

Hiring, Employing, and Compensating – Human Resources

Human Resource Management

The most valuable resource of the School is its employees. In light of the value the School places on its employees, Business Managers' and all administrative staff's first priority is to insure that all employees are paid on time, in the proper amount, from the correct source, and in accordance with Governing Policy.

Forms can be located on the HR website:

<http://www.lsuhs.edu/no/Administration/hrm/forms.aspx>

Position Description - PD

Position Descriptions are required for classified and unclassified staff titles regardless of percent of effort or type of appointment and for faculty holding administrative titles. The PD outlines the mission, duties, reporting structure, salary, mental, physical, and educational qualifications needed for the position. The form can be utilized to establish new positions or update existing positions. All titles in inventory must be updated when filling a position which hasn't been updated within the previous twelve months. The form used for civil Service Position Descriptions Form is entitled "SF3" and all other positions use an LSUHSC document entitled "Position Description (Unclassified)."

The position description is critical as it will guide the department through the selection process and help determine the appropriate compensation for the selected candidate. The position description should be designed to enable you to recruit from a pool of candidates that would perform the functions listed in duties and responsibilities. It should never be designed to enable you to hire a pre-selected candidate. If your acceptable degree/work experience is too stringent it will limit the pool of candidates that will qualify for the position. Should you need to revise the position, you will have to re-advertise and screen the applications. All resumes should be reviewed with the required qualifications in mind.

Filling out the PD:

Sample Position Descriptions are on the Human Resource website. HR will compute the proposed annual salary based upon the duties, responsibilities, and the qualification requirements. The more stringent the degree requirements and the greater the years of experience required, the higher the salary range will be given. If you anticipate the position will be difficult to fill, you will need to work with HR to define acceptable degrees and work experience that will allow you to recruit a candidate that will meet the needs of the department and fulfill the requirements outlined in the position description.

Attention also needs to be given to the physical and mental demands. If you do not include the ability to lift a predefined weight, that employee may not have to perform that duty (i.e., packing up files for storage, traveling from main campus to outlying clinic). Substitutions for degree requirements should not be included on a PD without advance approval from the dean's office; solely obtaining HR's approval for the substitution is insufficient.

If the position is established and you are performing an update you will find the information in PS. If it is a new position, HR will establish a position number after the PD is submitted. Position Inventory Numbers are also known as PCN's or Position Control numbers are assigned by departments when a position is created. They are assigned using a standardized format as follows: Year, division, 2 digit legacy department number, 3 digit number assigned by department (the last 3 digits are typically sequentially assigned within each year and started over for each new year).

PEOPLE SOFT POSITION NUMBER: (1) 00021083 (2) _____ (3) _____
 POSITION INVENTORY NUMBER: (1) 93449xx150 (2) _____ (3) _____

To find the PCN for a position if it is listed in PS, look in the Mail Drop ID, look in the following panel:

The screenshot displays the PS9HERPT 8.49.07 web interface. On the left is a navigation menu with options like 'My Favorites', 'Workforce Administration', 'Benefits', 'Payroll for North America', 'Workforce Development', 'Organizational Development', 'Position Management', 'Maintain Positions/Budgets', 'Review Position/Budget Info', 'Set Up HRMS', 'Reporting Tools', 'PeopleTools', and 'LSUHSC Processes'. The main content area has tabs for 'Description', 'Specific Information', 'Budget and Incumbents', and 'Position Attribute'. The 'Specific Information' tab is selected, showing details for Position Number 00045196, which is currently 'Open' with a 'Current Head Count' of 0 out of 1. The 'Effective Date' is 12/14/2007 and the 'Status' is 'Active'. The 'Max Head Count' is 1, and the 'Mail Drop ID' is PCN# 0744961045. Other fields include 'Work Phone', 'Health Certificate', and 'Signature Authority'. Under the 'Education and Government' section, the 'Position Pool ID' is visible, along with 'Pre-Encumbrance Indicator: Immediate', 'Encumber Salary Option: Salary Step', and 'Classified Indicator: Classified'. There are also fields for 'Calc Group (Flex Service)', 'Academic Rank', 'FTE: 1.000000', and a checkbox for 'Add to FTE Actual Count'. A control panel on the right includes checkboxes for 'Update Incumbents', 'Include Salary Plan/Grade', 'Budgeted Position', 'Confidential Position', and 'Job Sharing Permitted'. At the bottom left, there is a 'US Federal' indicator.

The above screen shows that the position is open, the date of vacancy, and the title. The PCN can be located on the Specific information panel in the Mail Drop ID field.

On the PD, the source of funds should be noted in this section and should be an accurate reflection of the sources from which the individual is to be paid. Availability of funding

is an important part of the approval process. The only choices that can be selected within the school are: "State," "Federal," or "Grant/Contract." Do not use the other fields.

SOURCE OF CURRENT FUNDS: STATE AUXILIARY FEDERAL GRANT/CONTRACT RESTRICTIVE
 APPROPRIATED UNRESTRICTED

The type of unclassified position should be filled out as follows for coordinators and business manager positions:

TYPE OF UNCLASSIFIED POSITION: TEACHING EXECUTIVE ADMINISTRATIVE OFFICER PROFESSIONAL
 NON-EXEMPT FLSA EXEMPT FLSA

**LSU HEALTH SCIENCES CENTER - NEW ORLEANS CAMPUS
POSITION DESCRIPTION FORM**

CAMPUS: LSUHSC - NEW ORLEANS NEW UPDATE
 COLLEGE/DIVISION: MEDICINE MASTER JOB DESCRIPTION
 DEPARTMENT (PeopleSoft Code): NO 149xx00

PEOPLE SOFT POSITION NUMBER: (1) 00021083 (2) _____ (3) _____
 POSITION INVENTORY NUMBER: (1) 93449xx150 (2) _____ (3) _____

REQUEST SYSTEM TITLE:	% EFFORT PER TC
(1) <u>BUSINESS MANAGER</u>	<u>100%</u>
(2) _____	_____
(3) _____	_____
(4) _____	_____

PROPOSED ANNUAL SALARY: \$ 38,000.00 TO \$ 70,300.00

SOURCE OF CURRENT FUNDS: STATE AUXILIARY FEDERAL GRANT/CONTRACT RESTRICTIVE
 APPROPRIATED UNRESTRICTED

INCUMBENT: CURRENT PREVIOUS
JANE Doe BUSINESS MANAGER \$ 41,981.00
 EMPLOYEE NAME PRESENT POSITION TITLE PRES. SALARY

TYPE OF UNCLASSIFIED POSITION: TEACHING EXECUTIVE ADMINISTRATIVE OFFICER PROFESSIONAL
 NON-EXEMPT FLSA EXEMPT FLSA

APPROVED BY: _____ DEPT. HEAD DATE: _____
 _____ DEAN/DIRECTOR DATE: _____
 _____ PERSONNEL OFFICER DATE: _____
 _____ CHANCELLOR DATE: _____

FOR SYSTEM USE ONLY:
 ASSIGNED SYSTEM TITLE(S): _____ TC# _____
 _____ TC# _____
 _____ TC# _____

APPROVED BY: _____ PRESIDENT _____ DATE _____

POSITION DESCRIPTION FORM

POSITION INVENTORY NUMBER: 93449xx150
DEPARTMENT(PeopleSoft Code): NO 149xx00

POSITION DUTIES: (List all duties/responsibilities and % of time spent on each)

<u>% OF TIME</u>	<u>DUTIES AND RESPONSIBILITIES</u>
	Under the general supervision of the department head, incumbent will be responsible for the administrative and financial functioning of the department. The incumbent will be responsible for implementing and adhering to all relevant rules, regulations and procedures as they relate to the administrative and financial operation of the department.
45%	Establish, implement and monitor systems to effectively deal with the short and long term administrative and financial functions of the department. This will include, but not be limited to, human resource, accounting, purchasing, payroll, HCN, inventory control, immigration, safety, and budget functions of the department. Incumbent will be expected to provide the head and faculty of the department with the necessary assistance and advice needed to operate within the applicable State and University rules, regulations and guidelines. Develop and maintain systems which will provide appropriate financial information and projections of departmental sources of income.
15%	Interface with the necessary University, HCN, and Hospital Administration on all appropriate administrative and financial matters.
15%	Provide appropriate interface and review of the department's physician billing and collection functions to insure the department is providing the necessary material to permit the HCN to effectively bill and collect for the physician services provided by departmental faculty members.
10%	Supervise the clerical support staff of the department.
10%	Any and all functions as necessary for efficient operations of the department as assigned by chair, dean or chancellor.
5%	Provide the department head with the necessary support to sustain the academic programs of the department. This will require the incumbent to develop and have maintained databases and other material required by internal and external accrediting bodies.

100%

POSITION DESCRIPTION FORM

POSITION INVENTORY NUMBER: 93449xx150

SUPERVISED BY: Chair Department

TITLE OF SUPERVISOR

SUPERVISOR OF: Administrative Coordinator 3

TITLES OF EMPLOYEES SUPERVISED AND NUMBER SUPERVISED

QUALIFICATION REQUIREMENTS:

REQUIRED:

Bachelor's degree in a business related field and 3 or more years of experience. A master's degree in a business related discipline can replace 2 years of experience.

DESIRED:

MBA, MPA, or Master's degree in a business related field plus 3 or more years of experience.

PHYSICAL AND MENTAL DEMANDS:

The incumbent will have the ability to:

Travel between buildings on LSUHSC campus and to outlying sites such as clinics and hospitals

Carry and lift light equipment and supplies (15-20 LBS)

Sit, stand, bend walk and move intermittently during working hours.

Perform repetitive motion tasks during working hours such as typing, filing and writing.

Hand-eye coordination for writing, handling papers, books, folders, etc.

Communicate effectively with faculty, physicians, residents, and staff in department.

Communicate and interact with all levels of administrative and clerical staff.

To check the availability of vacant positions in a department:

Enter the department ID (i.e. NO1490100) and press search.

Menu

Search:

- My Favorites
- Workforce Administration
- Benefits
- Payroll for North America
- Workforce Development
- Organizational Development
 - Position Management
 - Maintain Positions/Budgets
 - Review Position/Budget Info
 - Position Summary
 - Position History
 - Budget Status
 - Vacant Budgeted Positions**
- Set Up HRMS
- Reporting Tools
- PeopleTools
- LSUHSC Processes

Vacant Budgeted Positions

SetID: SHARE Department: NO1490100 M/S-Administration Total Vacant Positions: 60

Position	Description	Position Status	Reports To	Short Description	Vacant Positions	Max Head Count	Full/Part Time	Regular/Temporary
00016872	STUDENT - NON-LSU	Approved			1	1	Part-Time	Temporary
00017706	ADMINISTRATIVE COORDINATOR 2	Approved			1	1	Full-Time	Regular
00017831	HEALTH SVC ACCOUNTS SPEC	Approved			1	1	Full-Time	Regular
00018156	ADMINISTRATIVE COORDINATOR 3	Approved			1	1	Full-Time	Regular
00018539	ANALYST - FISCAL	Approved			1	1	Full-Time	Regular
00018632	STUDENT - NON-LSU	Approved			1	1	Part-Time	Temporary
00018673	STUDENT - NON-LSU	Approved			1	1	Part-Time	Temporary
00019457	STUDENT - NON-LSU	Approved			1	1	Part-Time	Temporary
00019506	STUDENT - NON-LSU	Approved			1	1	Part-Time	Temporary
00019552	STUDENT - NON-LSU	Approved			1	1	Part-Time	Temporary

A Query can also be constructed to locate the same information. A couple of points about the query. You can all query data in PSHR that you have access to. The results should be your department or area of responsibility. Secondly, the results are by funding source of the last person to hold the position, so if the last person to hold the position was paid from three sources, there will be three rows listed for the same position. The name is:

[LSUSH PER INFO VACANT POS](#) PER info on vacant positions

It will yield the following fields:

PeopleSoft Position No.	SAP Position No (CSO2#)	Mail Drop ID (CSO2#)	Job Code	Job Title	Department ID	Descr	Location	Account Code	Percent of Distribution	Fiscal Year	ID
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Initiating the Hiring Process

Per 1

Prior to engaging in the process of recruitment and/or advertising for a position in the School, a Per 1 (financial authorization to fill a position) must be completed, submitted to the Dean's Office, and received back stamped approved from Human Resources. Non-recurring funding sources used to fund personnel must contain adequate explanation regarding the Department's intent for funding the position over the long term. New faculty positions must contain a description of the long term funding plan. When considering approval of a Per 1, the Department's overall financial condition will be considered. Accordingly, Departments in financial distress should refrain from hiring new personnel until such time as the Department's finances are in order. In any event, creating new faculty positions and filling existing positions should be discussed, in advance, with the Dean's office. Only the first copy of a Per 1, Per 2, or Per 3 entitled "original" on the bottom needs to be signed.

Careful consideration must be given to the amount of effort for any part time position. It is a School of Medicine policy that positions can only be filled in 5% increments of an FTE without prior approval. The Department should be able to defend their choice as to the percent effort required to perform a function; this is particularly true if small changes in percent of effort are requested. All employees whose positions are ordinarily eligible for benefits and who are 75% FTE or greater are eligible for benefits with LSUHC. All employees whose positions ordinarily earn sick and annual leave are eligible to earn leave on a pro-rated basis if they are greater than 50% FTE. Per 1's are not required for student workers, post doc fellows, residents, graduate assistants and gratis employees. However, departments should internally review the fiscal constraints listed above before filling these types of positions.

Anticipated supplemental pay for a faculty position must be listed on Per 1 in the comments section - both source (account # and description) and amount. New positions are those that were not filled as of December 2005. In January of 2009, the LSU Board of Supervisors revised PM-69 "Delegation of Authority to Execute Personnel Actions." This policy statement governs many personnel actions including the filling of and creation of new positions. The policy is lengthy and addresses many different scenarios, so they will not be reiterated here. It is strongly suggested that anyone attempting the hiring process familiarize themselves with PM-69. Please reference the source document at <http://www.lsuhs.edu/no/administration/pm/pm-69.aspx> and if you have questions, please contact the Dean's Office or Human Resources.

Advertising

All positions being filled at 75% or greater effort must be advertised. The quality, content, and presentation of the advertisement should correspond with the level and stature of the position. To adhere to federal guidelines, all ads should be posted on the LSUHC Human Resources Career Opportunity link and/or anywhere else to sufficiently

generate an adequate pool of qualified applicants. Unclassified staff positions should at a minimum be advertised in the Times Picayune for three days, one of which must be a Sunday. Faculty positions should be advertised in appropriate professional publications commensurate with the level of the faculty position. Department heads and Center directors must be advertised on a national level. In the event that a Department wishes to increase a part time employee's effort from below 75% FTE to at or above 75% FTE, the position should be advertised and a competitive selection process employed. If a competitive selection process (including advertisement) was employed for the original placement of the employee in the position, then no advertisement is required regardless of how the individual's percent of FTE goes up or down.

Filling Non-Faculty Positions

The first step in the screening of resumes is to eliminate candidates that fail to meet the minimum requirements of the established job description. By being responsible to this critical first step, much hardship and trouble can be eliminated. Should a business manager be unsure of an applicant meeting the minimum qualifications then Human Resources can be consulted. This first step should include careful review of qualifications before interviewing. By doing the work before you select an applicant, you eliminate the troubles caused by the rejection of the candidate by HR or the Dean's Office after a selection has been made. As LSU is an equal opportunity employer, all qualified applicants must be considered for their suitability for the job as described in the approved Position Description. The Business Manager is responsible for submitting the resume of the selected candidate for any unclassified or academic unclassified positions to be reviewed by Human Resources to insure that they meet the minimum qualifications. Evidence of this approval should be obtained prior to extending any offer and should be attached to the hire packet for all unclassified staff positions.

Once a candidate has been selected by a department, but before a formal offer has been extended, a LOO should be prepared using standard templates. These templates can be obtained by emailing Richard Buhler in the dean's office. Once the department drafts a letter of offer, it should be forwarded electronically to Mr. Buhler in the Dean's Office for review. Accompanying the draft LOO should be a copy of the applicants resume, the approved PD, and an explanation of any extenuating circumstances.

According to PM-69, salary offers cannot be made of the midpoint of an approved PD without prior approval of the Dean and Chancellor. Salary offers should be commensurate with candidate's education, skills, and experience. Departments have the latitude to offer up to the midpoint for a given position without prior approval of the Dean's Office. However, offers at or near the mid-point should be for candidates who exceed the minimum requirements. Be sure to consider the relevance of experience for positions. Offers above the midpoint must be approved by the Dean's Office in advance of being made.

International Applicants

As soon as any candidate who is not a US citizen is considered for a position, contact Rose Chatelain, Director of the LSUHSC Office of International Services. The regulations regarding the hiring of non-US citizens is complex, unique, and ever changing; do not attempt to hire a non-US citizen without the help of that office. In addition, there may be a treaty that affects the taxation of certain classes of employees. Upon arriving on campus, any new hire must make an appointment with Rose Chatelain for procedural instructions and to obtain the proper documentation required for employment. The employee may be tax exempt in the US and will not have to pay or file for taxes in the US. The employee may also want to make an appointment with the director of payroll to find out more information. The office contact information is as follows:

LSUHSC Office of International Services
433 Bolivar Street, Suite 206B
New Orleans, LA 70112-2223
(504) 568-4802 phone -- (504) 568-7632 fax
email: rchate@lsuhsc.edu

Note: A common mistake with international hires is to assume that a valid foreign passport is all the only form of ID required in completing the I-9 form; pay careful attention to the documents required to accompany this form.

Appointment with LSUHSC – the Hiring Process – Per 2

When a new employee accepts a position with the School, a properly completed Per 2 with all related documents as required on the HR website for the type of position being filled - <http://www.lsuhs.edu/no/administration/hrm/operations/NewHires.aspx>. This entire packet should be submitted to the Dean's Office two weeks prior to the start date to insure the new employee is paid timely. Funding for new personnel set forth on a Per 2 must be exactly the same as the funding sources set forth on the related approved Per 1 and PD. If circumstances require that the funding sources be different, contact the dean's office for guidance. If a Per 2 is submitted to the Dean's Office less than two weeks before the intended start date, a brief justification memo should be attached. A letter of justification is not required for non-US citizens, but every effort should be made to submit their packets as soon as possible. For all new faculty hires, the signed Letter of Offer (LOO), signed Letter of Acceptance and a Per 3 to pay the faculty member a supplement in accordance with the LOO must be attached. For information on preparation of Letters of Offer and Acceptance, see the School of Medicine Office of Faculty and Institutional Affairs and their website - http://www.medschool.lsuhs.edu/faculty_affairs/appointments.asp

Foreign Hires:

Due to the changing nature of international hires, see above and contact Rose Chatelain for current information. Depending on visa status of the prospective employee, different procedures need to be followed.

Filling out the Per 2

Function: The Per 2 form is used to appoint a new employee. This information is utilized to complete the demographic data for an employee and the account distribution information that feeds payroll. If the person is a returning employee you can utilize the Per 2 query to generate some of the information for the form. It is debatable whether it is worth the trouble to generate the query as it populates very few fields on the Per 2.

Per 2

LSU HEALTH SCIENCES CENTER - NEW ORLEANS CAMPUS Personnel Appointment (Per 2) Form

R. 9/06

Appointment End Date _____ PCN# 0844901001 PeopleSoft Pos. # _____

1 Soc. Sec. # 000-98-0262 Or Form SS 5 Attached Effective Date 09/01/07 Action End Date _____
(if applicable)

2 Name Doe Jane D.
Last First Middle

3 Title COORDINATOR OF GRANTS AND DEVELOPMENT

4 Appointment Track _____ Tenure Review Date _____

5 Tenure (For Faculty Ranks) _____ Tenure Home Dept. _____ Tn. Dept. Code _____

6 Other Tenure Dept. _____

7 School or Division _____ Dept. _____

8 L.S.U Work Location no1490100 449-01-0000 504-568-7880 orleans
PPS Dept. Code Location Code Phone Parish

9 Home Address 1549 Ave 1 New Orleans LA 70130 orleans Phone 504-737-0123
Number Street City State Zip Parish

10 Date of Birth 1/16/1950 Place of Birth Walisaw WI Citizenship USA
Month/Day/Year City State Country

11 Sex F Marital Status Single Ethnicity Non-Hispanic/Non-Latino Race Caucasian

12 I-9 Verification U.S Passport Documentation E15467 Expiration Dates 06/14/94
Documents Numbers

13 Prior Service with L.S.U. Dept. _____ Title _____ Last Date _____

14 Educational level or college degrees, granted by month and year each received

Degree	Institution	Date	Discipline	School	Deg.	Discipline
Basic Bachelor's	Aberdeen Univ	Jun-75	Law	900650	20	220101
Intermediate Juris Dr.	Tulane U of Louisiana	Jun-80	Law	002029	45	220101
Highest				#N/A	#N/A	#N/A

15 Percent of Full Time 100% Empl ID _____

16 Remarks _____

17 SALARY AND DISTRIBUTION

Rate of Pay \$3,750.00 Per Month Per Hour ON THE BASIS OF: Fiscal Year Period of Appointment

Hiring over mid-range? Yes No
If Yes, see remarks or attached justification memo Total Salary for Period of appt. _____

LSU Account	Bus. Unit	Dept.	Fund	Program	Class	Project/Grant	PS Account	Speed Type	% Dist	Annual Rate
449-01-9311	lsuno	1490100	113	30001	90105	5490100030	501000	5490100030	100.0	45,000.00
									####	
									0.0	
									####	
									####	
									####	
Total										\$ 45,000.00

Grant Account No. 449-01-9311 Grant Description SOM Indirect Cost Account

Per 2

Original

Signed JAA 11/06/07 Approved _____
Initiating Officer Date Vice Chancellor Date

Approved _____ Approved _____
Dean or Director Date Chancellor Date

Approved _____ Approved _____
Initials Date Initials Date President Date

Instructions for Completion of Per 2

Complete the requested information on the "Original" tab and print all tabs - "Original", "President", "Personnel", "Department", and "Dean-Dir". Staple all forms together and route as a packet for approval. In rare instances, if an employee does not have a break in

service with the university, but is changing positions, a complete packet is not required, just the Per2. If you think that this situation applies, contact HR and confirm – otherwise all required documents (see below) must be attached to the Per 2. Even if the entire packet is not required, the employee should be advised to review their tax forms situation to insure proper withholding for income taxes. Changes in position frequently equate to changes in salary, which may require increased withholding for income taxes.

Appointment End Date The action end date on a pers need to be completed if an employee is on a Period of Appointment (date is the end of the appointment), on tenure track (indicates the end of appointment track), or on an annual appointment (which case should always be 6/30/XX).

Position Control Number (PCN#) This is the ten digit position control number for the position as assigned by the department. PCN's are not required for student workers, post doc fellows, residents, and graduate assistants.

Example above PCN is 08-44901-001. This position was established in FY08, Subdivision 449 (clinical, New Orleans), Department 01—Multidisciplinary and it was the first position of the year established by the department, thus 001. The next assigned PCN for that department in that FY would be 08-44901-002.

PeopleSoft Pos. # This is the eight digit PeopleSoft position number that is assigned by HR to link with the position control number. It follows the position.

Soc. Sec. # 123-45-6789 Social Security number should be completed with dashes between the 3rd and 4th and between 5th and 6th digits.

Form SS 5 attached Do not use.

Effective Date This is the first day of the appointment consistent with University Regulations for the particular type of employee concerned.

Action End Date – Use only for periods of appointment or for tenure track appointments.

Names should be shown exactly as in above example, the Jr., Sr., I, II, III, etc., should always follow the middle initial. Names should be indicated as it appears on the employee's social security card.

Name	Jones	John	H.	III
	Last	First	Middle	

Title Title should be the official University title - Click on the drop down box for the appropriate title. Should there be any question, please consult the Office of Human Resource Management Operations section. If the space is insufficient, please indicate in the remarks section, Item # 17. (ex Assistant Director of Acad). In the remarks you can further define the position.

Appointment Track Indicates the years for which the employee will be on tenure track, if applicable.

Tenure Review Date Date in which the tenure status should be reviewed

Tenure (For Faculty Ranks) This should be completed in those instances in which it is applicable, and in accordance with the Bylaws and Regulations of the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College.

Tenure Home Dept. This is the tenure home department, or primary department, in which the employee is assigned to.

Ten. Dept. Code This is the department code equivalent for the Tenure Home Department.

Other Tenure Dept. Indicate any other department(s) that the employee may have an affiliation or joint appointment with.

School or Division The administrative area to which the employee's department reports. Click on the drop down box and choose the appropriate school or division. (School of Medicine)

Department The department to which the employee reports. (Surgery)

L.S.U Work Location Area where the employee is assigned to work. The PPS Dept. Code indicates the PeopleSoft Department code that is equivalent to the department name. The location code is the nine digit code that is equivalent to the D-Code identifying the location. The location utilized will determine where the payroll checks are sent.

Example:

NO1492000	449-64-0000	(504) 568-4833	Orleans
PPS Dept.Code	Location Code	Phone	Parish

Home Address/Phone Employee's place of residence while working for the Health Sciences Center, and where he/she could be contacted by telephone or receive correspondence from the university. All official correspondence will be mailed to this address. If they move, or terminate, it is the employee responsibility to update the information. W-2 Forms are mailed to this address each January and if incorrect, the employee will not receive their form.

Date of Birth Employee's birth date.

Place of Birth Employee's birth place.

Citizenship Country in which employee is a citizen of.

Sex Click on the drop down box and indicate the employee's gender.

Marital Status Click on the drop down box and indicate the employee's marital status.

Ethnicity Click on the drop down box and indicate the employee's ethnicity. If other, please specify in the next blank.

I-9 Verification Documents Click on the drop down box and choose the appropriate documents. Provide the documentation numbers on the next blank followed by any existing expiration dates. Provide copies of documents verified with hiring packet.

Prior Service with L.S.U This information should be filled in whenever applicable.

Educational level or college degrees, granted by, month and year each received.

Choose the appropriate educational level , followed by the university and date in which the degree was received. For anyone with an Associate's degree or lower, the university/school in which the degree was received from is not necessary. The drop down boxes provide the information needed to directly input the data in PS. Utilize the drop down boxes whenever available.

Percent of Full Time - Indicate the percent of effort for position. This should never be greater than what is on the approved Per 1 for the position.

Remarks: This area is reserved for pertinent information not covered on the form.

Salary and Distribution

Rate of Pay Indicate the amount of pay based on the calculations as noted below and mark the appropriate box.

- Per month The annual level divided by 12 or a specified amount when paid on a period of appointment.
- Per hour The annual level divided by 2080 for civil service employees; the hourly rate for employees appointed as Student Workers or House Officers (Residents).
- On the Basis of: Indicate the type of appointment the employee is appointed to - Fiscal year or period of appointment

Total Salary for Period of Appointment Indicate the total salary for the period of appointment that will be paid to employee appointed via a Period of Appointment. There is a POA calculator to determine this located at LSUHSC website. ALWAYS use the calculator even if you think that you know the correct amount. <http://www.lsuhs.edu/no/administration/hrm/Payroll.aspx>

% Dist The percentage of distribution in which the position is being funded for the particular account. This is calculated based on the annual amounts for each account divided by the total annual amount. The distribution will be applied to the payroll distributions until changed by a Per 3 or adjustment in BUDB in preparation of budget dump which occurs as part of the FY end closing process each year.

Careful consideration must be given to the amounts and sources determined in this section. Frequently, many factors go into determining which sources are appropriate. The overriding principle that must be applied is that each employee should be charged to each source of funds in the same proportion that they work as a percentage of the total cost of their compensation (including FB). An example of a complicating factor in the case of faculty compensation, some sources of funds can only be used for base pay. As an example, if a faculty member earns \$100k a year in base pay and \$200k a year in supplement, the percentage of time that they spend earning their compensation needs to be applied to their total compensation, which is: \$100K base + \$33k FB + \$200k supplement = \$333k total supplement. If this faculty member spends 25% of their time teaching (effort usually charged to SGF) then 25% of \$333k (\$83, 250) should be charged to SGF. As SGF's should only be used for base, the annual rate of \$62,594 should be charged on the per. After the salary posts, \$20,656 in FB will post for a total of \$83,250 in salary expenses.

LSU Account	The department 9 digit account number charged to the position.
Bus. Unit	The Business Unit in which the account is coming from.
Department	The seven digit PeopleSoft Department code for the account.
Fund	The three digit fund code for the account.
Program	The five digit program code for the account.
Class	The five digit class code for the account.
Project/Grant	The project/grant code for the account.
PS Account	The six digit PeopleSoft Account code for the position.
Speed Type	As indicated on the Intranet for PS Chart String of Accounts.
Annual Rate	The proposed annual rate to be paid for each account.
Total	The sum of the annual amount for all accounts.

Grant Account No. Do not use.

Grant Description Do not use.

The supporting documents for a Per 2 vary by position and change regularly. For an updated list of the required forms, visit the LSUHSC Human Resources website at the following location:
<http://www.lsuhs.edu/no/administration/hrm/operations/NewHires.aspx>

Do not route the packet until it is complete and the forms should be routed 2 weeks before the anticipated start date. **Also, Do not route copies of documents that are not part of hiring packet such as the instructions for filling out I-9, W-4, or the Policies that print out with the “acknowledgment of Policies”**

Paychecks and Direct Deposits

It is the policy of the LSU Health Sciences Center that all employees sign up for direct deposit upon hire. The LSU Credit Union “Campus Federal” as well as numerous other banking institutions offer free checking accounts. The generation of paychecks creates an expense and also carried with it the risks of loss and theft. When LSUHSC cuts an off-cycle check (one that an employee receives other than on their regularly designated pay-day), it comes to the employee in the form of a physical check. This carries an additional expense to the University as well. While LSUHSC Payroll runs several off-cycle payroll runs throughout the month, it is the policy of the school that unless there has been some mistake on the part of the university, employees are only to be paid in

their regular direct deposit check at the end of the pay period. A regular exception to this policy is that gratis employees who receive supplements can get off-cycle checks as they receive physical checks for their services anyway and typically are not getting regular monthly direct deposits.

Departments should make every effort to resolve and verify payroll issues before contacting Payroll or instructing an employee to contact Payroll. Paycheck data is available in PeopleSoft HR Production days in advance of being paid. Departments have first hand knowledge of what employees should be getting paid and what documents have been submitted to Central Administration that affect employees' pay. In the event of a question about pay, the department should verify what an employee should be receiving, verify what they submitted to Central Administration, and verify what is in PeopleSoft before contacting Payroll.

Leave - Annual, Sick, and Leave Without Pay

Sick and Annual Leave

It is the responsibility of Business Managers, Chairs and immediate supervisors to insure that employees have earned sufficient leave before allowing them to take paid leave. Particular attention must be paid to new hires and when they begin taking leave. Employees who transfer from another state agency may transfer leave to LSUHSC. If that is the case, it should be transferred and posted before use. Leave Clerks and/or Business Managers are responsible for printing leave balance reports and apprising supervisors of employees that have low leave balances (see Chapter 9 for instructions on printing leave reports).

It is the policy of LSUHSC School of Medicine to require the Departments' Chair and Business Managers to establish procedures to ensure that termination and leave is appropriately communicated to the Business Manager in a timely manner to prevent overpayments. The Business Managers of the Departments are responsible to notify Human Resources, Gary McMillen and Susan Arnold, via e-mail within 24 hours of notification of any termination or leave for any employee.

Overpayment occurs when compensation that is not owed to the employee is paid. This includes but is not limited to overpayment of wages, annual leave paid in error, and erroneous refunds of deductions. Unearned payments to employees are prohibited by Article 7, Section 14 of the Louisiana State Constitution, which prohibits the donation of public funds. Therefore, LSUHSC School of Medicine is required to recoup overpayments from both active and separated (terminated) employees. LSUHSC School of Medicine adopted measures to prevent any overpayments and supports the new CM-57 Policy and Procedure of Overpayments.

This book seeks to highlight the following details about sick and annual leave:

- Employees earn (accrue) leave as they work
- Employees do not earn leave until the conclusion of a pay period
- Leave cannot be used in advance of being earned
- No employee can take paid leave during their first pay period unless it was earned through prior state service
- Taking leave when it is not available constitutes an overpayment to an employee
- An employee must work on active status for at least ½ of a pay period to earn any leave for that period
- Employees must be greater than 50% FTE to earn leave
- Part time employees above 50% FTE earn leave on a pro-rated basis
- Annual leave must be requested and approved in advance of being used

Please refer to LSUHSC Human Resources comprehensive leave policy and PM-20 for complete details.

Leave Policy

<http://www.lsuhs.edu/no/administration/hrm/benefit/leave.aspx>

PM-20 Leave Policies for Academic & Unclassified & Classified Personnel

<http://www.lsuhs.edu/no/administration/pm/pm-20.aspx>

Leave With Out Pay (LWOP)

Immediately upon realization that an employee should be on LWOP, the Department is required to send an email to Human Resources and the Dean's Office. The purpose of this requirement is to eliminate overpayments to employees. The payroll process may initiate up to a week before actual payday, but upon instruction from the School, Accounting Services can stop a payment up until the actual moment that it is made. Also, delays in processing of paperwork can occur and or paperwork can get lost. A copy of the email sent to Human Resources and the Dean's Office should be attached to any Per 3 placing an employee on LWOP for (30) days or more. Signed leave slips detailing the dates of the LWOP will suffice for periods of time less than 30 days. Employees can be placed on LWOP and returned from LWOP for a specified period of time on the same Per 3. However, the same form should not be used if the return date is in any way questionable. If the employee does not return to work on the specified date, he or she is reactivated in PeopleSoft and gets paid, which will result in overpayment.

Employees on LWOP for a portion of a month earn partial leave for the month in question. An employee who works at least half of the working days in a month but is on

LWOP at any time during the month earns ½ of their normal accrual. Employees who are on LWOP for more than half of the working days in a month do not earn any leave for that month. Employees working less than ½ month do not earn any leave for that time period. Particular attention needs to be paid to employees who are on LWOP due to insufficient leave. The reduced accrual frequently exacerbates the problem for employees in this situation and HR should be consulted in these circumstances to avoid overpayments. For faculty members who receive supplement, it is critical that the situation be carefully analyzed – see the section of this manual (below) on Supplemental Compensation. Employees on LWOP will have their LSUHSC NT user account (computer access) suspended while on LWOP. If this is a problem, contact the Medschool support group.

Changes of Personnel Information (rate of pay, source of pay, and other)

Adjustments to compensation and other personnel data are effected by completion of a Per 3. These forms should be fully completed and processed in a timely manner to insure employees are paid the proper amount from the proper sources in a timely manner.

All increases in base compensation must ultimately be approved or reviewed by the LSU Board of Supervisors. The Board meets infrequently (about 10 times a year). Timing for these transactions must account for the additional time necessary to obtain approval.

Upon knowledge of all reductions in rate or amount of pay (including LWOP and reductions in percent of effort) should be immediately followed by an email to the Dean's Office and Human Resources to prevent overpayment of the employee. Employee rate of pay or percent of effort cannot be reduced without their written consent or without giving them proper notice in accordance with the rights associated with their position.

In addition to compliance with Governing Policy, all compensation changes will be subject to consideration of the Department's financial condition. Departments in financial distress should get their finances in order prior to increasing compensation.

Payment of Supplemental Compensation

Additional compensation can be paid to Faculty for performing services above and beyond the duties required for their base pay or to bring their total compensation in line with regional and national levels of pay for similar positions. Supplemental pay is authorized on a Per 3, the completion of which is discussed in detail in Chapter 6. Supplemental compensation is limited in accordance with LSU Permanent Memorandum number 3 (PM-3) <http://www.lsuhs.edu/no/administration/pm/pm-3.aspx>, however significant exceptions to PM-3 exist for payments to employees of the Health Sciences Center derived from approved income plans.

Supplemental payments can be made via three provisions. The first is within the constraints of PM-3 which allows for the payment of supplemental income not to exceed 30% of a faculty member's base pay. PM-3 allows for exceptions to this cap for approved income plans. The second means is through the School of Medicine Faculty Income Plan for which the school has standing approval from the LSU System's office. The Faculty Income Plan is intended to regularly pay faculty members for revenues earned through LSU Health Care Network patient billing and through contracts for professional services.

The third method which the school utilizes for paying supplemental compensation to faculty is the Research Incentive Plan. LSUHSC seeks LSU System's office approval each year for this plan. This plan pays researchers a single payment each year based on a ratio of the value of the research grants for which they are responsible. The payment serves as a reward for bringing projects to the University as well as an incentive for faculty to bring additional grants to LSUHSC.

For new faculty members, supplemental pay amounts should be charged to accounts according to their Letter of Offer that was signed upon acceptance of their position at LSUHSC. For faculty members whose relationship with LSUHSC is not governed by a Letter of Offer, the Department Chairman and Business Manager should develop a schedule which fairly pays the faculty member according to their teaching, administrative, research, and clinical duties. This rate of pay should be in line with regional rates of pay for their respective specialty. Further, this schedule should be outlined annually on the Faculty Income Plan Letter and each faculty must turn in a signed copy for each Fiscal Year before getting paid a supplement.

Clinical Departments in a healthy financial position will be allowed to submit Pers paying faculty member supplements on a Fiscal Year basis provided that the revenue streams paying the faculty members are reliable, such as from a contract. It is the responsibility of the Business Manager to monitor all revenue sources throughout the year to insure their sufficiency to fund the expenses charged to them. Faculty members can be paid a regular, scheduled supplemental amount on an annual basis and paid an additional amount as it is earned without interrupting the regularly scheduled payment (such as revenue earned for expert testimony in a court case). Payment of supplements can never cross Fiscal Years.

Patient collections must be monitored throughout the year to insure that faculty members not covered by a Letter of Offer are not paid more than is distributed to the Department from the LSU Health Care Network. This amount must be net of all expenses to conduct the practice including all applicable school and departmental taxes. Exceptions can be granted by the Dean of the School of Medicine for startup or new practices with the creation of a business plan including a breakeven analysis and target date for profitability of the venture.

The Faculty Income Plan allows for the payment of collections after separation from the University (resignation, retirement, etc.) provided that collections for the entire term of employment exceed the amount paid to the faculty member (base and supplement) for their services at LSUHSC. It is important to note that this includes all supplemental payments made to a faculty member during their startup period, during which little to no revenue was generated, but the employee was paid a full salary. This is not likely unless a faculty member has been employed for some time. Additionally it is the department's responsibility to provide evidence to this effect.

In the event that a faculty member is placed on an unpaid status such as Leave without Pay, careful consideration must be given to consider how his or her supplement is paid. A determination needs to be made as to whether he or she is still earning the supplement for a given period. For example, a physician who is averaging \$8,000 per month in net collections (after all expenses) and is paid actual net collections each period can be paid their supplement for the period. This is because they are paid what they actually earn. To the contrary, if the school receives \$2,000 per week on a fee for service contract for the physician's services, and the physician does not provide services under the contract for a week while on vacation, supplement for that week cannot be paid.

LSUHSC is statutorily prohibited from making donations payments of unearned compensation is adonation. If a Department has any questions about the appropriateness of paying supplements while on leave, they should contact the Dean's Office.

Payment of supplemental compensation from the LSU Health Science Center Foundation has special provisions associated with it. For additional information on using this source, reference chapter 15 which contains further information on use of foundation funds.

Overpayments

Paying an employee compensation that is not earned is considered by the LSU System's Office and the Legislative Auditors as being a donation. Overpayments (as already discussed above) can occur through a variety of situations including the two most common: miscalculations and failure to make Human Resources aware of an employee who should be on LWOP or is reduced in percent of effort. If a Department has questions about a particular situation, they should consult with the Dean's Office of Fiscal Affairs and/or Human Resources. If such a payment is discovered after the fact, it

constitutes an overpayment and must be recouped in accordance with the University's overpayment policy CM-57: <http://www.lsuhs.edu/no/administration/cm/cm-57.aspx>

Promotions and Raises

Promotions

Promotions for unclassified employees should be considered carefully and offers made in accordance with the same guidelines discussed as part of the appointment process. Generally, internal promotions (within the School of Medicine) should be accompanied by increases in salary less than 10%. Raises in excess of this amount should be reviewed by the Dean's Office in advance of being offered to a candidate. Additionally, all increases in salary (regardless of reason for the increase) 15% and higher must be approved by all levels of LSUHSC and reported to the LSU Board of Supervisors with a written justification. The approval process must be prior to the effective date of any proposed action.

Faculty promotions and tenure review occurs once a year. Packets are due on September 14, 2007 with an effective date July 1, 2008. Refer to the Dean's Office of Faculty Affairs website for complete instructions:

http://www.medschool.lsuhs.edu/faculty_affairs/promotions_and_tenure.asp

Classified employees have their own set of rules mandated by the Louisiana State Department of Civil Service. For complete rules governing promotions for civil servants, see LSUHSC's HR website and the Louisiana Civil Service website:

<http://www.dscs.state.la.us/default.htm>

Raises

A raise policy will be disseminated by the dean's office once a year. All factors should be considered, including merit, experience, educational background, internal and external benchmarks, length of tenure with LSUHSC, and scope of responsibility. Occasionally, the Louisiana State Legislature will give LSUHSC dedicated funds for unclassified and or faculty salary increases. If and when this occurs, information will be distributed from the dean's office. All increases in salary 15% and higher must be approved by all levels of LSUHSC and reported to the LSU Board of Supervisors along with written justification. All increases of any percentage for employees whose base pay is \$125,000 and higher must be approved by the LSU Board of Supervisors.

Faculty raises are almost always processed as part of the budget process with an effective date of July 1. However, these increases are subject to approval by the LSU Board of Supervisors. Therefore, despite the intent that the increases are effective July 1, they are not applied until after the LSU Board of Supervisors has approved them in their August meeting. Raises approved and implemented in this manner appear in the regular August check, which will have two months of increases reflected in their paycheck. In the paycheck data in PeopleSoft HR for the month of August, the July back-pay will be displayed in a separate line.

Classified employees receive 4% increases upon their employment anniversary date provided that they receive satisfactory ratings from their supervisor. For complete information, see LSUHSC's HR website and the Louisiana Civil Service website:

<http://www.dscs.state.la.us/default.htm>

An unclassified raise policy will be disseminated annually.

Terminations and Reductions in Percent of Effort

No employee can be terminated or have their percent of effort reduced without either receiving proper notice or submitting a letter of resignation. Evidence of this notice or resignation must be attached to any Per 3 effecting a termination or reduction in percent of effort. If a department receives verbal notice from an employee of an intent to reduce their percent of effort or resign from a position, they need to immediately email the Dean's Office and Human Resources requesting that the employee should be placed on LWOP or have their percent of effort reduced (indicating the dates) and indicate in the email that the Per 3 will be forthcoming. This is to prevent overpayments – see section on overpayments. Emailed resignations are sufficient support for a resignation Per 3. All resignations must be dated.

Notice of Non-Reappointment or termination notices should not contain any more information than is necessary. Superfluous information can never benefit LSUHSC. If employees are being given their full notice period, they should be terminated “without cause” and no reason for the notice should be provided. Typical notice rights are 30 days for unclassified employees, 90 days for Research Associates and Clinical Associates, and one year for faculty members who have been here at least nine months. Contact Human Resources in each instance to verify what the proper notice is before giving noticing to an employee.

The department must give particular scrutiny to the purchases made by an employee who is separating from the university. Some individuals may not be as careful with purchases if they do not feel that they will be employed by the university when the consequences of their actions come to bear. All assets held by the department must be carefully monitored and no assets should be released to a departing employee without prior written consent from the university. The department should work with sponsored projects and LSUHSC Inventory as needed for equipment purchased on grants that are transferring to other institutions. In addition, before an employee separates from the university, their keys, ID badge, LSUHSC Laptop, blackberry or other university property must returned to the department. If a department encounters difficulty with any of these issues, they should contact LSUHSC Police, the dean's office, Human Resources, LSUHSC inventory etc. as needed depending on the nature and timing of the issue involved.

Promotions and Changes in Position

As a general rule of thumb, if an employee is changing positions to one that is not benefit bearing to one that is or from a benefit bearing position to another benefit bearing

position, only a Per 3 is required to transfer them from one position to another. For example, if a full time faculty member is leaving the university and is going to maintain a gratis position with the university, a Per 3 to terminate the employee and a Per 2 to reappoint the individual into a gratis position is required. If these forms are submitted simultaneously and immediately prior to separation, a complete hiring packet is not required.

What form do I use?

If faculty member's status changes from gratis to paid status...

Per 3. No need to terminate the gratis appointment and reappoint in a paid status. The EEO-1 should also be attached if the new appointment is 75% or greater and on a fiscal appointment. Regular paperwork accompanying the Per 2 does not need to be completed.

If a faculty member (existing position can be gratis, part-time, or full time) has received a gratis appointment in another department (Ex. A Urology faculty member is appointed gratis for OB GYN)...

As long as there is no break in service or change in faculty rank, a per 3 is all you need. If there is a break or if there is a change in rank you must complete a per 2 to reappoint. If there is a break in service you must complete the hiring entire packet.

If you are terminating an employee or reducing percent of effort...

Generate per 3 to terminate and generate a per 3 to terminate the supplement if necessary – be sure to include employee consent or evidence of proper notice.

If you are changing a faculty member's status from paid to gratis...

Complete a per 3 to terminate and a per 2 to reappoint. If done simultaneously, you do not need to have the candidate complete the hiring packet. Remember to change titles. Ex: Active--Assistant Professor Clinical. Gratis—Clinical Assistant Professor.

An employee calls giving me a two week notice...

- Notify HR via email to place the employee on LWOP.
- Obtain written resignation from employee.
- Route per 3 to terminate. If faculty member receiving supplemental comp, per 3 to terminate. Include letter of resignation with per 3.
- Route Per 1 to replace.
- Collect keys, ID, and equipment assigned to employee.

I am hiring an employee with a degree earned outside of the US...

Include a copy of their transcript and or diploma in per 2 packet if degree qualifies the individual for the position for which they are being hired. Verify that the degree is the US equivalent.

I want to give an employee a raise....

Provided that there are no institutional or state restrictions, that the position is not governed by a school raise policy, and that they are eligible according to PM-69.

- The per 3 must be accompanied by a letter of justification.
- Obtaining a source of funding or personal hardships are **never** justification for increasing an individual's base salary; performance, responsibility and experience are justifications.
- If you are placed in a competitive situation and employee has received a job offer from outside agency, obtain written job offer from employee and submit with per 3 matching compensation. Include a written justification to substantiate the value of the employee to the organization. If you have salary data for the position at other universities, on the open market, professional organizations etc, that support the increase, include the data in your justification. Until the Per 3 is returned and the PS system is updated, the raise has not been approved.
- If BOS approval is not needed, routing of increase should take into consideration the dates payroll is run and the time it takes for the review from the Dean's Office, the Vice Chancellor's office and processing by HR.
- Retroactive increases are not allowed without dean's office approval must have LSU BOS approval. Because of the timing of the BOS meetings there really is only a 1-2 week window during which a department can submit something that is retroactive and does not require board approval. It takes time to be reviewed by the dean's office, reviewed by the Vice Chancellor for Admin and Finance, and included on the BOS report which is required to be submitted weeks before the board actually meets. As a rule we do not go through such extraordinary measures for an increase in salary.

