



C A L S T A T E

FULLERTON

Human Resources

Staff Classification and Compensation Manual

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Use of This Manual

This manual was developed to provide information regarding staff **compensation** and **classification** practices. It is intended to:

1. Promote the recruitment and retention of a highly qualified and diverse workforce,
2. Provide a consistent framework for effective and responsible campus administration of **systemwide** classification and compensation programs, and
3. Outline options available for addressing a wide range of classification and compensation issues.

This manual applies to:

1. Staff members covered by the collective bargaining agreements and staff members in positions designated as **Confidential** in accordance with the California State University (CSU) Classification and Qualification Standards.

It does not apply to the following:

1. Faculty,
2. Administrators in the Management Personnel Plan (MPP),
3. Positions within classifications that are designated as excluded classifications, e.g., student assistants, work-study students, and special consultants.

This manual is intended for managements' use. While it is intended to provide for management discretion and flexibility wherever possible, it is important to be aware that it is the responsibility of management to maintain compliance with collective bargaining agreements and to promote campuswide consistency. It is important to recognize that campus practices are subject to change as the provisions of the collective bargaining agreements are updated and additional considerations regarding their application are recognized.

The information presented in this manual was developed to comply with the provisions of all applicable collective bargaining agreements. If an instance should arise in which this manual appears to be in conflict with the provisions of the collective bargaining agreements, technical letters issued by the Office of the Chancellor with respect to the application of the provisions of the collective bargaining agreements, and/or interpretations of the provisions of the collective bargaining agreements otherwise made known to the campus by the Office of the Chancellor and/or the Bargaining Unit Representatives, that information shall take precedence over and supercede this manual.

Collective bargaining unit agreements, technical letters, salary schedule and other pertinent information can be obtained from <http://www.calstate.edu/HR/> or from the CSU Fullerton HR web page at <http://hr.fullerton.edu>.

Note: Several of the terms used in this manual are defined in *Appendix I: General Definitions*. These terms appear in **bold** the first time they are used.

Classification and Compensation Program Overview

The Classification Program

The campus classification program is based upon the systemwide *Classification and Qualification Standards* issued by the Trustees of the California State University. These standards are continually updated by technical experts. Each campus has been delegated the authority to implement and administer these standards. The standards contain descriptions of broad position responsibilities, general duties, and minimum education and/or experience requirements for each position **classification**. The duties described in campus specific position descriptions are analyzed against these standards to determine the appropriate classification. Classification decisions are made as part of the recruitment process and **reclassification** process described in the *Initial Appointment and Hire* and the *Classification and Skill Level Changes* sections of this manual.

The key objectives of classification programs are designed to achieve the following:

1. Provide a framework for planning and decision-making related to organizational staffing and the assignment of duties and responsibilities,
2. Identify and describe the minimum qualifications needed to perform an assigned group of duties and responsibilities,
3. Provide a basis and rationale for determining and ensuring comparable levels of pay for comparable work by utilizing a systematic method for evaluating individual positions,
4. Establish consistent benchmarks for making salary comparisons to comparable positions within the University and the CSU system and provide benchmarks for making external salary comparisons to comparable positions in other organizations in relevant labor markets,
5. Provide a linkage to the CSU salary schedule;
www.calstate.edu/HRAdm/SalarySchedule/salary.aspx

The systemwide classification standards typically outline criteria that are used to distinguish positions from one another and to evaluate the level of each position. They typically address:

1. The purpose of the position,
2. The level and type of knowledge, skills, and abilities required to successfully perform the work of the position,
3. The level of independence and decision-making required to perform the work,
4. The level of accountability for one's own work and that of others,
5. The level and nature of creativity and ingenuity required by the work,
6. The scope and effect of decision making and complexity of responsibilities,
7. The level of supervision given and received,
8. The nature, level and diversity of contacts involved in performing the work.

Some standards also refer to the work environment in which the work is performed and the tools and/or specialized equipment/technology that is used to perform the work. These criteria are sometimes referred to as “**classification allocation factors.**”

Person-specific factors such as length of service, financial need, quantity of work, quality of performance and personality do not impact the classification of a position.

The Salary Schedule

Similar to the *Classification and Qualification Standards*, the *CSU Salary Schedule* is regularly updated at the systemwide level. The salary schedule is updated as a result of:

1. Salary surveys,
2. Changes to the Classification and Qualification Standards,
3. The outcome of the collective bargaining process.

The salary schedule provides systemwide salary ranges for each position classification and skill level that are intended to be broad enough to accommodate individual campus differences with regard to cost of living and prevailing wage rates.

The Fair Labor Standards Act (Exempt vs. Non-Exempt Status)

While a complete overview of the Fair Labor Standards Act (FLSA) is beyond the scope of this document, it is important to understand what the FLSA is and the use of the terms *exempt* and *non-exempt*. The FLSA is a federal law that requires employers to pay employees who occupy positions that are classified as *non-exempt* one and one-half (1½) times their regular wage when they work more than 40 hours per workweek. Therefore, positions that are designated as *non-exempt* are positions for which there is a requirement to provide overtime compensation.

Positions for which there is no requirement to provide overtime are referred to as *exempt* positions. The FLSA exempts executive, administrative, professional, outside sales positions from the minimum wage and overtime requirements of the FLSA, provided the work performed in the position and wages earned meet certain tests regarding job duties, responsibilities and salary amounts. Employees occupying positions designated as *exempt* cannot be charged sick leave or vacation for absences of less than a full workday.

The *Classification and Qualification Standards*, and the *Salary Schedule* indicate whether a classification is considered to be *exempt* or *non-exempt* from the requirements to pay overtime wages. Positions that are eligible for overtime (*non-exempt*) are listed in the appendices of each collective bargaining unit agreement. Overtime provisions and information regarding when the workweek begins and ends are described in the collective bargaining agreements.

Determinations regarding exemption status are made by Human Resources when a position is evaluated through the **classification review process** described elsewhere in this manual. (See *Initial Appointment and Hire* and *Classification and Skill Level Changes*.)

Bargaining Unit Specific Salary Programs

While there is some consistency in the compensation programs across bargaining units, the specific components of each compensation program vary by collective bargaining unit agreement. These variations are often the result of the differing needs of staff within different occupational groups, as well as the dynamics of the collective bargaining process. Examples of these unit specific programs include, but are not limited to, performance based salary increase programs, length of service bonuses, annual general salary increases and remuneration for job related education or certification. While this manual provides information concerning general compensation practices, the Salary Article of each bargaining unit agreement and related technical letters must be consulted to obtain complete information regarding individual programs available for each unit.

Management Roles and Responsibilities

The following roles and responsibilities have been defined for the administration of classification and compensation programs at Cal State Fullerton (CSUF):

- **The President** is responsible for the administration of systemwide compensation programs on the campus. Implementation of these programs has been delegated by the President to Human Resources.
- **The Vice Presidents and Division Heads** ensure that departmental and unit managers collaborate with each other and with Human Resources to ensure that proposed compensation decisions are equitable, sound, and consistent with campus practices, and approve compensation changes before they are implemented.
- **Management Supervisors** occupy positions within the Management Personnel Plan and supervise staff members. These individuals are also referred to as the *immediate non-bargaining unit supervisor*. As the first level of management interface with assigned staff members, they are directly accountable for following applicable collective bargaining unit agreement provisions and campus guidelines and procedures concerning classification and compensation related matters.

Management Supervisors are responsible for:

1. Assigning work based upon current and accurate position descriptions
2. Developing and maintaining current position descriptions that accurately reflect the responsibilities and duties assigned to their staff.
3. Conducting ongoing performance coaching and timely performance evaluations to support sound management practices and compensation decisions.

Management Supervisors must consult with administrators within their divisions and obtain Vice President/Division Head approval before adding to or modifying the duties and responsibilities assigned to a position or implementing changes in the operations of the department or work unit that result in the need to substantially change or assign new position duties to and/or adjust the compensation of a staff member or staff members.

Before initiating any course of action or discussion with an employee about a classification, skill level, or salary change, Management Supervisors are responsible for consulting with Human Resources and coordinating with administrators within their own divisions to ensure that any proposals for position classification changes and/or compensation increases are supported by their Vice President/Division Head prior to submitting a request to Human Resources.

- **Human Resource Services** is responsible for development, implementation, administration, communication, training and reporting associated with campus application of systemwide programs.

It is HR's responsibility to:

1. Make accurate determinations in the classification of individual positions,
2. Oversee campuswide equity in the administration of these programs,
3. Provide ongoing counsel and training to management and staff regarding classification and compensation related issues.

Initial Appointment and Hire

When a vacancy occurs or a new position is created, an excellent opportunity is created to fully assess operational needs within the work area and write or update the **position description** accordingly. A classification determination will be made by Human Resource Services based upon a review of the position description. Unmodified position descriptions will be reviewed to ensure that the prior determinations remain appropriate in consideration of revisions to the classification scheme and/or campus practices. The Employment Manager and Compensation Manager consult with each other regarding classification and compensation determinations and are available for consultation throughout the process. The classification determination and identification of the associated **salary range** for the position is made prior to the posting of the recruitment. The salary ranges associated with the classifications are found in the salary schedule.

The education and experience requirements of individual positions are also determined before the position is posted for recruitment and can impact the classification determination. Each classification standard describes the minimum education and experience requirements and other knowledge, skills, and abilities (KSA's) that an individual must possess to occupy a position within that classification. This information is described in each standard under the category "**minimum qualifications.**" The campus may exceed these requirements based upon job related necessity.

Appointment Salary

Appointment salaries are determined by management and are made with respect to a candidate's relevant knowledge, skills, and abilities (demonstrated through the possession of job related experience and education) in relation to the minimum education/experience requirements of the position, internal and external market salary equity considerations, and budgetary considerations.

While the salary of the previous **incumbent** may be a relevant consideration for budget planning decisions, the salary of the previous incumbent of a position may not be a relevant consideration in determining the appropriate starting salary for the candidate selected to fill the position. This is because individual qualifications, prior salary histories, and labor market conditions may vary considerably. Managers are responsible for confirming that budget funds are available in the department to cover the appointment salary.

The following are recommended starting salary practices:

- **First Quartile** – Hiring within the first quartile of a salary range may be appropriate when the candidate is qualified for the position, but still requires a training period to fully perform all aspects of the position.
- **Second Quartile** – Hiring within the second quartile of a salary range may be appropriate when the candidate is highly skilled and would require minimal training or orientation to fully perform all aspects of the duties and responsibilities of the position to perform the primary functions of the position.
- **Above Mid-Point** – Hiring above the midpoint of the range may be appropriate when operational needs require the appointment of an individual who is highly qualified and possesses exceptional expertise and directly transferable work experience that would allow him/her to fully perform the full range of work of the position with little or no orientation or training on the responsibilities of the position.

Salary Range Calculations

The Human Resources evaluate salary offers based on the guidance provided above using the following calculations to identify the quartiles within the applicable salary range. Hiring managers do not have to calculate the quartiles, the following information is provided for illustrative purposes.

- The top of the first quartile is determined by, subtracting the minimum salary from the maximum salary, dividing the result by four, and then adding the minimum salary in the range. *Top of First Quartile = (Max-Min)/4 + Min*
- The top of the second quartile is the same as the mid point of the range. It is determined by adding the minimum salary in the range to the maximum salary in the range and dividing the sum by two. *Midpoint = (Max + Min)/2*
- The top of the third quartile is determined by subtracting the minimum salary from the maximum salary, dividing the result by four, and then multiplying the result by three and adding the minimum salary in the range. *Top of Third Quartile = 3(Max-Min)/4 + Min*

Following are examples of quartiles within a salary range:		
If Salary Range =		\$2,000 to \$4,000.00
Minimum Salary =		\$2,000.00
Maximum Salary =		\$4,000.00
Mid-point =	$2000 + 4000/2 =$	\$3,000.00
Top of First Quartile =	$(4000 - 2000/4)+2000 =$	\$2,500.00
Top of Second Quartile =	$2(4000 - 2000/4)+2000 =$	\$3,000.00
Top of Third Quartile =	$3(4000 - 2000/4)+2000=$	\$3,500.00
Therefore, for a salary range of \$2,000.00 to \$4,000.00:		
Mid Point	=	\$3,000.00
First Quartile	=	\$2,000.00 to \$2,500.00
Second Quartile	=	\$2,501.00 to \$3,000.00
Third Quartile	=	\$3,001.00 to \$3,500.00
Fourth Quartile	=	\$3,501.00 to \$4,000.00

Monthly vs. Annual Salaries

Salaries should not be offered to candidates for selection in terms of annualized amounts since the CSU does use annual salary as a unit of calculation. Salaries are derived from the monthly rates reflected in the salary schedule. Due to rounding practices (see below) annual salary estimate may not always translate exactly to the actual monthly salary unless the annual salary estimate is derived from the actual monthly salary. It is also important never to offer an annual salary since this may lead a candidate to believe that there is an annual contract of employment.

Rounding in the CSU

Monthly salaries for full-time salaried positions are provided in whole dollars and not cents. When an annual salary estimate is calculated as a monthly salary, fifty cents or above will be rounded to whole dollars and cents below will be dropped, thus effecting the total monthly salary calculation.

Reduced Timebase Positions

Positions that are less than full-time are referred to as *reduced timebase* positions. Although salaries for reduced timebase positions can be reflected in both whole dollars and cents, they are derived from the monthly full-time equivalent. Increases are calculated by applying the increase to the full-time equivalent salary and then prorating this salary by the reduced timebase.

Classification and Skill Level Changes

The **classification review process** is designed to ensure positions are clearly and properly classified in relation to the classification standards. Classification changes are campus funded from division or departmental budgets. The classification review process may be appropriate to address substantial job duty and responsibility changes, but it is not appropriate to use as a reward system. Other salary increase provisions are available for addressing pay issues and changes in duties and skills within the same classification. Human Resources can assist managers in making these types of determinations.

Reclassification

A **reclassification** is a change in classification that occurs due to changes in the duties and responsibilities of a position that have occurred since it was last reviewed for a classification determination. Managers are ultimately responsible for deciding what duties have been assigned, removed, and/or modified and if the changes in a position are short-term or ongoing. This may occur when an existing position becomes vacant and is reviewed for recruitment purposes, or when it is believed that changes have occurred in an occupied position. This term most often refers to the movement of a position into a classification with a higher salary range. Generally this is thought of as a “promotion” for the staff member occupying the position. However, the concept of promotion refers to being appointed to a position that is not yet being performed.

Reclassification of a position to a higher classification usually occurs because the staff member has been performing most, if not all, of the duties and responsibilities characteristic of the higher classification. The incumbent must also possess the minimum qualifications (education and experience) described in the classification and qualification standards to be moved into the higher classification. The reclassification of a position may also result in movement of a position into a different classification with the same salary range (sometimes referred to as *lateral movement*) or to a classification with a lower salary range (sometimes referred to as a *demotion*).

In-Classification Progression

Some classifications are comprised of different **skill levels**. Currently, the only classifications with skill levels are found in California State University Employees' Union (CSUEU) Units 7 and 9. The term ***In-Classification Progression*** refers to movement of a position to a higher skill level within a classification that is comprised of skill levels (e.g., information technology and administrative support classifications). This is also referred to as a skill level change. In-classification progression is based on an increase in duty and skill requirements that warrant a move to a higher skill level based on the skill level definitions provided in the classification standards.

Examples of in-classification progression:

- Administrative Support Assistant I to Administrative Support Assistant II
- Network Analyst, Career skill level to Network Analyst, Expert skill level

Reclassification actions (including In-Classification Progression) are funded out of division or department budgets.

Reclassification or In-Classification Progression would ordinarily be appropriate when substantial and permanent changes in the responsibilities and requirements of a position have occurred and warrant change to another classification and/or skill level consistent with the classification and qualification standards. Examples of reasons why this may occur include, but are not limited to, the following:

1. Changes in the mission or services provided by the work unit impact the purpose and/or nature of the work of individual positions.
2. Changing expectations of a particular position or positions within the unit due to changes in leadership.
3. Gradual changes in the technology and methods for performing the work.
4. The introduction of a revised classification standard by the Office of the Chancellor.
5. The duties and responsibilities of a former position are absorbed into an existing position.
6. A reorganization has been approved and will necessitate the redistribution of work or change the nature of the work performed.
7. The position responsibilities broaden and/or expand in complexity due to the application of advanced knowledge, skills, and or abilities gained and applied by the incumbent of the position.
8. Duties and/or responsibilities are gradually removed and/or are no longer performed due to changes in operational needs.

Reclassification or In-Classification Progression would ordinarily **NOT** be appropriate when:

1. A reorganization is pending, but has not yet been approved, and/or the staffing needs of the new organization have not been determined.
2. The management position that the position reports to is vacant and it is likely that the future manager will want to redesign the position.
3. A staff member has yet to complete the probationary period.
4. The new duties are non-essential or temporary (refer to Temporary Reassignment).
5. A staff member has demonstrated exemplary performance, but the duties and responsibilities of the position have not changed.

6. A staff member has acquired additional education or training that is not applied in the position.
7. A staff member has spent several years in the position and has performed at an exemplary level, but the duties and responsibilities of the position have not changed.
8. A staff member routinely volunteers to perform duties that are well beyond the scope of the position, but these duties were never assigned.

Reclassification vs. Recruitment

Reclassification is an appropriate mechanism for addressing ongoing changes in an established position. It is not an appropriate mechanism for adding additional positions to an organizational unit without recruitment. In some instances, a staff member is assigned the duties and responsibilities of a higher classification, but the need for the original position at the lower classification still exists. If it has been determined that there is an ongoing need for an additional position at a higher classification, the position at the higher classification should be posted for receipt of applications so that current employees can compete for it. Since the need for the original position at the lower classification remains, a position at a higher classification has been created and added to the organization. Recruitment for the position in the higher classification is warranted even though a current staff member may have been performing the duties and responsibilities of a higher classification. Management may want to consider temporarily reassigning the incumbent of the original position to the higher classification while the recruitment is underway if the staff member has been temporarily assigned the full range of higher level duties and responsibilities of a higher classification. (See *Temporary Reassignment*.)

Position Consolidation

If the duties and responsibilities of a vacant position are combined with those of an occupied position and the vacant position is eliminated from the organization permanently, then the positions have been consolidated. The resulting position should be reviewed to determine if the classification is appropriate.

Temporary vs. Permanent Status

Occasionally, a position is advertised and filled as a temporary position and management later determines that the need and funding for the position is ongoing. The status of an appointment cannot be changed from “temporary” to “permanent” through the reclassification process. This change in the conditions of employment warrants recruitment.

Changes Not Warranting a Classification Change

A reclassification is not necessary if:

1. The workload of the position has increased or decreased, but the duties and responsibilities have not changed,
2. Some of the duties of a position have changed*, but these changes do not impact the classification of the position,
3. The work location of the position has changed*, but the classification of the position has not changed.
4. The supervisor has changed*, but the classification of the position remains the same.

*Note: Contact HR regarding possible contractual notice requirements and/or documentation that should be provided to the staff member and placed in the personnel file in HR.

Classification Review Process

Classification reviews may be initiated by either a manager or a staff member occupying a position covered by the California State University Employees' Union (CSUEU) collective bargaining unit agreement, as described below. All requests must be routed through appropriate levels of management to the Vice President/Division Head before being submitted to Human Resources for review. The following are guidelines for initiating classification reviews:

Management Initiated Reviews

Management Supervisors are responsible for consulting with Human Resources when responsibilities assigned to a staff member will be significantly different than those originally described in the position description. They are also responsible for working within their divisional management structure to obtain Vice President/Division Head approval of position changes prior to submitting formal documentation to Human Resources. This will facilitate a proactive approach to making an accurate and fair determination regarding classification and compensation.

1. Management initiated reviews are submitted through appropriate divisional management to the Vice President/Division Head for review before routing to Human Resources. Managers may submit requests for classification reviews at any time during the fiscal year. However, it is critical that the potential cost impact of the reclassification be evaluated *before* substantially different duties and responsibilities are assigned. It is not appropriate to make promises or commitments to staff members prior to the completion of the classification review process by Human Resources and final approval by the Vice President/Division Head. All documents submitted for a classification review, including the position description form, must contain the appropriate signatures. Human Resources will assess the new duties and responsibilities that have been assigned to the position in relation to the classification standards. This analysis may include an interview with the incumbent and his/her management supervisor and a comparison to positions that are similarly classified at CSUF and other CSU's. Each request should include the following documentation:
 - ✓ **Request for Classification Review Form.** Available at <http://hr.fullerton.edu/classification/default.html>
 - ✓ **Current Position Description.** This should be updated and reflect the duties and responsibilities that have been assigned to the position. It should include a brief explanation of what specific duties and responsibilities have been added to the position or how the position has otherwise changed. If it is not possible to describe these changes on the position description form itself, it will be necessary to attach a memorandum that briefly summarizes these changes.
 - ✓ **Copy of Current Organization Chart** of the work unit. The organizational chart provides insight into the overall staffing of the work unit and an indication of what kind of support is provided to or by the position that is the topic of the classification review. If the staffing on the organizational chart has changed since the position was originally classified, both the prior and current organizational charts should be submitted. This will help to illustrate how changes within the organization have influenced the duties and responsibilities assigned to the position that is the subject of the classification review.

Human Resource Services will notify the Management of the initial decision related to the classification or skill level review. This notification will include the proposed classification and/or skill level, the minimum salary increase required by the applicable collective bargaining agreement, the proposed effective date, and the requirement to serve a new probationary period. Any concerns regarding the initial classification decision should be addressed with Human Resources at this point in the process.

2. The Management Supervisor will then confer with appropriate levels of divisional management to obtain Vice President/Division Head authorization of any proposed changes. Any recommendations to adjust compensation beyond the minimum may necessitate an evaluation of campuswide and/or systemwide compensation in order to ensure internal and external pay equity. (See *internal equity* and *external equity* in Appendix I.) Similarly, recommendations to adjust the effective date must be supported by written justification and the Vice President/Division Head and Human Resource Services review and must approve (See “Effective Dates” section on the following pages). Management will work with Human Resources to identify alternatives and solutions to any unresolved matters as necessary at this point in the process.
3. After the Management Supervisor has responded to Human Resource Services regarding the initial decision (the classification determination and, effective date, impact upon the probationary period and recommendation regarding associated salary increase, if applicable), Human Resources will:
 - ✓ Request from Budget a new position number as necessary.
 - ✓ Prepare an authorization memorandum for the Vice President/Division Head to sign regardless of whether a change of classification is recommended. If a change in classification is recommended, the approval memorandum will contain all pertinent information regarding the proposed change (current and proposed classification, current and proposed salary, effective date or proposed change, if any, length of probationary period) to be routed back to Human Resource Services.
 - ✓ Prepare a memorandum to the employee communicating the outcome of the review. This memorandum may be addressed either from the VP or HR. If it has been decided that this memorandum will be addressed from the VP, it will be sent along with the authorization memorandum to the VP for signature. This memorandum will either be sent back to HR for distribution, or will be personally presented to the employee by the VP. In either case, a copy will need to be sent to HR. Upon receiving the VP’s written authorization, HR will update the position files and ensure that a copy of the employee notification memorandum is sent to the employee (if that has not already occurred as described above), a copy is placed in the personnel file, copies are sent to appropriate management, and a Personnel Action Notification (PAN) form will be forwarded to Payroll.

Employee Initiated Reviews

Only a staff member who occupies a position within a classification covered by the CSUEU collective bargaining agreement, and who believes that he/she is performing the work of another classification or skill level, may submit an employee requested classification/skill level review. Staff members are encouraged to talk with their manager regarding the request before filing for a review. Oftentimes, clarification of the expectations of a position can remedy the situation. If a staff member who occupies a position that is covered by a CSUEU classification decides to pursue the request, he/she must submit a ***Request for Classification Review Form*** along with an updated position description, and an organizational chart to his/her Management Supervisor. Classification review requests may not be made more frequently than eighteen (18) months after completion of a previous review.

1. The staff member must submit such a request directly to the Management Supervisor identified at the top of the front page of the position description.
2. The Management Supervisor then submits the classification review request to his/her Vice President/Division Head for review through appropriate divisional management channels, for routing to Human Resources. Management will ensure that the position's responsibilities and duties are complete and accurately described and that funding is available should a classification or skill level change be recommended. If management is not in agreement that the position warrants reclassification, the position description should remain unsigned and a brief cover memo should be attached to the request before it is forwarded to Human Resources. In accordance with the CSUEU agreement, all such requests shall be forwarded to Human Resource Services in a timely manner.
3. Human Resource Services will endeavor to review the classification request and determine the appropriate classification as soon as possible. An employee requested review shall be completed no later than one hundred eighty (180) days after initiation of the classification or skill level review procedure. The outcome of the review will first be shared with the staff member's management and any changes will be approved by the appropriate Vice President/Division Head before the employee is notified as described under *Management Initiated Reviews* above.

Classification Appeals

A staff member who occupies a position that is covered by a CSUEU classification may appeal a classification or skill level review decision no later than 30 days after the notification letter was received. Such an appeal shall be submitted to Human Resource Services and include a detailed statement by the employee indicating his/her reasons for disagreement with the classification and/or skill level review decision. A form is available in Human Resource Services and in Informed Filler for this purpose at <http://hr.fullerton.edu/classification/default.html>.

Human Resource Services will notify the Management Supervisor and Vice President/Division Head after an appeal has been received. A designated individual in Human Resource Services other than the person who conducted the initial classification review will hold a meeting with the employee no later than fourteen (30) days after the classification and/or skill level review appeal is received in Human Resource Services. The designated Human Resource Services representative shall have the option to invite appropriate management staff from the employee's division to the appeal meeting to listen to the employee. The management staff member may ask

for clarification regarding the reason for the appeal. The designated Human Resource Services representative will respond in writing to the employee no later than twenty-one (21) days after the meeting with the employee, after consulting with appropriate divisional management. Human Resource Services will obtain Vice President/Division Head approval of any classification or compensation related changes before notifying the employee.

The resulting classification determination is final and is neither grievable nor negotiable. If a higher classification or skill level is granted, it will be retroactive to no later than the first day of the pay period following the date the request for the initial classification review was received in Human Resource Services.

Compensation Increases

The CSUEU and Academic Professionals of California (APC), and State Employee Trades Council (SETC) collective bargaining unit agreements state the minimum percentage increase that must be granted when a staff member who occupies a position within a covered classification is moved without a break in service into a classification with a higher salary range. In some cases, an increase greater than that minimum stated percentage may be required in order to place a staff member's salary at the minimum salary rate.

Effective Dates

The effective date for a classification or skill level change will be the first day of the pay period following the date the Request for Classification Review form was received in the Human Resource Services. The effective date of the classification or skill level change will also be the effective date for any associated salary increase regardless of whether the review was employee or management initiated. Therefore, managers who would like to ensure that the effective date of the classification change will occur before the end of the **fiscal year** (June 30) for fiscal management/planning purposes, should submit the classification review request before the end of the preceding (May) pay period.

When the effective date of the reclassification is retroactive, any salary increases that the employee would have received since that date are applied to the new salary.

Written justification and Vice President/Division Head and Human Resource Services review and must approve to adjust an effective date to a date prior to the first day of the pay period following the date the request is received in the Human Resource Services.

Departments are responsible for ensuring that funds are available for the proposed classification or skill level change and associated salary increase. In no case will the new salary exceed the maximum salary rate established for the classification.

Impact on the Probationary Period

Employees are required to complete a new probationary period beginning on the effective date of the classification change.

Temporary Reassignment

A staff member may be temporarily reassigned by a manager to perform the duties of a higher classification or skill level. A staff member assigned to the higher classification must possess the minimum educational/experience qualifications for the classification as described in the **Classification and Qualification Standards**. Generally, a staff member must be performing the full range of duties of another position classification or skill level to be eligible for a temporary reassignment. See the applicable collective bargaining unit agreement for information regarding the maximum length of the temporary assignment, the number of day's notice that a staff member must be provided before the reassignment can be made effective, and any requirement for a minimum percentage salary increase for temporarily assignment into a classification that has a higher salary range. In some cases, an increase of greater than the minimum may be required in order to place the salary at the minimum salary rate. (This information does not apply to positions within Unit 8; please see Article 15 "Out-Of- Class Work" for these positions.)

If a staff member has been temporarily assigned additional responsibilities, but the overall duties and responsibilities of the position remain the same, then another compensation option may be considered such as a stipend (see *Project Coordination or Lead Stipend* section).

A Temporary Reassignment would ordinarily be appropriate when:

1. An employee in a lower classification performs the full range of duties of a higher classification while the employee who occupies the position in the higher classification is on a temporary leave of absence and is expected to return to the position, **OR**
2. An employee in a lower classification performs the duties of the higher classification while recruitment is conducted for the position in the higher classification.

A Temporary Reassignment would not ordinarily be appropriate when:

1. The additional duties will not necessitate movement to a higher classification,
2. The assigned duties will be permanent,
3. A classification review has been initiated or will be initiated,
4. A salary stipend would be appropriate (see *Project Coordination or Lead Stipend* section).

Process for Initiating a Temporary Reassignment

1. A manager may initiate temporary reassignment by sending an updated position description and cover memorandum, through required divisional channels, to Human Resource Services indicating:
 - The reason for the temporary reassignment,
 - The requested reassignment classification,
 - Recommended salary increase,
 - Beginning and ending dates, and
 - Vice President/Division Head approval.
2. Human Resource Services will evaluate the request and issue a memorandum to the employee and prepare a Personnel Action Notice (PAN) and forward to Payroll, if the request meets appropriate guidelines.

Stipends: Project Coordination and Lead Stipends (CSUEU, Units 2, 5,7 & 9) and Special Assignment Stipend (SUPA, Unit 8)

California State University Employees' Union (CSUEU) staff members who are assigned *temporary project coordination or lead* responsibilities are eligible for salary stipend consideration. These supplemental work assignments are to be made in writing, must have a specific beginning and ending date, shall not exceed ten (10) percent of the base monthly salary rate, and must be paid on a monthly basis.

State Wide University Police Association (SUPA) Unit 8 staff members may be granted a monthly increase between \$100 to \$400 to perform a special assignment. Specific criteria are outlined in the agreement. These compensation options are campus funded. Managers interested in these compensation options should gain approval within their division and consult with Human Resource Services regarding the specific criteria set forth in the applicable collective bargaining agreement and to determine if another classification or compensation action, such as temporary reassignment, reclassification or in-range progression, are more appropriate, before notifying the employee or assigning the work.

In-Range Progression

DEFINITION

An In-Range Progression is a permanent salary increase to a staff member's base salary. Such an increase is campus funded from departmental budgets and is made within the existing salary range established for the classification, or within the skill level sub-range for classifications with skill levels.

ELIGIBILITY FOR AN IN-RANGE PROGRESSION

- Employees occupying position classifications represented by the California State University Employees' Union (CSUEU), Units 2, 5, 7, & 9. Request may be employee or management initiated.
- Employees occupying position classifications represented by the Academic Professionals of California (APC), Unit 4. Requests are management initiated.
- Employees occupying position classifications represented by State Employees Trades Council (SETC), Unit 6. Requests are management initiated.
- Employees occupying position classifications represented by Statewide University Police Association (SUPA), Unit 8. Requests are management initiated.
- Employees occupying positions within confidential classifications. Requests are management initiated.

CRITERIA

Salary Equity: Salaries for similar positions at organizations that would normally compete for our employees in higher education, public, and private sectors. Internal equity considerations are only appropriate when the nature of the work is substantially similar and when factors such as seniority, experience, education and/or professional certifications would not explain salary differentials among comparison cohorts. It is recommended that equity data be requested in advance to minimize circumstances where an IRP must be denied because it is not substantiated by the facts.

Assigned Application of Enhance Skills: Substantive, new skills that are both essential to the position and consistent with the current classification standards. By enhancing skills, the employee takes on additional responsibilities which do not warrant movement of the position into a higher classification/skill level.

Lead Work: New Lead work or new project coordination, where classification standards do not have lead work as a typical responsibility (CSUEU employees only).

Retention: When a current employee receives an offer of employment either from 1) another organizational unit on campus, or 2) an external organization. Retaining the employee is critical to the ongoing operation of the department. Documentation must be provided.

Increased Responsibilities and Skills: Responsibilities have increased, but do not warrant movement of the position into a higher classification/skill level. (This criteria only applies to Units 4 & 8.)

Extraordinary Performance: There must be a current performance evaluation on file, and the employee's overall rating should reflect "Consistently Exceeds Expectations" or "Outstanding" for Unit 4 employees.

PERCENTAGE OF INCREASE

- **1% - 5%** - Based on acquisition of additional essential duties. CSUEU bargaining unit contract requires a minimum of 3%. Requires Appropriate Administrator's approval.
- **Above 5% - 10%** - Significant/critical organizational changes in duties and/or skills or market competition documentation in legitimate salary offer from a competitor. Requires Appropriate Administrator's and Human Resource Services approval.
- **Above 10%** - Extremely rare. The requesting official must provide a detailed rationale related to the need for such a significant increase. The rationale must outline the organizational necessity, relevant internal comparisons, relevant external comparisons and market data, and a verification of the exceptional skills and abilities of the employee. Requires the Appropriate Administrator, Human Resource Services, and the President's approval.

Note: Normally, an employee must have completed his/her probationary period.

INITIATING AN IN-RANGE PROGRESSION

The In-Range Progression form can be retrieved from the Human Resources website at: <http://hr.fullerton.edu/classification/>. Scroll down to section C, CSUF Forms, and click on In-Range Request.

Requests for In-Range Progression must include the following:

- Completed In-Range Progression form.
- An updated position description is required if duties and/or responsibilities have changed. The position description must be signed by all appropriate parties prior to submission and included with the request; otherwise, the request will be incomplete and returned.
- An organizational chart may be required by Human Resource Services if needed.

Management Initiated Requests

The immediate management supervisor of a staff member must complete the In-Range Progression request form.

The management supervisor should indicate the recommended salary increase percentage in consultation with the Appropriate Administrator and Human Resource Services.

Appropriate Administrator and Vice President/Division Head will sign at the bottom of the form acknowledging having received the request and forward to Human Resource Services with the appropriate form(s) and/or justification for review and approval.

All requests should be forwarded to Human Resources by Management at any level. (CSUEU requires the review be completed within ninety (90) days after the request is received, in accordance with the CSUEU agreement.)

Note To Managers: It is important that no commitments be made to the staff member regarding a salary increase until after Human Resource Services has evaluated and approved the request. The employee will be notified by HR on the status.

Staff Initiated Requests

California State University Employees' Union (CSUEU)

- A request for an In-Range Progression review may be submitted by the employee or manager. Employee initiated In-Range Progression requests shall be submitted to the appropriate administrator before being forwarded to Human Resource Services. An employee shall not submit a request for an In-Range Progression prior to twelve (12) months following receipt of a response to any prior In-Range Progression requests. If an administrator has not forwarded the request to Human Resource Services within thirty (30) days, the employee can file the request directly with Human Resource Services. The In-Range Progression review of employee requests shall be completed within ninety (90) days after the request is received in Human Resource Services.

Academic Professionals of California (APC)

- An employee may request that their supervisor initiate an In-Range Progression process on their behalf. If the employee has made a request to his or her supervisor 2 or more times in a 12 month period and the supervisor does not initiate an In-Range Progression process on behalf of the employee, the employee may request that Human Resource Services review the merits of Provision 23.14 factors. The request to Human Resource Services shall be in writing, state the dates when the employee made the requests to his or her supervisor, and state the basis under which the employee believes that he or she satisfies Provision 23.14. After Human Resource Services reviews the member's request, it shall take any necessary and appropriate action, which may include initiation of the In-Range Progression request form.

Employee Notification and Effective Date

Human Resource Services will notify the employee of the outcome of the request. **If a salary increase is granted, it will be effective the beginning of the pay period following the date the form is received in Human Resource Services. In-Range Progressions shall not be retroactive.**

APPENDIX I

General Definitions

Anniversary Date - Eligibility for a salary increase may be based upon an *anniversary date*. In the past, the anniversary date has been used to determine the timing of service-based salary increases. An employee's first anniversary date is based on his/her hire date on the campus. However, if the eligibility for an increase is based upon the amount of time in a specific classification, this date may change as a result of a reclassification action. In instances where anniversary dates are used to determine eligibility for a salary increase, the use of the term is defined in the context in which it is used in the applicable collective bargaining unit agreement.

Appropriate Administrator - The bargaining unit agreements use the term "appropriate administrator" to refer to the immediate non-bargaining unit supervisor or Management Personnel Plan (MPP) manager to whom the employee is normally accountable and/or who has been designated by the President to effect a personnel action (see applicable collective bargaining agreement). The appropriate administrator is identified on the Position Description and is usually also an MPP who reports directly to a Vice President or Division Head.

Bonus - A lump sum salary award that is not added to base compensation.

Classification - A pre-defined description of the typical responsibilities, major duties, and minimum education and experience requirements that apply to positions within an occupational group. The pre-defined classification standards describe the distinguishing characteristics, responsibilities, duties and requirements against which individual positions are evaluated to determine the appropriate classification assignment. The classification standard is the description of the benchmark set of responsibilities and requirements against which individual positions are evaluated.

Classification Allocation Factors - Those work related and skill factors and criteria that are used to analyze and evaluate positions to determine the appropriate classification assignment. These factors include the purpose of the position, the level and type of knowledge, skills, and abilities required to successfully perform the work of the position, the level of independence and decision-making required to perform the work, the level of accountability for one's own work and that of others; the level and nature of creativity and ingenuity required by the work, the scope of decision making and complexity of responsibilities, the level of supervision (direct, general, administrative) given and received; the nature, level, and diversity of contacts involved in performing the work, and may also include an evaluation of the work environment, its associated hazards, and the tools and/or specialized equipment/technology that is used to perform the work.

Classification Method of Job Evaluation - A job evaluation method which compares positions on a whole job basis to pre-defined classification standards that are used as benchmarks. An individual position is classified in the classification that best covers its responsibilities and requirements.

Classification Review Process - The process by which an individual position is an employee's allocated to a classification.

Classification Series - A group of classifications within the same job family with different levels or type of work defined within the series.

Compensation - A term that refers to the salary or wages received by an employee in exchange for work performed.

Confidential - Position classifications that are designated as “confidential” are not represented by a bargaining unit. The confidential classification series covers employees who have been designated as “confidential” in accordance with the provisions of the Higher Education Employee-Employer Relations Act (HEERA). In accordance with HEERA, a "confidential employee" is “any employee who is required to develop or present management positions with respect to meeting and conferring or whose duties normally require access to confidential information which contributes significantly to the development of those management positions” (underline added for emphasis). "Meet and confer" is defined as “the performance of the mutual obligation of the higher education employer and the exclusive representative of its employees to meet at reasonable times and to confer in good faith with respect to matters within the scope of representation and to endeavor to reach agreement on matters within the scope of representation.”

General Salary Increase - This type of salary increase is typically used to maintain comparability with the external market. A general salary increase is usually applied to the salary ranges for classifications as well as the individual incumbents. General salary increases are negotiated at the system level.

Encumbered Position - A position that is currently occupied by an employee.

External Equity - External equity is a measure for determining pay comparability of internal pay rates with those in other organizations for comparable positions. When referring to external comparisons, other general terms that are often used are *marketplace* and *labor market*.

Fiscal Year - The term "fiscal year" refers to the period of time from July 1 through June 30.

Incentive - A lump sum award for achieving a predetermined set of performance criteria. The criteria are considered above and beyond normal performance expectations but still fall within the parameters of an employee’s classification.

In-classification Progression - Defined in the CSUEU agreement as the “movement from one skill level to a higher skill level within a classification.” Movement to a higher skill level within a classification with skill levels, such as what is found in information technology and administrative support classifications is referred to as an *in-classification progression*. Currently, only classifications covered by the CSUEU agreement have skill levels. The key difference between a reclassification and an in-classification progression is that the latter is always movement to a higher skill level. In-classification progression is based on an increase in duty and skill requirements that warrant a move to a higher skill level. It is more consistent with the traditional concept of a promotion.

Incumbent - A term used to refer the employee who occupies a position.

In-Range Progression - An *In-Range Progression* is a permanent salary increase to an employee's base salary. Such an increase is campus funded and is made within the existing salary range established for the classification, or within the skill level sub-range for classifications with skill levels. An *In-Range Progression* may be appropriate in instances where a salary increase is justified even though the position responsibilities do not warrant movement of the position into a more highly compensated classification or a more highly compensated skill level within a classification. *In-Range Progression* is currently available to employees occupying position classifications represented by the California State University Employees Union (CSUEU), Units 2, 5, 7, and 9, the Academic Professionals of California (APC), Unit 4, and to employees occupying positions within confidential classifications. It is not applicable to any other bargaining unit or to Management Personnel Plan positions. *In-Range Progression* salary increases are campus funded and are granted at managements' discretion.

Internal Equity - Internal equity is a measure of the relative compensation provided for similar positions performed within the same organizational unit and the organization at large, based upon an analysis of job responsibilities and requirements.

Job - A non-technical term for a context-limited set of duties and responsibilities of a context-defined position or group of positions, e.g., *target job, lower level job, professional job*.

Job Description - See *Position Description*

Lead Work Assignment - The CSUEU agreement refers to a written assignment made by an appropriate administrator to a bargaining unit member which includes a broad range of responsibilities for providing work direction to other bargaining unit employees.

Mid-point - The salary point midway between the minimum rate and maximum rate of a salary range. The service maximum is not used when calculating the mid-point.

Minimum Qualifications - The minimum level of job related knowledge, skill, and ability required to perform the primary functions of a position. Each classification standard describes the minimum qualifications (education and experience requirements) that an individual must possess to occupy a position within that classification. The campus may exceed these requirements based upon job related necessity.

Pay-for-Performance - A compensation strategy that encourages differential salary increases or awards based on an individual's success in achieving established performance criteria.

Position - A group of duties and associated responsibilities assigned by the proper authority to be performed by an individual staff member. A position may be permanent or temporary, vacant or filled, full-time or part-time. The position is the basic unit of the organization – it is created and can be changed by management.

Position Description - A written document that describes the duties and responsibilities assigned to a specific position. It may include position accountabilities and performance indicators.

Reclassification - A *reclassification* is a change in position classification that occurs due to changes in the duties and responsibilities assigned to a position that have occurred since it was

last reviewed for a classification determination. Reclassification most often is used to move an employee to a higher classification level. The reclassification of a position may also result in movement of a position into a different classification with the same salary range (sometimes referred to as *lateral movement*) or to a classification with a lower salary range (sometimes referred to as a *demotion*).

Salary Range - The specified range of pay for a classification. Each salary range has a minimum rate and a maximum rate.

Service-Based Salary Increase - Several of the collective bargaining agreements have provisions for a service-based salary increase. The amount or percentage for service-based salary increases are negotiated at the system level. This increase is used to recognize service. In most cases, employees must have satisfactory or higher performance to be eligible for a service-based salary increase.

Skill Level - Refers to a designated level within a classification containing skill levels. The classification standards describe the requirements of a position or the duties and capabilities expected of an incumbent at each skill level. Each skill level has a sub-range within the existing salary range established for the classification.

Sub-Range - The term "sub-range" refers to the identified minimum and maximum salary rates related to a specific skill level within a broader salary range established for a classification.

System or **Systemwide** - Refers to issues administered through the Office of the Chancellor. These issues generally pertain to all California State University campuses.