

CSU Monterey Bay



STAFF COMPENSATION PROGRAMS

CAMPUS GUIDELINES

**Human Resources
Updated November 2014**

CSU MONTEREY BAY STAFF COMPENSATION GUIDELINES

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Special Note: In the case of a discrepancy between these guidelines and a collective bargaining agreement, the provisions of the collective bargaining agreement will supersede the guidelines.

CSU MONTEREY BAY

STAFF COMPENSATION GUIDELINES

Purpose

The CSU Monterey Bay (CSUMB) Staff Compensation Guidelines have been developed to provide a consistent framework for the effective and responsible administration of the staff classification and compensation programs to promote the recruitment, motivation and retention of a highly qualified work force. Most importantly, the compensation guidelines provide a framework within which CSUMB can be accountable in its use of public funds.

General Philosophy

CSUMB is strongly committed to attracting and retaining the most highly qualified, diverse workforce. The effectiveness of this recruitment and retention effort is in part dependent on the responsible management of the CSUMB staff compensation and benefit programs in the context of applicable labor markets, which vary based on the type of position. The CSUMB total compensation and rewards package includes comprehensive benefits and retirement components in addition to base salary and other direct compensation. Effectively managing and marketing the total rewards package is essential to the success of recruitment and retention efforts.

Guidelines Overview

The following guidelines have been developed to effectively implement and administer the CSUMB staff compensation program in keeping with the purpose and philosophy described above. When used effectively, the guidelines will provide a more accurate, comparable and consistent application of the system-wide classification and compensation programs to staff positions. The guidelines also provide an outline of the appropriate options available for addressing a wide range of classification and compensation issues. Generally, the guidelines provide management discretion and flexibility; however, in some cases, specific procedures that must be followed are established to ensure compliance with collective bargaining agreements, as well as to promote campus-wide consistency and equity. ***In the case of a discrepancy between these guidelines and a collective bargaining agreement, the provisions of the collective bargaining agreement will supersede the guidelines.***

The guidelines focus on the campus administration of staff classification and compensation programs. They apply only to those staff employees covered by collective bargaining agreements; they do not apply to faculty and non-represented classes. The following provides an overview of the material covered in the guidelines.

- Management Roles and Responsibilities
- Overview of Review and Approval Process
- Understanding Staff Salary Ranges
- Initial Appointment and Hire
- Classification and Skill Level Changes
- Campus-Funded Salary Adjustments

- System-funded Salary Adjustments
- Appendices
 - Appendix I – CSU Staff Salary Program Options
 - Appendix II – General Definitions

Classification Program

The campus classification program is based on the system wide Classification Standards issued by the Trustees of the California State University System. Each campus has the delegated authority to implement and administer this program. Classifications are determined by analyzing and comparing the descriptions for individual positions to the systemwide classification standards. A position must have undergone substantive changes in responsibilities and duties, knowledge and skill requirements, as well as meet minimum professional experience and/or education qualifications, to warrant a classification or skill level change. The process also may include comparisons with other positions on campus or at other CSU campuses.

As mentioned above, the classification review process at CSUMB focuses upon comparison to systemwide classification standards. The key objectives of the program are to:

- Provide a basis for organizational planning and decision-making as it relates to staffing and assignment of job duties.
- Identify and validate the qualifications needed to perform an assigned group of duties and responsibilities.
- Provide comparable levels of pay for comparable work by utilizing a systematic method for evaluating individual positions.
- Establish consistent benchmarks for making external salary comparisons to comparable positions in other organizations in relevant labor markets.

The system wide classification standards typically outline criteria that are used to evaluate individual positions. These criteria are referred to as job and skill factors and typically include the nature and complexity of duties; the scope and impact of responsibilities; the level of independence and autonomy in performing the work; the level of accountability for one's own work and that of others; judgment and discretion, breadth and depth of knowledge required; specialty knowledge; critical thinking and analytical problem solving skills; ingenuity and creativity required; communication skills and technical skills.

Compensation Programs

While there is some consistency in the overall components of the compensation programs across staff bargaining units, the specifics of compensation vary by the collective bargaining agreement. The variations are the result of the differing needs of staff groups, as well as the dynamics of the collective bargaining process. In developing campus compensation guidelines, the objective is to design a program that can be administered responsibly, and that can be consistently applied in relation to the provisions of each bargaining unit. The specific compensation programs available under each of the staff collective bargaining agreements can be found at www.calstate.edu/HRAdm/SalaryProgram/index.shtml . Appendix 1 – Staff Salary Program Options provides an overview of the programs available by bargaining unit.

Management Roles and Responsibilities

The Board of Trustees of the CSU System has authorized and endorsed the overall program design and development of the classification and compensation programs. Additionally, they oversee and approve the collective bargaining related to the impact of these programs. Campuses have the delegated authority to implement these programs to meet their specific operational needs, consistent with the terms of the collective bargaining agreements. To that end, the following roles and responsibilities have been defined at CSUMB for the ongoing administration of classification and compensation programs.

➤ **Senior Leadership Team**

The Senior Leadership Team of the campus determines the overall direction and guidelines for how system-wide programs will be managed and administered at the campus level. Their role is to approve campus programs and processes and to monitor the aggregate results to ensure program objectives are achieved.

➤ **Human Resources**

Human Resources (HR) is responsible for the development, implementation, administration, communication, and training associated with system-wide classification and compensation programs. As such, HR will meet with managers to assess matters related to classification and compensation for staff positions, and in some cases, approve personnel actions in these areas as outlined in the guidelines that follow. HR has the sole responsibility and specialized expertise that is required to make a determination of the accurate classification for individual positions. Additionally, HR has primary responsibility to oversee campus-wide equity in the administration of these programs.

➤ **Division and Department Management**

Division and department managers have the first line of contact with employees. This places them in a critical role. To successfully perform this role, managers must understand and responsibly administer matters related to the assignment of job duties and responsibilities in order to ensure that campus objectives for the classification and compensation programs are achieved and sustained. Managers have the responsibility to develop and assign work based on current and accurate position descriptions.

Before initiating any course of action or discussion with an employee about a classification, skill level or salary change, managers will meet with Human Resources. These meetings will proactively help identify the best alternative to address a situation and avoid future problems. Managers are responsible for ongoing performance management and timely performance evaluations to support sound management practices and compensation decisions.

Additionally, managers will meet with Human Resources to ensure they work within the established guidelines to promote campus-wide consistency and comparability in the application of classification and compensation programs, as well as to ensure consistency with the applicable collective bargaining provisions. Provisions within the staff contracts vary and can change from year to year. Listed below are a few examples of classification and compensation related personnel actions that need to be discussed with HR.

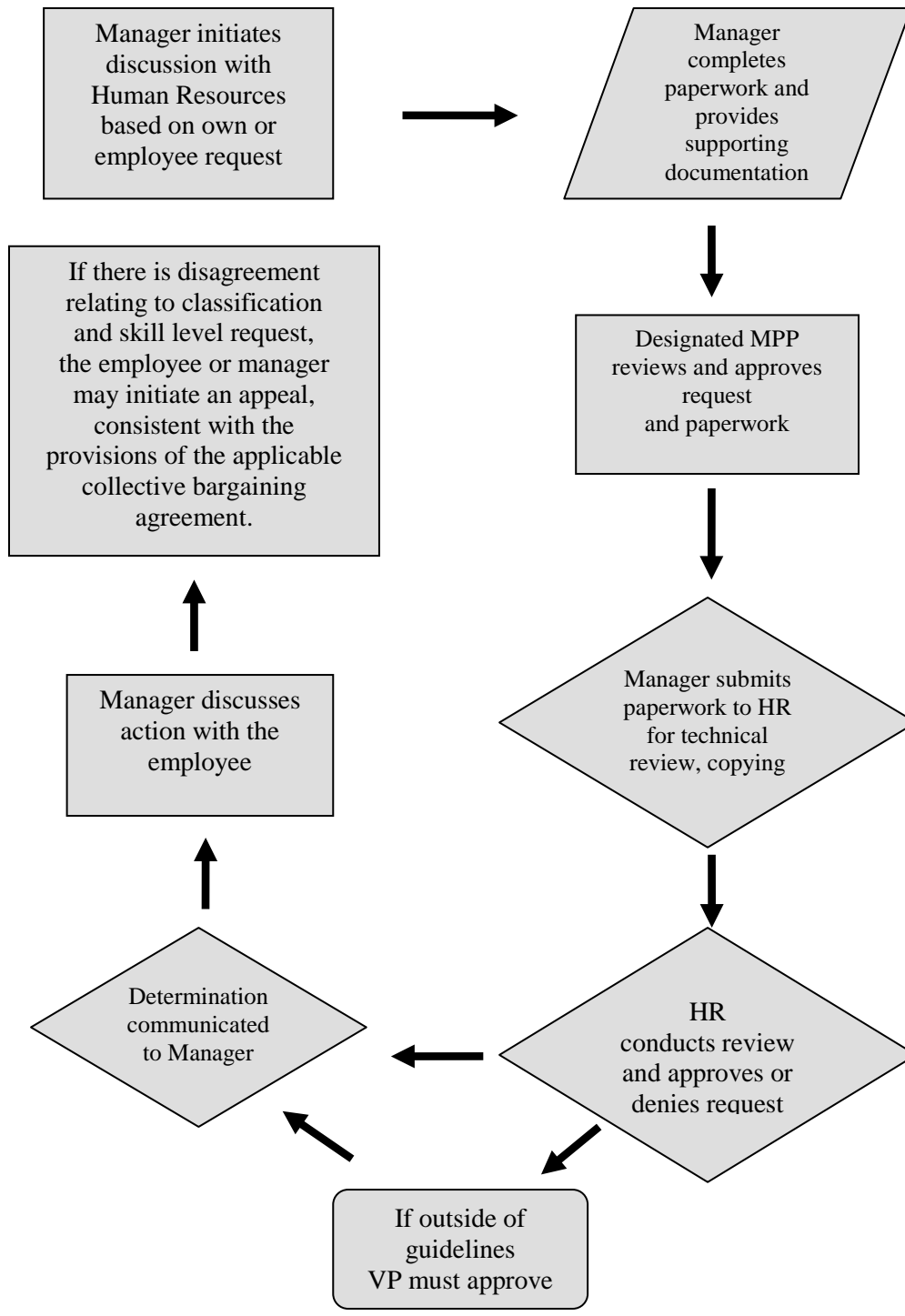
- Operational assessments that result in the need to substantially change, reassign positions, or create new position duties.

- Recommendations for a classification or skill level change to ensure this is the most appropriate action.
- Recommendations for discretionary salary actions such as in-range progressions to ensure consideration of all pertinent comparability data, as well as consistency with the applicable collective bargaining agreement.
- Recommendations for incentives or bonuses under the appropriate collective bargaining agreement to determine if they are the most appropriate compensation strategy or whether another alternative may more effectively achieve management's goals and be more consistent with the goals of the program.
- A review of all recommendations for salary increases that exceed the stated guidelines including those related to classification changes and performance-based salary increases. Final decision authority in these cases rests with the appropriate Vice President after consideration of Human Resources' analysis and recommendations related to the advisability of the action and consideration of operational needs.

Overview of Review and Approval Process

The following flow chart outlines the review and approval process for a variety of personnel actions including all classification and skill level changes, as well as salary adjustments.

Review and Approval Overview



Understanding Staff Salary Ranges

The salary range structure within each staff collective bargaining agreement varies and has direct implications for how salary adjustments are granted. Across and even within one agreement there may exist broader ranges, standard open ranges and step ranges. This section of the guidelines is designed to provide an overview of the salary ranges found within each agreement and how salaries are administered within these ranges.

Salary Range Minimums and Maximums

Each salary range has a minimum and maximum salary rate defined. These rates are based on market analyses conducted by the Chancellor's Office and then negotiated with the collective bargaining representatives. The purpose of establishing a salary range is to recognize the different levels of skills within any given classification, from entry level to highly skilled. Typically, the broader the salary range, the broader the range of skills, performance and rates of progress associated with the work. Salary ranges are developed with the goal to attract, recruit and retain staff.

Salary Range Structures

At the CSU, most staff classifications have open salary ranges with only a minimum and maximum salary rate defined. However, Unit 8 – Statewide University Police Association (SUPA) has step ranges with set rates defined for individual steps within the salary range. Placing an employee within a salary range is dependent on such factors as knowledge, skills, abilities, and experience, as well as market factors. Following is a brief overview of the salary range structures found for staff.

- ◆ **Step Ranges** - Classifications covered under the Unit 8 (SUPA) agreement have salary ranges with steps are defined in increments of about 2.3%. Salary increases must be provided in step increments.
- ◆ **Open Ranges** – This is the most common salary structure for staff classifications with only a minimum and maximum rate defined. This means that salary movement can occur in any increment. The actual percentages or amounts for general salary increases and other system-funded compensation increases are negotiated with the union.
- ◆ **Salary and Career Bands** - CSUEU currently has the widest diversity of salary range structures including broader salary and career bands. These ranges are more consistent and competitive with practices in other organizations with open ranges. These ranges support broader definitions of work within the classification standard. Typically, a broad classification includes two to three skill levels. The salary ranges associated with a skill level are referred to as sub-ranges. Movement from one skill level to a higher skill level within the same classification is referred as an in-classification progression.

For information technology classifications, very broad career bands are defined. Within each career-band, sub-ranges are also defined for each of the three skill levels: foundation, career and expert. The purpose for developing these career bands was to recognize the changing nature of work and to provide more opportunity for individual growth and development within one classification.

Initial Appointment

When a vacancy occurs or a new position is created, it provides an excellent opportunity to fully assess the position and organizational structures, review internal and external market salaries, and the operational needs associated with a position. This assessment must be conducted prior to the actual posting of the recruitment, and includes the classification determination and prospective hiring range.

Appointment Salary

Appointment salaries are commensurate with a candidate's experience and capabilities in relation to the salary range established for the position. In recruitment, it is important to remember that while the salary of the previous incumbent may serve as a budgetary placeholder, it is **NOT** the best guide for determining an appropriate starting salary for a new employee. The following factors need to be considered in determining an appropriate starting salary.

- The salary range or skill level sub-range established for the position.
- An assessment of the candidate's knowledge, skills and abilities against the overall requirements for the position and classification and/or skill level.
- An internal assessment of salaries of existing employees in comparable positions.
- An analysis of applicable market data, if appropriate.
- Actual budget funds available.
- Candidate's salary history.

Following are *ideal* starting salary practices for most salary ranges. Additional analysis may be required for determining appropriate placement within a broader salary band. *The designated MPP (e.g. Vice President) must confirm that budget funds are available in the department to cover the appointment salary.*

- **First Quartile** - Hiring within the first quartile of a salary range is appropriate when the candidate is qualified for the position, but still requires a training period to become fully familiar with the requirements of the position. Managers are given the discretion to hire in the first quartile, if position line budget dollars support the salary, and after consultation with HR.
- **Second Quartile** - Highly skilled candidates who need minimal training are most often hired in the second quartile of the range up to the mid-point. This is most common with career level professional positions. Hiring at this level can occur after:
 - 1) A manager discusses the proposed starting salary with Human Resources and provides pertinent information (e.g. level of skills, experience, salary history, budget availability) supporting the salary proposal, and
 - 2) HR reviews the information and approves the final offer.
- **Above Mid-point** – In rare operational circumstances, highly qualified individuals with exceptional expertise may need to be hired over the salary range mid-point. Hiring at this level can occur after:
 - 1) Human Resources reviews the request and provides an analysis and recommendation.

- 2) The recommendation and HR analysis is then reviewed by the Vice President who has final decision authority.

Generally, an appointment salary above the midpoint of the range will be considered in the following circumstances.

- Clear recruitment and retention issues as evidenced by difficult and prolonged recruitments and high rates of turnover.
- The exceptional qualifications of a preferred candidate in relation to the applicant pool and classification and/or skill level requirements.

Pay for part-time and hourly employees follows the guidelines detailed above.

Classification and Skill Level Changes

Classification within each of the collective bargaining agreements actually encompasses several personnel actions. Reclassification may be appropriate to address substantial job duty and responsibility changes. Other salary increase provisions available for addressing pay issues and changes in duties and skills within the same classification include in-range progression, stipends, incentives and bonuses.

Funding Sources

While reclassification and in-classification progression (CSUEU only) actions must be funded out of department or division budgets using ongoing position line funding, the trigger for these actions or other salary actions is not merely that funds are available. Classification and skill level changes are usually initiated because of operational needs or are based on substantiated changes in position responsibilities and requirements as determined by Human Resources.

Key Definitions

Following are several key definitions to help clarify the different personnel actions associated with classification, skill level and salary changes including a discussion of when they are best applied.

- **Reclassification** – A reclassification is a change in classification based on a substantial change in position duties. An assessment of the incumbent's, knowledge, skills, and abilities will be considered in relation to the minimum professional experience and/or education qualifications of the classification. Reclassification is referenced in each of the collective bargaining agreements. Most often, reclassification is used to move an employee to a higher classification level. In some cases, when a recruitment is involved, the reclassification may be more consistent with the prospective concept of a promotion. The term reclassification also applies to movement to a classification at the same level (often referred to as a lateral transfer) or to a classification at a lower level (often referred to as a demotion).

Examples of reclassification:

- Administrative Support Assistant II **to** Administrative Support Coordinator I (CSUEU)
 - Facilities Worker I **to** Facilities Worker II (SETC)
- **In-classification Progression** – Movement to a higher skill level within a classification with skill levels (e.g. information technology and administrative support classifications) is referred to as an *in-classification progression*. Currently, the only classifications with skill levels are found in CSUEU bargaining units. 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 based on the skill level definitions. In addition, consideration will be given to the minimum professional experience and/or education qualifications as referenced in the classification standards for the higher skill level.

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

- **In-range Progression** – *An in-range progression is NOT a classification or skill level change.* Currently, most staff bargaining units have this provision available, but the specific guidelines for applying them vary slightly. In general, in-range progression is a salary change that results in movement within the same salary range for a single classification or within the skill level sub-range for a classification with skill levels. Depending on the bargaining unit, the in-range progression mechanism can be used to address a wide range of salary issues including increases in responsibility still within the scope of the same classification or skill level; increases in knowledge and skills applied on the job but still within the scope of the classification or skill level; and/or internal and external salary comparability issues. In-range progression is more consistent with the traditional concept of getting a “raise.” For further discussion of this provision, please see the section titled **Campus-Funded Salary Adjustments or Appendix I – CSU Staff Salary Program Options.**

Examples of when an in-range progression might be appropriate:

- An employee who has advanced his/her skills within the career skill level of the Network Analyst classification. This level is broad and covers initial proficiency to senior proficiency. An employee may be eligible for an in-range progression when he/she advances from a proficient to more senior level of skill within the career level.
- An employee within the Public Affairs/Communication Specialist classification, skill level 2, whose position has been primarily focused on public affairs activities for a program takes on an expanded role and additional responsibilities of media relations. While these new additional duties do not warrant an in-classification progression to Skill Level 3, they do require working at a higher level. An employee may be eligible for an in-range progression when additional duties involve working at a higher level or performing a broader range of duties within the same skill level.

When is Reclassification or In-classification Progression Most Appropriate

A typical rationale for a classification or skill level change is a substantial change in a position’s responsibilities and requirements. Often, this is the result of overall changes in the work requirements within the work unit. First, it is important to determine whether the change requires an open recruitment, a reclassification, or in-classification progression. Following is a summary of the considerations to determine whether a classification change or an open recruitment is the most appropriate change.

- A classification change is appropriate if the duties of the former position are absorbed into the new position versus an entirely new position being defined. If a completely new position is defined, then the position must be posted.
- If the proposed redefinition of the position does not adversely impact another position, such as taking duties away that might downgrade the other position, then a reclassification or skill level change is appropriate.

Additionally, a request for reclassification is not recommended when the circumstances described below exist.

- A reorganization is pending.

- The management position that the position reports to is vacant.
- An employee has yet to complete the probationary period.
- The new duties are non-essential or temporary or the position is temporary (please refer to temporary reassignment).
- The recommendation is based on a person-person comparison.
- Ongoing position line dollars do not exist.

A reasonable time period should pass to ensure that the position duty changes are constant. As always, it is important for the manager to ensure that each employee has an up-to-date position description and is working within his/her classification.

Classification Review Process

Classification reviews may be initiated by either a manager or an employee, depending on the provisions of the applicable collective bargaining agreement. Managers have the responsibility for ensuring that an employee has an accurate position description. Managers must notify Human Resources when job responsibilities for an employee are significantly different than those originally assigned. This will facilitate a proactive approach to making an accurate and fair determination regarding classification and compensation. Following are the guidelines for classification reviews.

Management Initiated Reviews

1. In all cases, it is the manager's responsibility to ensure that employees are working within their approved position description and that the position description is up-to-date. Individual requests from program administrators for classification reviews can be submitted at any time during the fiscal year. However, it is critical to ensure that the potential cost impact of the reclassification is evaluated *before* assigning substantially different duties and responsibilities. It is not appropriate to make promises or commitments to employees prior to the completion of the classification review process by Human Resources.
2. Human Resources will assess and verify how similar positions are classified within CSUMB. ***Having funds available does not guarantee that a position will be reclassified.*** This decision must be made based on an evaluation of the position's responsibilities and requirements against the classification standards.
3. Each request must include the following documentation. The purpose of this requested documentation is to ensure complete and consistent information is gathered for the classification review process; that the request is supported by the division management; and that budget funds are available for the reclassification. ***Signatures on these forms do not imply approval of the reclassification.*** Final approval comes from HR after the completion of the position analysis.
 - a. Request for Position Review form :
<http://hr.csumb.edu/classification>
 - b. Copy of the new and previous position description.
 - c. Copy of the department organization chart.
 - d. Reason for the requested review.
4. It is important to be timely in submitting requests to ensure funding is available and that employees are not working out of classification.

5. HR will complete a review of the classification request and determine the appropriate classification designation within the time designated by the applicable bargaining unit agreement. The manager will be informed of the final decision.
6. A manager who disagrees with the initial decision related to the classification or skill level review may request another review through the appeal process outlined below.

Employee Initiated Reviews

1. Depending on the provisions of the applicable collective bargaining agreement, an employee who feels he/she is performing the work of another classification or skill level may request a classification review. Such requests may not be made more frequently than once every 12 months or according to the provisions of the applicable collective bargaining agreement. Employees need to first talk directly with their manager regarding their request, as often a clarification of duties and the position description can remedy the situation. If an employee decides to pursue the request, he/she must submit a Request for Position Review form to their manager.
2. The manager will review the request and provide additional information in writing from the supervisor's perspective, noting whether they concur with the request or not. The manager needs to ensure that the job description is accurate and reflects the duties assigned and to verify that budget dollars are available should a classification or skill level change be recommended. Additional duties and responsibilities should be noted in the information provided to HR.
3. All requests must be forwarded in a timely manner to the appropriate administrator and then HR, with a copy of the form to the Budget Office, to ensure contractual obligations regarding the classification review are met.
4. Human Resources will complete a review of the classification request and determine the appropriate classification designation within the time specified by the applicable bargaining unit agreement. This information will first be shared with the manager and appropriate administrators and written information will be transmitted to the employee outlining the final classification determination and rationale. An updated job description will be provided, if applicable.
5. Employees who disagree with the initial decision related to the classification or skill level review may request another review through the appeal process outlined below.

Classification Appeals

Consistent with the applicable collective bargaining agreement, employees or managers may submit an appeal of a classification or skill level determination. This appeal must be in writing and outline the reasons for disagreement with the determination. A second review will be conducted. The classification determination after the appeal is final and is neither grievable nor negotiable. Individuals with questions regarding classification decisions and appeals should contact HR.

Compensation Impact

All salary actions associated with a reclassification must meet the requirements of the applicable collective bargaining agreement. *These salary guidelines for classification and skill level*

changes do not apply to conversions that occur as the result of system wide implementation of new classifications.

- **Effective Dates** – Generally, the effective date for a classification and skill level change will be the first of the pay period, after the paperwork is submitted to HR. It is critical that managers maintain up-to-date position descriptions and submit recommendations for changes in a timely manner.
- **Salary Actions** – The effective date of the classification or skill level change will also be the effective date for the associated salary increase. Each collective bargaining agreement outlines the minimum salary increase required when a reclassification or skill level change occurs, this is typically 5%. A more thorough discussion of these provisions is provided in the next section. Campus guidelines for salary increases associated with classification and skill level changes are outlined below. All recommendations are dependent upon the department ensuring budget 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 rate established for the classification.
 - **Salary increases 5%-6%**
After HR has approved the classification or skill level change, increases within this range may be implemented by management without further review.
 - **Salary increases 7%-12%**
Increases in this range require the review and approval of HR after the manager provides a written statement related to the need for an increase at this level based on the candidate's qualifications or specific internal or external comparability factors. HR will provide a salary analysis and recommendation to the requesting manager and the Vice President.
 - **Salary increases in excess of the guidelines noted above**
Under rare circumstances, a manager might recommend a salary increase in excess of the guidelines. In such a case, the manager must provide a detailed rationale related to the exceptional nature of the situation. The rationale must outline the organizational necessity, relevant internal comparisons, relevant external comparisons and market data, and verification of the exceptional skills and abilities of the candidate. HR will review the request and provide their recommendation to the Vice President on the advisability of the proposed salary increase. In these cases, the Vice President has the final decision authority.

Temporary Reassignment

As determined by HR, an employee may be temporarily reassigned to perform the duties of a higher classification or skill level, resulting in a temporary reclassification or in-classification progression. Such temporary reassignments must be consistent with the requirements of the applicable collective bargaining agreement. Generally, an employee must be performing the full range of duties of another position, classification or skill level to be eligible for a temporary reassignment for the time period outlined in the applicable collective bargaining agreement. Managers must consult with HR before initiating a temporary reassignment. Opportunities for temporary reassignments to a higher classification, skill level or lead role need to be communicated to department staff to promote equal opportunity for career advancement.

Employees who are interested need to be interviewed and the most qualified selected for the reassignment.

Under certain circumstances, an employee may be permanently reassigned. However, vacant represented positions must be posted. Managers must consult with HR before initiating a permanent reassignment.

Campus-Funded Salary Adjustments

Most of the staff collective bargaining agreements have provisions for addressing individual salary needs through in-range progression or bonus provisions. An overview of salary program options by bargaining unit can be found in Appendix I – CSU Staff Salary Program Options. The most up-to-date information on staff salary programs can be found on the systemwide website: www.calstate.edu/HRAdm/SalaryProgram/index.shtml . Following is a brief summary of the most common types of salary programs available.

Staff Base Salary Increases – In-range Progressions

In-range progression is a base salary increase within a salary range for a single classification or within a skill level sub-range for a classification with skill levels. Depending on the bargaining unit, an in-range progression can be used to address a wide range of salary issues including the following.

- Recognition of a permanent and substantive increase in duties and responsibilities that still fall within the same classification or skill level. This is especially pertinent to broader classifications with skill levels defined, such as information technology classifications, where the career range covers a wide range of work from intermediate to senior level positions.
- Recognition of a growth in skills or the development of new skills and abilities required by or considered desirable for the position as determined by management and regularly applied by the incumbent. It is important that the skills and abilities still be consistent with the requirements of the classification and/or applicable skill level. Again, this provision is especially helpful in addressing growth within broader classifications and skill levels.
- Recognition of exceptional performance when other performance-based pay programs are not available; however some bargaining units prohibit its use for performance (SETC).
- Salary adjustments to address internal comparability within CSUMB. Internal equity is based on comparing job responsibilities and requirements to other positions within CSUMB, but also takes into consideration relative performance, capabilities and experience within a given classification or skill level.
- Salary adjustments to address external comparability issues in relation to the market. External equity is assessed through an analysis of salary survey data and issues related to recruitment and retention.
- Retention for a valued employee who is actively interviewing or has been offered another position.
- Out of class duties that do not warrant reclassification. (CSUEU)
- Significant increase in workload. (CSUEU)

Management Initiated In-range Progressions

If the bargaining unit allows for a manager initiated in-range progression, the following guidelines apply:

- The manager will complete the **In-Range Progression Request** form, including Vice President or designee signatures, and submit the request to HR with a copy of the review form to the Budget Office. The form can be found at: http://hr.csumb.edu/sites/default/files/49/attachments/files/irp_request_form_09.17.12.pdf
- An updated job description must be attached reflecting significant changes or increase in duties and responsibilities, if applicable.
- An employee must have documented satisfactory performance to be considered for an in-range progression.

- Generally, an employee is only eligible for one such salary increase in a fiscal year.
- The effective date for an in-range progression will be the first of the pay period following its receipt in HR.
- All recommendations for in-range progressions must be reviewed with HR to ensure campus-wide consistency and that this approach is the best course of action to address the specific situation.
- Normally, an employee must have completed his/her probationary period.

Following are the specific salary increase guidelines for in-range progressions.

- **Salary increases up to 6%**

Some bargaining units have a minimum increase amount specified for in-range progressions. Please refer to Appendix I – CSU Staff Salary Program Options for specifics or for the most up-to-date information on staff salary programs can be found on the systemwide website: www.calstate.edu/HRAdm/SalaryProgram/index.shtml . Once HR has confirmed that this is an appropriate compensation action, increases in this range may be implemented by the management without further review.

- **Salary increases 7%-12%**

Increases in this range require the review and approval of HR after the manager provides a written statement related to the need for an increase at this level based on the employee’s qualifications or specific internal or external comparability factors.

- **Salary increases in excess of guidelines noted above**

Under rare circumstances, a manager might recommend a salary increase in excess of the guidelines. In such a case, the manager must provide a detailed rationale related to the exceptional nature of the situation. 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 candidate. HR will review the request and provide their recommendation to the Vice President on the advisability of the proposed salary increase. In these cases, the Vice President has the final decision authority.

Employee Initiated Requests for In-Range Progressions

If the bargaining unit allows for an employee initiated in-range progression, the following guidelines apply:

- Depending on the provisions of the applicable collective bargaining agreement, an employee who feels he/she is eligible for an in-range progression may request a salary review. Such requests may not be made more frequently than every 12 months or according to the provisions of the applicable collective bargaining agreement.
- Employees need to first talk directly with their manager regarding their request, to determine whether a clarification of duties and the position description can address the situation.
- If an employee decides to initiate the request, he/she must complete and submit the In-Range Progression (IRP) Request Form to the manager specifically stating the reason(s) for the request based on the criteria outlined in the applicable collective bargaining agreement.
- The manager will discuss the request with the employee; review the request, the employee’s job description and performance evaluation; and provide additional information in writing from the supervisor’s perspective, noting whether they concur

- with the rationale submitted by the employee and whether they support the in-range request or not. The manager needs to comment on any changes in responsibilities and duties documented by the employee and verify that the job description accurately reflects the duties assigned; and verify that budget dollars are available should an in-range progression be warranted.
- The manager forwards the In-Range Progression (IRP) Request Form to the Vice President or designee for signatures. Management completion of the form and this process does not in itself endorse the employee request; it just ensures that consistent and uniform information has been provided. The form will note that this is an employee initiated request.
 - Vice President or designee forwards the In-Range Progression (IRP) Request Form to HR with a copy to the Budget Office.
 - **All requests must be forwarded to the appropriate administrator and then HR in a timely manner to ensure contractual obligations are met regarding the request for an in-range salary progression. If the request is not forwarded in a timely manner according to the applicable collective bargaining agreement, an employee may submit the request directly to HR.**
 - Human Resources will complete a review of the in-range progression request within the time specified by the applicable bargaining unit agreement. This information will first be shared with the manager and appropriate administrators. Managers will communicate results of the review to their employee and HR will transmit written information to the employee outlining the final determination.

Staff Bonus, Incentive and Stipend Options

Staff bargaining units have various provisions in place for granting bonuses, incentives and stipends. Please refer to Appendix I – CSU Staff Salary Program Options for a summary of these options or for the most up-to-date information on staff salary programs refer to the systemwide website: www.calstate.edu/HRAdm/SalaryProgram/index.shtml . CSUMB guidelines for implementing these bonuses are designed to provide effective administration of the program. HR must review all bonuses, incentives and stipends prior to discussion with any candidate or employee. Generally, performance related bonuses and incentives are additional or supplemental compensation for performing above and beyond normal performance expectations and should not be used to address base salary issues and concerns. The in-range progression provision provides the flexibility to address base salary issues.

Funding of Bonuses, Incentives and Stipends

All bonuses, incentives and stipends must be funded out of Department, and/or Division budgets. It is critical to ensure funding is available before moving forward with a bonus or incentive proposal.

Bonuses and Incentives

A bonus or incentive is a lump sum payment that is not added to an employee's base salary. All bonuses and incentives must be based on established criteria. These criteria may be time-based or more specific skill or performance criteria depending on the nature of the bonus or incentive. The criteria for each type of bonus/incentive are outlined in each of the sub-sections below. The requirements and criteria for all bonuses and incentives must be in writing and reviewed by HR prior to discussion with a candidate or employee. The following general guidelines apply to all bonuses and incentives.

- With the exception of the recruitment bonus, an employee typically must have completed his/her probationary period and have a satisfactory or higher rating to be eligible for a bonus or incentive consideration.
- Generally, an employee would only be eligible for one type of bonus or incentive in a twelve month period.
- Generally, bonus amounts of 2%-10% of base salary can be implemented after the review and approval of HR. Bonus amounts in excess of the 10% guideline require a written rationale and HR analysis and recommendation prior to VP approval.
- Bonuses and incentives may be paid as a percentage of base salary or a flat dollar amount. However, bonuses and incentives for non-exempt employees must be paid as a percentage of annual gross salary to ensure accurate overtime calculations and must be consistent with the applicable CBA.

➤ **Recruitment Bonus** – A recruitment bonus is used as an additional incentive to join an organization and often used in the labor market to make up for lost compensation opportunity or benefits as a result of changing organizations. Most often it is used for professional positions where the financial losses may be substantial. At CSUMB, a recruitment bonus may be considered in the following circumstances.

- The recruitment for a position has been long and protracted.
- It has been difficult to interest qualified candidates to apply for the position.
- The position requires skills that have been identified as critical and highly competitive in the labor market.
- The top candidate is taking a pay cut to join the organization or is forfeiting other forms of compensation. HR will work to verify the benefits and salaries of candidate.

The following procedures must be followed to offer a recruitment bonus to an outside candidate.

- The manager will review the prospective bonus and additional or alternative strategies with HR. The bonus must be approved by the designated MPP before the offer is made to the candidate. If the bonus is substantial, over 10%, Human Resources will forward a recommendation to the Division Vice President for review and decision. In such cases, the decision of the Vice President will be final.
- To be an effective compensation inducement, the recruitment bonus is generally in the range of 2-5%, but there may be situations where a lesser amount might be appropriate. The actual amount of the bonus will be reviewed by HR to determine what is appropriate.
- The recruitment bonus may be paid in one lump sum after 30-60 days of employment or can be spread over the 12 months of the probationary period, for example, one third at hire, one third at six months and one third at 12 months. It is important to remember that the bonus must be a meaningful amount when received. HR will work with the manager to determine the best payment schedule.
- An employee who does not complete the probationary period must repay the entire recruitment bonus as outlined in the applicable collective bargaining agreements.

➤ **Retention Bonus**

The retention bonus is a tool to use when an incumbent with essential skills is at high risk for leaving CSUMB during a critical project. If a retention bonus is being considered, Human Resources will work with the manager to determine the best compensation strategies for

retaining the employee, including a retention bonus or an in-range progression. Proof of a scheduled job interview or a job offer must be provided by the employee.

- The collective bargaining agreements outline key rationale that must exist when considering a retention bonus: the incumbent possesses skills critical to the operation of the campus; the incumbent's skills and abilities are in short supply in the marketplace; and there are proven recruitment difficulties for the position.
- Typically the minimum time period for a retention bonus is 12 months, which is consistent with the applicable bargaining agreements. No maximum periods are defined, but generally retention bonus periods do not exceed 18-24 months.
- The retention bonus may be paid any time during the retention period. Consideration may be given to time-based retention awards, especially if the timeframe exceeds 12 months.
- If the retention need is immediate, a partial payment of the award may be made at the beginning of the retention period, with the remainder at the end or at specified intervals within the retention period. If payment is made prior to the end of the retention period, which must be a minimum of 12 months, and the employee leaves before the retention period is completed; the employee must repay any portion of the award received.
- Retention bonuses must be meaningful and often may compete with recruitment bonuses offered by other organizations for highly skilled candidates. To be an effective compensation tool, retention bonuses will typically need to be 5-10%, but there may be situations where a lesser amount is appropriate.
- A department making a proposal for a retention bonus must also present documentation that funding is available to cover the proposed bonus before the bonus offer is made.
- Generally, an employee must have completed his/her probationary period and be performing at a satisfactory level to be considered for a retention bonus.

➤ **Critical Skills Bonuses**

A critical skills bonus may be awarded to an employee who possesses and regularly applies skills critical to CSUMB operations. This bonus will be limited to several key job classifications where critical skills are creating documented recruitment and retention problems for CSUMB. The advantage of this bonus is to pay lump sums for a critical skill for the period of time that it is considered "critical," while not building additional costs into the base salary. In some cases, however, a base salary adjustment might be a more appropriate action to ensure ongoing retention.

- Critical skills are those that are necessary and critical to ongoing operations and special projects.
- May be paid in less than one year increments. Generally, to be an effective reward, critical skill bonuses need to fall within a range of 8-10% annually

➤ **Individual and Team Incentive Awards**

These incentives must focus on performance requirements that are within the scope of a classification. This option is best used to provide a team or individual an incentive related to major projects with substantial impact. Such incentive awards must be for projects that require performance above and beyond the normal performance expectations of the position, but are still within the scope of the classification.

- Individual and team incentive plans must be prospective and clearly identify the performance criteria, targets, timelines and methods of measurement at the beginning of the performance period. Additionally, the incentive award associated with each performance target must be identified.
- Most performance incentives have only one performance target, which is the trigger for determining when the incentive will be paid. However, some incentives may provide for another level of achievement for goals, which are at an even higher level.
- When establishing performance criteria and targets, it is important to consider the following:
 - The individual or group of individuals under the incentive plan must have a substantial degree of control over the outcomes related to the criteria.
 - The performance period for achieving the specified goals must be defined. The most common performance period is twelve months.
 - Maintain simplicity and focus on one or two substantive performance criteria for the incentive plan.
 - The performance criteria must be specific and measurable, with a clear understanding of how achievement will be measured.
 - Potential criteria include timeliness of project completion, staying within budget limitations, quality of the final product, smoothness of the implementation, and/or user friendliness as assessed by users.
- Generally, to be effective, performance incentives need to fall within a range of 5-10%, but there may be situations where a lesser amount is more appropriate.
- The calculation of team incentives may be a flat dollar amount to provide for award equity. However, awards for non-exempt employees must be calculated based on gross pay to ensure accurate overtime calculations.

Stipends

Several of the bargaining agreements have provisions for stipends to recognize temporary assignments and/or longer-term achievements. Managers interested in this compensation option, need to consult with HR 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.

Please refer to Appendix I – CSU Staff Salary Program Options for a quick overview of the stipends programs by bargaining unit or for the most up-to-date information on staff salary programs refer to the systemwide website: www.calstate.edu/HRAdm/SalaryProgram/index.shtml

System-Funded Salary Adjustments

The various bargaining agreements provide for system funded salary increases. Such programs are not necessarily funded each year. CSUMB has responsibility for implementing these salary increases based on the specific instructions provided at the time new contract provisions are implemented. Please refer Appendix I – CSU Staff Salary Program Options for a summary of system-funded salary increases or for the most current information on all staff salary programs visit the systemwide website: www.calstate.edu/HRAdm/SalaryProgram/index.shtml .

- **General Salary Increases** – These salary increases are negotiated with each of the bargaining units and are the first salary increases applied to salary rates. They are typically effective at the beginning of the fiscal year. The purpose of the general salary increase is to keep pace with the market and is typically applied to both the salary range for the classification and to the salaries of each of the individual incumbents.
- **Service-Based Increases** – Depending on the bargaining unit, these salary increases are negotiated and apply only to those employees eligible for these types of salary increases; those that are below the maximum rate established for service-based salary increases. The placement of this rate varies greatly across and within bargaining units based on the outcomes of negotiations. The purpose of these increases is to recognize service.
- **Merit/Performance-Based Salary Increases** – A pool of funds may also be negotiated for performance-based salary increases for each bargaining unit. *Depending on what is negotiated this pool of funds may be applied to base salaries and/or be awarded as lump sums.* According to most of the contracts, each campus has the discretion to develop their own process for awarding a performance-based salary increase. The specifics associated with the system wide performance-based salary increases will be distributed annually based on the collective bargaining outcomes of each unit.
- **Market Equity Increases** – At times, special funds or salary increases are negotiated at the systemlevel to address specific classification market equity issues. These increases may be applied to all incumbents and the salary ranges or just to the incumbents of the classification depending on what is negotiated. The purpose of these increases is to address system wide salary equity problems in relation to the labor market. Depending on the applicable bargaining agreement, in-range progression may be used to address individual employee equity problems.

System-funded – Merit/Performance-Based Salary Increases

Within this group of salary increases, the only one involving campus management and discretion are the performance-based salary increases. The system wide performance pools funds are allocated by bargaining unit and each contract has specific provisions as to the procedures and criteria for determining the distribution of the pool. To ensure some level of consistency in the program at CSUMB, the following guidelines and requirements are established.

- A performance evaluation must have been completed as part of the annual performance review process. Beginning in the 00/01 fiscal year, a common review date evaluation process was introduced for non-probationary employees.
- Guidelines related to the performance-based salary increases for each bargaining unit will be provided annually and will be based on the outcomes of system wide collective bargaining.

- System-funded performance increases must have an effective date consistent with the applicable collective bargaining agreement. Ensuring timely completion of the performance evaluations will facilitate the implementation of the system wide performance-based salary increase program.
- When recommending an employee for a performance-based salary increase it is critical to base the recommendation on ongoing and sustained performance. However, it is also reasonable to consider how equitably an employee is paid for his/her performance contribution in relation to others performing similar work within CSUMB and the marketplace.

At Maximum Rate - Lump-sum Performance Bonus

Several contracts provide a performance award opportunity for those employees at the maximum of their salary range who are not eligible for base salary increases. This is referred to as a lump sum performance bonus and typically is limited to those employees at or above the maximum of their salary range. This bonus option should be limited to those employees who have made an outstanding contribution during the fiscal year. The criteria for a lump sum performance bonus is consistent with the campus criteria used for all performance-based salary increases.

APPENDIX I

CSU Staff Salary Program Options

STAFF BASE SALARY INCREASE PROGRAMS					
BARGAINING UNIT	NEGOTIATED		DISCRETIONARY		OTHER
	PERFORMANCE/ MERIT	GENERAL and SERVICE INCREASES	RECLASSIFICATION (& IN-CLASS PROGRESSION)	IN-RANGE PROGRESSION	
APC – Unit 4 (Academic Professionals of California) Article 23	Merit salary increases or bonuses may be negotiated from system funds.	GSI – System funded, negotiated percentage.	Campus funded Minimum 5% increase for movement to a class in a higher salary range. (23.8)	Campus funded - May be granted for increases in duties or skills, extraordinary performance or equity. - Employee requested maximum every 12 months. - HR must review the request in 90 days. (23.11)	
CSUEU – Units 2,5,7 & 9 (California State University Employees Union) Article 20 (and 9 & 17)	Merit Salary Increase (MSI) Merit pool when negotiated with the union and funded from compensation pool, but campus has discretion in distribution based on performance. Employees at the maximum of the range can receive a merit lump sum bonus in lieu of a base salary increase. (20.21)	GSI – System funded, negotiated percentage.	Campus funded Reclassification -- Minimum 5% increase. (9.24) - Employee requested maximum every 12 months. (9.29) In-classification for classifications with skill levels - Minimum 5% increase. (9.25) - Employee requested maximum every 12 months. (9.29) Temporary Reassignment - Maximum 6 months - Appropriate pay of higher classification or skill level. (17.5)	Campus funded - Minimum 3% increase - May be granted for increases in skill, retention, equity, performance, out-of classification, increased workload, new lead work, new project coordination, or other salary related criteria. - Request can be submitted by the employee or manager. - Employee requested maximum every 12 months. - HR must review the request in 90 days. (20.24)	
SETC – Unit 6 (State Employees Trade Council) Article 24	Extended Performance Increase (EPI) - Implementation of this program is bargained each year. - Based on performance and service. (24.7)	GSI – System funded, negotiated percentage.	Campus funded Reclassification - Minimum 5% increase for movement to a class in a higher salary group. (24.12) Temporary Reassignment - Maximum 180 days. - Minimum of higher class or 5% increase, whichever is greater.	Campus funded - For long term service, retention, equity or other salary related criteria. - Given at the discretion of the President or designee. (24.5)	
SUPA – Unit 8 (Systemwide University Police Association) Article 21	Performance-based salary increase (PBSI) - Subject to negotiation and funding, may be awarded from campus funds (21.9) - Movement between steps or half-steps in a salary range or one time lump sum bonus. - Individual merit and effective employee performance as determined by the President or designee.	GSI – System funded, negotiated percentage. Service Based Performance Step Increase (SBSI) - Movement between steps or half-steps in the salary range, up to the SBSI maximum of the range based upon service and satisfactory performance. - Subject to negotiation and funding.	Campus funded Appointments/Promotions - Covers provisions for promotion to a higher classification.	Campus funded May be granted a ½ (2.3%) or full step (4.6%) for increases in duties or skills, market or pay equity, or for performance as determined by the President or designee. (21.14)	

APPENDIX I

CSU Staff Salary Program Options

STAFF NON-BASE SALARY INCREASE PROGRAMS (Payment that is not a permanent increase to the base salary of an individual)

BARGAINING UNIT	PERFORMANCE	CRITICAL SKILLS	RECRUITMENT	RETENTION	OTHER
APC – Unit 4 (Academic Professionals of California) Article 23	Merit Bonus Program A merit bonus pool also may be made available from system funds based on negotiations. One-time, lump sum bonus used in recognition of one-time or special project performance, for members of a team in recognition of their performance as a team based on criteria established by the campus, above average performance in general, or other significant contributions to the campus and/or CSU community. (23.5)	Campus funded - Used to recognize skills critical to ongoing operations. - Skills must be actively applied to receive the bonus. (23.9C)	Campus funded - Used for inducement to join CSU. - Must be returned if probationary period not completed. (23.9A)	Campus funded - For retention of positions critical to operations, difficult to recruit for or skills in short supply. - Requirements must be in writing. - Minimum 12 month commitment. (23.9B)	- Long-Term Service Bonus (LSI) (23.4B) - Educational Achievement Stipend (EAS) (23.4C) - Budget Shortfall Mitigation Bonus (BSM) (23.4D)
CSUEU – Units 2,5,7 & 9 (California State University Employees Union) Article 20	Campus funded Can be provided for: - Recognition of employees at the top of their salary range. - Individual or team award for exceptional performance based on pre-established criteria. (20.22a.)	Campus funded - Used to recognize critical skills. - Skills must be actively applied to receive the bonus. (20.22d.)	Campus funded - Used for inducement to join CSU. - Must be returned if probationary period not completed. (20.22b.)	Campus funded - For retention of positions critical to operations, difficult to recruit for or skills in short supply. - Requirements must be in writing. - Minimum 12 month commitment. (20.22c.)	Campus funded Salary stipends For temporary project or lead work coordination or other special assignments. Stipends are paid monthly and must be at least 3% of base monthly salary. (20.26-20.28)
SETC – Unit 6 (State Employees Trade Council) Article 24	Performance Based Salary Increase (PBSI) Campus funds may be used to award meritorious performance at any time. May be a base pay increase or one-time bonus. (24.6)	Campus funded - \$500 one-time bonus granted for employees who complete identified certification programs - \$250 bonus paid if certification required to be maintained. (24.38-24.41)	Not available	Not available	
SUPA – Unit 8 (Systemwide University Police Association) Article 21	Campus funded Recognition of exceptional performance as a lump sum bonus. (21.9)	Not available	Not available	Campus funded - For retention of positions critical to operations, short supply in labor market and/or difficult to recruit for. - Requirements must be in writing. - Minimum 12 month commitment. (21.16)	Monthly stipends for - POST certification. (21.21) - Special assignments.(21.23)

Note: This document is not intended to be a complete summary of all salary programs provided in the collective bargaining agreements. The information provided in the document is subject to change and is superseded by the appropriate collective bargaining agreement. The current collective bargaining agreement should be referenced for specific program details.

APPENDIX II DEFINITION OR TERMS

The following are standard compensation definitions for key terms. They are intended to assist in clarifying discussions related to classification and compensation structures and practices at the CSU today.

Anniversary Date – Several of the collective bargaining agreements base eligibility for certain salary actions on an anniversary date. Most often, the anniversary date is used to determine the timing of service-based salary increases. An employee’s first anniversary date is his/her hire date. The anniversary date may change as a result of a reclassification or in-classification progression per the applicable collective bargaining agreement.

Average Salary – The sum of all the salaries in a data set divided by the number of incumbents. In salary surveys, typically the average salary is calculated by adding each organization’s average salary for a particular benchmark and then dividing the result by the number of organizations. See also *Mean* and *Weighted Average Salary*.

Benchmark - A standard job and description that has well defined duties and requirements facilitating comparisons to other jobs. For example, salary surveys list benchmark jobs and job descriptions so that companies can compare their own job description to the benchmarks in the survey.

Bonus – A lump sum award, not added as a permanent increase to the base salary of an individual employee. A bonus is distinguished from an incentive in that the latter is typically prospective in nature, while a bonus may be prospective, retrospective or immediate. Each of the staff collective bargaining agreements has opportunities for employee bonuses.

Broadbanding - A compensation strategy that collapses many salary ranges into a few broader salary bands. The bands are usually 70-150% wide and may encompass numerous occupational groups and/or job levels. For example, a broadbanded structure might assign all non-exempt office jobs to one band or all the levels of one job family to one band. Broadbands are often used to support skill/competency-based or influenced pay programs. The effect of broadbanding is that it shifts the focus from vertical to horizontal career development and movement. At the CSU, MPP administrative grades levels and their associated salary ranges are examples of broadbands.

Career Band - A career band is a broad band that usually encompasses the full range of salaries for a given function. For example, CSU’s information technology salary ranges are considered career bands encompassing the work from the foundation to expert level for key job families within information technology. Career bands typically have skill zones defined within them very similar to the IT skill level sub-ranges.

Classification - A job evaluation method that compares jobs on a whole job basis. Pre-defined classification standards are established as benchmarks against which individual positions are measured. An individual position is placed in the classification which is the best fit for the majority of the position’s work assignments and requirements

Classification Allocations 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 nature and complexity of the work, level and type of knowledge and skills required by the work, the level of independence and decision-making authority required of the work, the level of accountability for one’s own work and the work of others, the complexity and type of problems encountered and solved, the level of creativity and ingenuity required by the work, and the level and diversity of contacts involved in the work.

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

Classification Series - A group of classifications from a common job family. For example, the Student Services Professional (SSP) Series is comprised of SSP I, II, III and IV. Classification series can also refer to a cluster of classifications in a common functional area, such as the Information Technology (IT) series which includes such classifications as Analyst/Programmer, Network Analyst, Operating Systems Analyst, etc.

Classification Standard - The description of a benchmark set of characteristics used for the process of making classification decisions. At the CSU, classification standards typically describe a broader body of work and are designed to accommodate the operational needs of 23 campuses.

Classify - The process by which an individual position is allocated to a classification. The pre-defined classification standards describe the typical work activities, characteristics and qualifications against which individual positions are compared to determine an appropriate classification assignment.

Compensation - Cash provided by an employer to an employee for services rendered. Compensation comprises the elements of pay (e.g., base pay, variable pay, etc.) that an employer offers an employee in return for his or her services.

Competency - A behavior, attribute or skill essential to performing a job well.

Competency-Based Pay - A base pay delivery method that focuses on attributes, abilities and behaviors of an employee. Competencies can be defined for both behaviors and results.

Exempt – Exempt from the overtime provisions of the Fair Labor Standards Act that governs overtime, minimum wage and other wage and hour laws.

Functional Description - A description that focuses on the nature or general characteristics of the work, rather than delineating specific tasks, for example: performs general clerical duties of a routine nature versus opens, sorts and date stamps mail.

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.

External Equity – External equity is a measure for comparing internal pay rates with pay in other organizations for comparable positions. When referring to external comparisons, the general terms used are the external marketplace or labor market.

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 – Advancement/movement to a higher skill level and the corresponding salary sub-range within a broad classification that includes more than one skill level. Each skill level is assigned its own sub-range within the overall salary band. Examples of these classifications include the Information Technology Series, Administrative Analyst Specialist, and the Public Affairs/Communications Specialist.

Indirect Compensation - Compensation that is not direct cash. Indirect compensation includes employee benefits and related programs.

In-range Progression – An increase in pay within a salary range for a single classification or within a sub-range for classifications with skill levels. The classification or skill level does not change as the result of an in-range progression. In-range progression is a pay provision in many of the staff collective bargaining agreements and specific provisions for its use may vary by contract. However, an in-range progression is often used to recognize a permanent increase in responsibilities and/or knowledge and skills and abilities regularly applied on the job, particularly in broader classifications with broader salary bands. In some cases, an in-range progression may be used to address internal or external pay equity.

Internal Equity – Internal equity is a measure of the relative value of positions in relation to one another within the same organization based on an analysis of job responsibilities and requirements.

Job – A collection of responsibilities and duties, which considered as a whole, constitute the assignments of one or more individuals. A position is a job with a specific incumbent with a specific set of work assignments.

Job Description – See Position Description.

Job Evaluation - The process for determining the relative worth of a position within an organization based on the factors valued by the organization. The end result of job evaluation process is the assignment of jobs to some form of a pay hierarchy. CSU's job evaluation method is called classification. In the job classification structure, individual positions are matched to the most appropriate job classification/skill level to determine the appropriate pay level. At CSU, each classification has its own assigned salary range.

Job Family - A collection of jobs that require common skills, occupational qualifications, technology, working conditions, etc. Often a job family represents increasingly complex levels of a job.

Knowledge - Understanding and recall of information measured by depth, scope, and ability to integrate to resolve problems.

Market Analysis – This is the process of evaluating the salaries of individual positions or job classifications against the market salary rates within a relevant labor market.

Merit Increase – A differential adjustment to base pay based on individual performance. May also be referred to as a performance-based salary increase.

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 midpoint.

Pay-for-Performance – A practice of providing differential rewards to individuals or groups on the basis of performance. Pay for performance may be paid as an adjustment to base salary or a lump sum award.

Position - A job occupied by an incumbent with a specified set of work assignments and knowledge, skill and ability requirements.

Position Description - A description of the specific work assignments related to a position occupied by an incumbent. A position description is usually a more specific sub-set of a job description focusing on the assignments of the individual position. It may include the position accountabilities and performance indicators.

Promotion - Advancement of an *individual employee* to a position in a classification with a higher salary range.

Reclassification - A change in the classification of an individual position to either a higher, lower or other comparable level classification based on changes in the position's duties and requirements.

Salary Administration – The full range of processes for managing individual salaries including such actions as determining appropriate salary levels and processing salary changes.

Salary Banding – A compensation strategy that collapses salary ranges into broader salary bands to allow for organizations to be more responsive to market salary pressures and to provide more flexibility in salary administration.

Salary Range - The range of pay rates, from a minimum rate to a maximum rate, assigned to an individual classification at CSU. In other organizations a salary range may be assigned to a salary grade which has numerous jobs assigned to it. At the CSU, most classifications have open ranges with only a minimum and maximum salary rate defined. However, Unit 8 – Public Safety has step ranges with set rates defined for individual steps within the salary range. Placing an employee within a salary range is dependent on such factors as knowledge, skills, abilities, and experience, as well as market factors.

Salary Structure – In most organizations, the salary structure defines the organization's ranking of jobs/classifications, based on internal and external equity factors, by slotting classifications of comparable value into the same salary grades. Each salary grade has a defined salary range with minimum and maximum rates developed based on market pricing factors and established pay policies. At the CSU, salary ranges are typically set for individual classifications; not a collection of classifications grouped into a salary grade. The salary schedule provides the full

listing of salary ranges assigned to each classification. Unit 6 – Skilled Trades has established salary groups which are similar to a traditional salary structure and facilitate maintaining internal and external equity.

Skill Level - A level within a broad classification that defines the nature of the work and knowledge, skills and abilities typically required to perform the work at that level.

Sub-Range – At CSU, the range of pay associated with a skill level within a broader classification.

Total Compensation - Traditionally this term refers to the aggregate of all cash and indirect compensation that includes base salary, incentives, bonuses and benefits.

Total Rewards – An organizational strategy that maximizes the opportunity to attract, motivate, engage and retain talent using the full scope of financial and non-financial rewards. Total reward programs are comprised of all forms of compensation, including base salary and variable pay programs, recognition programs, traditional and nontraditional benefit programs, work/life programs, training and development and other employee-related investments such as career opportunities. The shift to this term from total compensation is to emphasize the total investment made in human resources by an organization in exchange for work performed.

Variable Rewards - Compensation or rewards that vary based on performance or the results achieved.