE
" " " GH5 : : -B ; / `CD9F5HCBG`A5B5 ; 9F "	APPROVE <input type="checkbox"/> DISAPPROVE <input type="checkbox"/>	DATE
UNIVERSITY BUDGET OFFICER or DESIGNEE (when applicable)	APPROVE <input type="checkbox"/> DISAPPROVE <input type="checkbox"/>	DATE
VICE PRESIDENT or DESIGNEE (when applicable)	APPROVE <input type="checkbox"/> DISAPPROVE <input type="checkbox"/>	DATE

When the salary requested is greater than the amount currently budgeted for the position, approval is required from the Budget Office and Vice President and Human Resources will route this form to them. BE SURE APPROPRIATE BUDGET ADJUSTMENT INFORMATION HAS BEEN ENTERED IN SECTION 4 ON PAGE 1.

CLASSIFIED PAY FACTORS DEFINITIONS

JOB

- **AGENCY BUSINESS NEED:** The specific activities and organizational, financial, and human resource requirements that are directly derived from the agency's mission. For example, changes in an employee's duties, responsibilities, and abilities should be relevant to agency business need in order to be compensable.
- **DUTIES AND RESPONSIBILITIES:** The primary and essential work functions performed by an employee or group of employees. Variation in these duties and responsibilities help distinguish one employee from another for comparison purposes.

EMPLOYEE

- **PERFORMANCE:** The candidate's or incumbent's previous and/or current work accomplishments or outcomes and behavioral interactions that are typically assessed in written, verbal or observational forms. NOTE: All management-initiated salary increases are based on employees meeting an acceptable performance level (rated as "contributor" or higher).
- **WORK EXPERIENCE AND EDUCATION:** The candidate's or incumbent's relevant employment history and academic qualifications. Work experience is the employment history of an individual, which typically includes job titles held and a corresponding description of the duties, responsibilities and tasks performed. Education includes academic credentials obtained and is usually listed as high school diploma, associate degree, bachelor's degree or specific advanced degree.
- **KNOWLEDGE, SKILLS, ABILITIES AND COMPETENCIES:** Elements commonly listed for job requirements, hiring qualifications or employee credentials. Knowledge refers to acquired principles and practices related to a particular job (for example, principles of nuclear physics or accounting). Skills refer to acquired psychomotor behaviors (for example, operations of forklift or personal computer). Abilities include the talents, observable behaviors or acquired dexterity (for example, capacity to lift 200 pounds). Competencies include the knowledge, skills and underlying behaviors that correlate with successful job performance
- **TRAINING, CERTIFICATION AND LICENSE:** Job requirements or employee qualifications that are relevant or highly desirable for a particular job. Training refers to a specialized course of instruction outside the realm of recognized academic degree programs (for example, in-service training). Certification refers to a specialized course of study resulting in a certificate upon successful completion (for example, Cardiopulmonary Resuscitation, Certified Professional Accountant, and Emergency Medical Technician). A license is a credential that is required by law to practice one's occupation (for example, Registered Nurse, Pharmacist, and Physician).
- **INTERNAL SALARY ALIGNMENT:** A fairness criterion that takes into consideration the proximity of one employee's salary to the salaries of others who have comparable levels of training and experience; similar duties and responsibilities; each employee's performance; and similar knowledge, skills, abilities and competencies. Internal salary alignment is determined by examining an employee's salary in relation to comparable co-workers' salaries.
- **CURRENT SALARY:** The candidate's or incumbent's present base pay compensation, which may be reported as an hourly wage or weekly, semi-monthly, monthly or annual salary. This factor does not include shift differentials, benefits, overtime, incentive premiums, bonuses, commissions or other similar non-base-pay compensation.

MARKET

- **MARKET AVAILABILITY:** The relative availability of suitable, qualified employees in the general labor market, which is subject to the effects of supply and demand. The agency should consider its tolerance for variation in the applicant pool and its willingness to accept applicants with fewer qualifications in times of high market demand.
- **SALARY REFERENCE DATA:** A composite of relevant salary information extracted from available surveys that indicate market pricing for various jobs in the Commonwealth. Examples of relevant salary information include average salary range, median salary, and weighted average salary.
- **TOTAL COMPENSATION:** This factor includes all forms of cash compensation (for example, base pay, shift differentials, overtime, on-call pay, bonuses, and commissions) and the dollar value of the employer-sponsored benefit package (for example, health and dental insurance, long- and short-term disability, paid leave, retirement, and life insurance). NOTE: The greatest impact of total compensation will focus on starting pay and competitive offers.

FINANCIAL

- **BUDGET IMPLICATIONS:** The short- and long-term financial consequences of pay decisions and how the agency manages its salary dollars.
- **LONG TERM IMPACT:** The strategic and financial effect of anticipated future salary costs, staffing changes, salary alignment among employees, career growth and salary reference data changes.