

Compensation Guidelines

Effective Date: July 2005

Program

California State University Channel Islands (CSUCI) seeks to maintain an equitable and consistent compensation program by recognizing job skill requirements, individual performance, contribution to group or team goals, and internal and external equity in determining compensation.

Purpose

The purpose of this guide is to provide general information on the compensation provisions for represented employees covered by collective bargaining agreements.

Scope

Where the provisions of this guideline are in conflict with the Collective Bargaining Agreements, the Collective Bargaining Agreements shall take precedence. Refer to agreements for special salary programs unique to specific units.

APPOINTMENTS

Initial Appointment/Hire

The level of pay offered for initial appointments is determined by considering many factors including: 1) position classification salary range, 2) skills and experience required, 3) level of knowledge, skills, abilities attained, 4) difficulty in recruiting, 5) equity among similar positions, and 6) equity with external labor market salary rates.

For an initial appointment to a represented staff position, the candidate is usually appointed a salary within the first quartile of the classification salary range.

SALARY INCREASES

General Salary Increase (GSI):

A GSI is a salary increase provided to all employees when the salary range within the classification is increased through the collective bargaining process. A GSI is automatically implemented by the California State University.

Performance Based Salary Increase (PBSI):

A PBSI is a discretionary salary increase granted for exceptional performance, in select bargaining units. Recommendation for PBSI is documented in the performance evaluation. Normally, a salary increase of 1% - 5% is granted. The funding for the annual PBSI cycle is provided through the state budget and is contingent upon collective bargaining negotiations.

In-Range Progression (IRP) Salary Increase:

The IRP is a discretionary salary increase of at least 3.0% and normally will not exceed 10%. It is appropriate for, but not limited to: increased responsibilities, acquiring critical skills, providing market or pay equity. To initiate an IRP, the employee's manager requests Human Resources perform a classification review for in-range progression.

CLASSIFICATION AND SKILL LEVEL CHANGES

Salary adjustments resulting from changes in appointment including reclassification, skill level change, promotion, reassignment, stipend and demotion. The salary rate established for a position is based on the required skill level of the position and the skill level demonstrated by the employee.

Promotion

A change of appointment to a classification with a higher salary range as a result of recruitment or reorganization is considered a promotion. A 5% salary increase or minimum of the new salary range is granted in the new classification. A higher salary increase may be recommended, but normally no more than 10%. A salary increase beyond 10% requires Cabinet Level Officer approval.

Reclassification or in class Progression

A reclassification is a change in a current position to a classification or skill level with a higher salary range, as a result of a change in job skill requirements. A 5% salary increase or minimum of the new salary range or skill level is authorized. The manager may recommend a higher salary increase, normally no more than 10%, with justification based on special skills and experience. The manager or employee shall submit a request to the Human Resources Department for position review for reclassification or in-class progression.

Reassignment

A reassignment is a change in position, or assigned duties, for an employee. It may be temporary or permanent. If the reassignment is to a classification or skill level with a higher salary range, a 5% salary increase or the minimum of the new salary range or skill level is given. The manager may recommend a higher salary increase, normally no more than 10%, with justification based special skills and experience. To initiate a temporary reassignment, the manager shall submit a position description and a memo indicating the purpose for the temporary reassignment.

Salary Stipend

A salary stipend is added to base pay and paid on a monthly basis for special project coordination and/or lead work assignments for employees in eligible classifications at predetermined rates as negotiated through the collective

bargaining process. To initiate a salary stipend, the manager shall submit a memo through the division to Human Resources outlining the special project and/or lead responsibilities including the duration of the assignment.

Demotion/Voluntary

A demotion is a change from a current classification or skill level to a classification or skill level with a lower salary range. The salary is established by determining the rate entitlement based on the classification.

CRITERIA

The following criteria are used to evaluate job and skill requirements for consideration of classification and skill level changes as well as for evaluating the qualifications and skills of job applicants for new appointments. For purposes of analysis and comparison, distinctions are made between lower and higher level responsibilities within each criterion. When preparing a narrative, the position description shall describe the changes in level of responsibilities, authority and skills required in the context of the following criteria:

Complexity - standard routine assignments vs. multiple, intricate assignments.

Scope of Authority, Impact, Judgment & Discretion – routine decisions vs. decisions with significant unit impact. [Under the Fair Labor Standards Act – FLSA – employees are designated "exempt" if their primary duties are executive, professional or administrative and who spend more than half their work time performing work requiring frequent exercise of discretionary decision making]

Independence & Accountability – supervision required; responsible for the quality of own work vs. review of the work done by other employees.

Program/Project Coordination - program parts vs. responsibility for full program results; degree and level of expertise required, including knowledge of laws and regulations.

Lead Responsibilities - individual work assignment vs. unit priorities, trains and guides others, delegates and evaluates others work. Lead responsibilities for the purpose of granting a stipend involves additional authority relating to the planning, execution and results of a special project vs. the routine day-to-day oversight of ongoing activities.

Problem Solving, Creativity & Innovation - solves problems by referencing standard policies vs. addresses a wide range of problems where no precedent may exist.

Analytical Skills - Utilizes basic methods, procedures and techniques in research and analyses vs. utilizes expertise in interpreting and evaluating results.

Communication, Contacts, Collaboration & Teamwork - Prepares reports vs. interprets, writes, organizes and presents information.

Working Conditions & Effort - environmental, physical and mental aspects of job in relation to other positions.

Equity - Pay for work performed is comparable with others performing similar tasks. Market salary surveys may be utilized to support analysis. Rewards employees for individual performance and achievement to the extent to which jobs of equal skill, responsibility, effort and working conditions are paid similarly.

Managers, Deans and Directors should assess the level of skills required and level of performance/contributions in relation to other positions and employees in the unit when considering a classification or salary change within the salary range established for the position.