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Division of Human Resources, Diversity and Inclusion

Human Resources

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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.
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. Classifications that are designated as excluded classifications, e.g., student assistants, work-study students, and special consultants.

This manual is intended for management's 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 supersede 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>.

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/HRAAdm/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. Purpose of the position.
2. Level and type of knowledge, skills, and abilities required to successfully perform the work of the position.
3. Level of independence and decision-making required to perform the work.
4. Level of accountability for one's own work and that of others.
5. Level and nature of creativity and ingenuity required by the work.
6. Scope and effect of decision making and complexity of responsibilities.
7. Level of supervision given and receive.
8. 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. Outcome of the collective bargaining process

The salary schedule provides systemwide salary ranges for each position classification and skill level that is 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 requirements 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. (Refer to the Initial Appointment and Hire, and the Classification and Skill Level Changes sections.)

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):

Appropriate Administrators

Appropriate Administrators 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

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 obtain the Appropriate Administrator 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 obtaining approval as appropriate to ensure that any proposals for position classification changes and/or compensation increases are supported by the Appropriate Administrator prior to submitting a request to Human Resources.

Human Resources

Human Resources 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 Resources 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. Will have completed one to three (1-3) years of relevant experience in the same or very similar titled position that required similar skills, effort, scope of duties and responsibilities.
- **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. Will have completed four to seven (4-7) years of relevant experience in the same or very similar titled position that required similar skills, effort, scope of duties and responsibilities.
- **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. Will have completed eight years or more (8+) of relevant experience in the same or very similar titled position that required similar skills, effort, scope of duties and responsibilities.

Salary Range Calculations

Human Resources evaluates salary offers based on guidance provided 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 midpoint 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, multiplying the result by three, and then dividing the result by four, 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
Minimum Salary	= \$2,000
Maximum Salary	= \$4,000
Mid-Point/Top of Second Quartile	= $(\$2,000 + \$4,000)/2 = \$3,000$
Top of First Quartile	= $(\$4000 - \$2000)/4 + 2000 = \$2,500$
Top of Third Quartile	= $3(\$4000 - \$2000)/4 + 2000 = \$3,500$

Therefore, for a salary range of \$2,000 to \$4,000

Mid-Point	= \$3,000
First Quartile	= \$2,000 to \$2,500
Second Quartile	= \$2,501 to \$3,000
Third Quartile	= \$3,001 to \$3,500
Fourth Quartile	= \$3,501 to \$4,000

Monthly vs. Annual Salaries

Salaries should not be offered to candidates for selection in terms of annualized amounts, since the CSU does not use annual salary as a unit of calculation. Salaries are derived from the monthly rates reflected in the salary schedule. Due to rounding practices (Refer to "Rounding in the CSU" section on Page 8), 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 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. For example, when an annual salary estimate is calculated as a monthly salary, fifty cents (.50) or above will be rounded to the next whole dollar.

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 time base.

Classification and Skill Level Changes

Position Classification

Classification is a process by which jobs of a common nature with similar duties and responsibilities are grouped together for the purposes of assignment to an appropriate pay range. The position description is the foundation of the classification process because it is the primary tool used to accurately define and describe the duties and responsibilities of a position. Once the position has been classified the following can be determined:

- Placement into the appropriate job family and collective bargaining unit.
- Proper compensation and minimum qualification standards.
- Performance appraisal factors and expectations.
- Career ladders and promotional lines when applicable.

Classification is based upon the **objective elements** of a position which include such elements as nature, scope, and level of duties and responsibilities; relationship of position to other positions in the department, campus or CSU system; supervision given/received, and exercise of independent judgment.

Since position classification focuses on the specific duties and responsibilities of each position, the quality of performance, the quantity of work, the status of an employee, or information relative to the employee's length of service or current salary **are not** considered in the classification process.

Reclassification

The classification review process is designed to ensure positions are clearly and properly classified in relation to classification standards. A reclassification is a change in classification that occurs due to changes in duties and responsibilities of the position. 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. Managers are ultimately responsible for the assignment, removal or modification of duties, and determining if changes in a position are short-term or ongoing. Classification changes are generally campus funded from division or departmental budgets. The classification review process may be appropriate to address substantial job duties 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.

In-Classification Progression (Skill Level Changes)

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
- Administrative Analyst/Specialist Non-Exempt to Administrative Analyst/Specialist Exempt I

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. The introduction of a revised classification standard by the Office of the Chancellor.
4. The duties and responsibilities of a former position are absorbed into an existing position.
5. A reorganization has been approved and will necessitate the redistribution of work or change the nature of the work performed.
6. 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.
7. 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.
9. The workload of the position has increased or decreased, but the duties and responsibilities have not changed.
10. Some of the duties of the position have changed, but these changes do not impact the classification of the position.
11. The work location or supervisor has changed, but the classification of the position remains the same.

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.

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), APC, and SETC collective bargaining unit agreement, as described below. All requests must be routed through appropriate levels of management to Appropriate Administrator 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 Appropriate Administrator to obtain 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 by the MPP Supervisor to the Appropriate Administrator for review before routing to Human Resources. Managers may submit request 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 Appropriate Administrator. 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 through eForms in the Portal.
 - **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 Resources will notify 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 Administrator in authorizing 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 approved by the Appropriate Administrator (Refer to “Effective Dates” section on Page 13). 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 Resources 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:
 - Notify “CMS Pos Mgmt.” to update the CMS position number accordingly.
 - Prepare a memorandum to the employee communicating the outcome of the review.

Employee Initiated Reviews

Only a staff member who occupies a position within a classification covered by CSUEU, SETC, APC or UAPD 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, APC, and SETC 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 twelve (12) 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 the Appropriate Administrator for review 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 collective bargaining agreement, all such requests shall be forwarded to Human Resources in a timely manner.
3. Human Resources 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 MPP Supervisor and Appropriate Administrator 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 or SETC 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 Resources 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 eForms.

Human Resources will notify the Management Supervisor and Appropriate Administrator after an appeal has been received. A designated individual in Human Resources other than the person who conducted the initial classification review will hold a meeting with the employee no later than thirty (30) days after the classification and/or skill level review appeal is received in Human Resources. The designated Human Resources 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 Resources representative will respond, in writing, to the employee no later than thirty (30) days after the meeting with the employee, after consulting with appropriate divisional management. Human Resources will obtain MPP Supervisor and Appropriate Administrator 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 Resources.

Compensation Increases

The California State University Employees' Union (CSUEU), 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 Resources. 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.

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 Human Resources; it requires written justification and approval from the Vice President/Division Head.

Departments are responsible for ensuring that funds are available for the proposed classification or skill level change and associated salary increase. In no case, the new salary will 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 a temporary 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 (Refer to *Stipends...* 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; and
4. A salary stipend would be appropriate (Refer to *Stipends...* section).

Process for Initiating a Temporary Reassignment

1. A manager may initiate a temporary reassignment by completing a *Reassignment Request/Supervisor Update* form, and an updated position description, if applicable, through the required divisional channels, and send these to Human Resources.
2. Human Resources will evaluate the request. If the request meets appropriate guidelines, HR will obtain the employee's signature on the Reassignment Request/Supervisor Update form, provide copies to the appropriate management, and place a copy in the personnel file. HR will also prepare a Personnel Action Notice (PAN) to be forwarded to Payroll and notify "CMS Pos Mgmt" of any updates to CMS.

Lateral Reassignment

Employees may be reassigned to another position in the same classification and skill level as the employee's existing classification and skill level. This is referred to as a *Lateral Reassignment*.

Stipends: Project Coordination, Lead Work Functions, Additional Work or Special Projects, and Maintain Contact with Campus Outside Working Hours (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, additional work, or lead** responsibilities are eligible for salary stipend consideration. These supplemental work assignments are to be made in writing and must have a specific beginning and ending date. The stipend shall be between 3% and 10% of the base monthly salary rate, and must be paid on a monthly basis.

Statewide University Police Association (SUPA) Unit 8 staff members may be eligible to receive a monthly stipend of an amount at or between \$100 and \$400 to perform one or more special assignments. 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 Resources 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.

Note: An In-Range Progression is not a request for a classification review nor does it change the employee's position (class code or skill level). For a classification review, please refer to HRDI website: <http://hr.fullerton.edu/employmentsrvcs/Classifications.asp>

General Conditions

- An employee must have gained permanency in his/her current classification at the time of the request.
- An employee must have a current performance evaluation on file with an overall rating of satisfactory or above.
- An employee may be eligible and granted one or more In-Range Progression(s) in a given year if requested by **management**.
- 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.

Eligibility for an In-Range Progression

- Employees occupying position classifications represented by the California State University Employees' Union (CSUEU), Units 2, 5, 7, & 9. Requests may be employee or management initiated.
- Employees occupying position classifications represented by the Academic Professionals of California (APC), Unit 4. Requests may be employee or 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

Assigned Application of Enhanced Skill(s)*: A growth in skills or the development of new skills and abilities required by the position as determined by management and regularly applied by the incumbent. The enhanced new skills and abilities must be consistent with the requirements of the classification and/or applicable skill level. By acquiring these enhanced skills, the employee takes on additional responsibilities which do not warrant movement of the position into a higher

classification/skill level. The time spent performing responsibilities resulting from acquisition of the enhanced new skills must be linked to the position's essential duties and are not isolated, infrequent, non-essential, or temporary duties. If applicable, attach a current certificate of completion substantiating a growth in skills or the development of new skills that is no more than one year old. (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. It is necessary to describe how retaining the employee is critical to the ongoing operation of the department. Formal documentation must be provided on the organization's letterhead and signed. (CSUEU and SETC employees only)

Salary Equity: Salaries for similar positions at organizations that would normally compete for our employees in the 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. Human Resources will research and assess any equity data to determine if there is an equity concern.

Extraordinary Performance: There must be a current performance evaluation on file, and the employee's overall rating should reflect "Consistently Exceeds Expectations" for CSUEU and SUPA employees. For APC employees the overall rating must be "Outstanding." A permanent annual performance evaluation that reflects the current evaluation period must be attached to the request at the time of submission. Probationary period performance evaluations will not be accepted.

Out of classification work that does not warrant reclassification*: New, higher level, additional out of class duties and responsibilities determined by management and applied by the incumbent that do not warrant movement of the position into a higher classification/skill level. The amount of new duties or the percentage of time spent performing the new duties are not significant enough to warrant reclassification. The out of classification work represents 5% or less of the position duties. These responsibilities must be reflected in the position description. (CSUEU employees only)

Increased workload*: A permanent increase in duties and responsibilities determined by management as the result of an organizational redesign due to attrition or the permanent loss of a position. The reassignment of duties among existing positions within the organizational unit shall remain within the classification and will not warrant movement of the position into a higher classification/skill level. These responsibilities must be reflected in the position description. (CSUEU employees only)

New Lead Work or Project Coordination*: New lead work or new project coordination is given to an employee on an on-going basis by an appropriate administrator, where classification standards do not have lead work or project coordination as a typical responsibility. (CSUEU employees only)

Other Salary Related Criteria*: Must identify and submit appropriate justification along with specific examples and supporting documentation. (CSUEU and SETC employees only)

Increased Responsibilities and Skills*: Permanent and significant increase in responsibilities that does not warrant movement of the position into a higher classification/skill level. These responsibilities must be reflected in the position description. (APC and SUPA employees only)

Long Term Service: Ten years or more of full-time, continuous service. There must be a current performance evaluation on file and the employee's overall rating must reflect "Meets Expectations." (SETC employees only)

***Position description (PD) required. Changes in job responsibilities must be incorporated in the revised PD submitted.**

Percentage of Increase

In-Range Progression increases require the approval of Human Resources and the Appropriate Administrator; and may require the Vice President's approval.

- **1% - 5%** - Based on acquisition of additional essential duties. CSUEU bargaining unit contract requires a 3% minimum increase.
- **Above 5% - 10%** - Significant and critical organizational changes in duties and/or skills or market competition; documentation in legitimate salary offer from a competitor.
- **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 possessed by the employee.

Initiating an In-Range Progression

An In-Range Progression is initiated through the Classification/Compensation Action Request (CCAR) system and, based on the selected criteria, may require an updated position description and organizational chart.

Note: Action Requests that are incomplete or have incorrect documents attached will be cancelled by Human Resources and will need to be resubmitted.

Management Initiated Requests

An employee may be eligible and granted one or more In-Range Progression increases in a given year if requested by management. The rationale for an additional IRP, within a 12-month period, must include a new and appropriate justification for the request. However, a request for an IRP using "extraordinary performance" as criteria may be submitted only once in a given year based on the effective date.

The immediate management supervisor must initiate the In-Range Progression request through the Classification/Compensation Action Request (CCAR) system.

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

Staff Initiated Requests

California State University Employees' Union (CSUEU) and Academic Professionals of California (APC) staff ONLY

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 Human Resources through the Classification/Compensation Action Request (CCAR) system. An employee shall not submit a request for an in-range progression prior to twelve (12) months following submission of any prior in-range progression request by the employee. Review of an in-range progression request shall be completed within ninety (90) days.

Employee Notification and Effective Date

Human Resources 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 Resources. In-Range Progressions shall not be retroactive.

HEERA Managers vs. Bargaining Unit Leads

HEERA (Higher Education Employer-Employee Relations Act) Managers can perform the following duties:

- Manage, direct or supervise staff employees and other managers who report to them
- Prepare, deliver, and provide the final signature on performance evaluations
- Hire, re-assign, suspend, layoff, recall, and/or discharge employees
- Provide counseling, corrective action, and discipline (as allowed in the respective collective bargaining agreements), as needed on performance related matters
- Prepare and deliver Letters of Counsel and/or Reprimand, as appropriate
- Reward and recommend professional advancement and compensation (e.g. salary programs, in-ranges progression and reclassification, as appropriate)
- Be involved in the early stages of the grievance resolution process

Bargaining Unit Leads, under supervision, can perform the following duties:

- Provide lead work direction to staff
- Coordinate workflow and daily operations of the office/program
- Train and assign work duties to staff
- Monitor work and provide daily feedback (related to operations)
- Provide input to HEERA Manager on performance reviews
- Serve on recruitment panels and search committees during the recruitment and interview process, as needed
- Bring issues and concerns to the HEERA Manager's attention regarding performance and operational matters.
- Provide on-going informal coaching, feedback, and guidance to staff

Leads CANNOT hire, transfer, reassign, suspend, layoff, recall, discharge, discipline, manage or supervise employees. They cannot initiate salary actions for employees or be involved in grievance meetings.

Per the campus practice, Leads should not have "Manager," "Supervisor," or "Director" as part of their working title.

APPENDIX

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 that 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 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 Union of American Physicians and Dentists (UAPD), Unit 1, Academic Professionals of California (APC), Unit 4, State Employees Trades Council-United (SETC), Unit 6, Statewide University Police Association (SUPA), Unit 8, 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.

Performance-based Salary Increase - 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. Refer to the CSU salary schedule link: <http://www.calstate.edu/HRAdm/SalarySchedule/salary.aspx>.

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.